SAFE STREETS, HEALTHY SCHOOLS AND COMMUNITIES

A Safe Routes to School
5 Year Action Plan for Seattle
School traffic safety is an issue I have worked on for more than a decade, going back to my sponsorship of the statewide Safe Routes to School program. Earlier this year, we launched Vision Zero, our plan to eliminate all traffic fatalities in Seattle by 2030, and Safe Routes to School is a key strategy in reaching that goal. We are making the right investments to get every child to and from school safely.

For many years Seattle has prioritized safety on our streets for kids. We’ve laid the foundation through programs such as Safe Routes to School and our Pedestrian and Bicycle Master Plans, and we’ve made great progress thanks to the Bridging the Gap levy that funded safety improvements near every public and private school in Seattle. As one of the first cities to install automated speed enforcement, we’re also proud of the city’s commitment to dedicating these revenues toward safety improvements in our school zones.

As a result of these programs, today serious collisions near schools are rare and we want to continue building on the progress we’ve made. We know we can do more to ensure that some of the most vulnerable travelers on our streets are safer.

Our city is growing rapidly and the population of school age children grows with it. Seattle Public Schools is making huge investments in new school buildings through their Building Excellence capital program and we’re leveraging those infrastructure investments with pedestrian and bicycle safety improvements in the locations that need it most.

To develop this plan we brought together stakeholders from many disciplines working toward school safety, including Seattle Public Schools, Seattle Police Department, King County Metro, Washington State Department of Transportation, Public Health experts, pedestrian and bicycle advocates, teachers, and parents. We’ve worked together to understand how national best practices can be applied here and to find new ways to collaborate to reach our mutual goals.

We’ve designed a comprehensive approach to school transportation safety, including education and outreach, effective enforcement strategies, innovative design, and ongoing evaluation. We’ll expand pedestrian and bicycle safety education so that all of our city’s children will learn safe pedestrian and biking practices at an early age. We’ll build on our successful Mini Grant program to make it easier for every school to encourage their kids to walk and bike to school. We’ll make significant infrastructure investments in key locations through our Safe Routes to School program. We’ll collaborate with our partners at the Seattle Police Department to ensure our school children are safe in school zones. Finally, we’ll report out annually on the progress we’ve made in these key areas.

This plan is an opportunity to build on our efforts and make the changes we need so that every child in Seattle is safe on our streets.
Letter from SDOT Director

Seattle is consistently recognized for having one of the best traffic safety records in the nation. Yet we know we can do more to ensure safety for our city’s youngest travelers. This plan, along with our Vision Zero effort, provides the tools to take safety on our streets to unprecedented levels.

We’re making progress toward safety on our streets near schools thanks to the Bridging the Gap levy approved by voters in 2006. Bridging the Gap allowed us to create our first formal Safe Routes to School program and make safety improvements near every public and private school in Seattle.

As one of the fastest growing cities in the country, we need multimodal approaches to our transportation challenges. After all, the way that we design streets has a dramatic effect on the transportation choices that we all make as part of our daily lives. We know that parents often choose to drive their kids to school, for a number of reasons—including infrastructure deficiencies and safety concerns. By addressing these issues, we can significantly enhance safety, make the decision to walk or bike to school easier for Seattle families, and reduce congestion.

This plan will guide new investments in critical areas that will make it even safer and easier to walk and bike to school. With this plan, we not only reviewed the type of infrastructure we build around schools, but we’ve also developed projects to address the biggest school safety needs. These improvements will expand existing safe routes and benefit everyone who travels near our schools.

We’ve laid out a clear plan of action to bring Safe Routes to School to every corner of Seattle. We know that improving safety will take a multifaceted approach in partnership with other agencies, neighborhoods, school communities, and everyone traveling on Seattle’s streets. Working together we’ll bring safety education to every elementary school student in the city, continually improve our streets, and use the latest design innovations to ensure the safety outcomes we want. We’ll work with partners to encourage biking and walking, support effective enforcement practices, and share our knowledge to help school communities.

Seattle is a safe city, and we’ve set out the key strategies we know will make it even better, for our communities and for our children. Let’s look out for each other, and continue working to build a safe, healthy, and vibrant future.
We envision a city of safe and active school communities, where walking and biking are seen as safe, convenient and fun.
WE ENVISION A CITY WHERE SAFE STREETS AND VIBRANT NEIGHBORHOODS COMBINE TO BUILD COMMUNITY, SUPPORT SUSTAINABILITY, AND MAKE THE HEALTHY CHOICE THE EASY CHOICE FOR FAMILIES AND NEIGHBORS.

Seattle is consistently recognized as one of the safest cities in the U.S. We’ve laid out an aggressive goal to reach zero deaths and serious injuries on our streets by 2030. As one of the key steps toward Vision Zero, we’ve developed this action plan to improve safety on our streets near schools. **Today, a large majority of Seattle students (83 percent) live within a walk zone**, which shows the opportunity for improving safety and increasing biking and walking in school communities.

Improving safety for school communities means building healthy places where kids can safely walk and bike to school and in their neighborhood. We know that students who walk and bike to school are healthier, more alert, and ready to learn when they arrive at school. Research shows that giving opportunities for healthy transportation can reap the greatest benefits in underserved neighborhoods, where health risks are often higher. We can reduce the number of parents who drive their kids to school, which will reduce roadway congestion and air pollution, benefiting students and the larger community.
We’ve laid the groundwork through our Safe Routes to School program, which has made walking and biking to school a safer and more fun way to get to school for more and more kids throughout the city. We’ve made safe biking and walking near schools a high priority in our Bicycle and Pedestrian Master Plans and the Neighborhood Greenways program. We know our efforts are paying off—we’ve seen traffic collisions drop, and children are involved in only a small share of pedestrian and bicycle collisions.

Still, we know we can do more. We can make it safer, easier and more convenient to walk and bike, to support kids already doing so and encourage more families to choose active transportation to get to and from school every day. We know pedestrian and bicycle infrastructure and lower vehicle speeds are two primary factors that influence traffic safety and the perception parents may have about how safe it is for their kids to walk or bike to school. That’s why we focus on speed reduction and improving conditions for walking and biking through our Safe Routes to School program and other roadway design efforts.

Seattle has shown its long-term commitment to enhancing biking and walking safety for children and school communities. This Plan builds on Seattle’s past accomplishments in Safe Routes to School, supports current efforts, and lays out key future actions to enhance safety in our school communities.
Safe Routes to School
 ✓ Education
 ✓ Encouragement
 ✓ Engineering
 ✓ Enforcement
 ✓ Evaluation

Increase walking and biking to school

Increase physical activity

Decrease youth obesity, cardiovascular mortality, diabetes, cancer mortality, stroke

Increase learning, knowledge, achievement

Improved mental health

Decrease risk of pedestrian and bicyclist fatalities and serious injuries

Decrease air pollution near schools

Decrease asthma, lung disease, lung cancer, mortality

Decrease number and speeds of people driving near/to schools

Decrease car, bicyclist, and pedestrian collision risk and severity

Decrease fatalities and serious injuries

Decrease fatalities and serious injuries

SAFE ROUTES TO SCHOOL HEALTH PATHWAYS

SAFE STREETS, HEALTHY SCHOOLS AND COMMUNITIES
The percent of elementary school kids walking and biking to school in Seattle increased from 15% in 2005 to 24% in 2015.

The percent of elementary school kids biking to school in Seattle increased from 1% in 2005 to 3% in 2015.

Coe Elementary is the school with the highest percent of kids walking and biking in 2015, at 44%.

Loyal Heights Elementary is the school with the highest percentage of kids biking in 2015, at 8%.
WHY SPEED MATTERS

Drivers yield 75% of the time when traveling 20 MPH

Drivers yield only 17% of the time when traveling 37 MPH

Field of vision at 15 MPH

Field of vision at 30 to 40 MPH

HIT BY A VEHICLE TRAVELING AT:

20 MPH

9 out of 10 pedestrians survive

HIT BY A VEHICLE TRAVELING AT:

30 MPH

5 out of 10 pedestrians survive

HIT BY A VEHICLE TRAVELING AT:

40 MPH

Only 1 out of 10 pedestrians survives
Seattle has a long history of prioritizing safety for kids walking and biking to school.

Beginning in the 1920s, Seattle was one of the first to use student safety patrols, and has produced safe walking route maps for every public elementary school since at least the 1960s. The term “Safe Routes to School” was used in Seattle as early as 1967, near the same time the term was coined in Denmark.

The Seattle School Traffic Safety Committee was created in 1969 to bring together Seattle Public Schools, the City, and parents to improve safe routes to school. This committee now represents Seattle Public Schools (SPS), Seattle Department of Transportation (SDOT), Seattle Police Department (SPD), King County Metro, pedestrian advocates, bicycle advocates, and parents. In monthly meetings, the committee recommends new school crosswalk locations, crossing guard assignments, criteria for placement of crossing guards, and traffic circulation plans for schools.

In 2006, Seattle voters passed the Bridging the Gap levy. For the first time, dedicated funding was available to institutionalize a Safe Routes to School program in Seattle. The levy has funded pedestrian safety improvements, supported the Mini Grant program and the Pedestrian Safety for Students campaign (see Funding for more information). It also provided matching funds for nine state and federal Safe Routes to School grant programs, reaching mostly schools in underserved neighborhoods.
In 2012, Seattle began installing school speed zone safety cameras to enforce the 20 miles per hour speed limit in school zones. The cameras aim to reduce vehicle speeds and improve safety for schoolchildren and other pedestrians. The Seattle City Council passed legislation that requires revenue from school zone speed cameras to be dedicated to traffic safety improvements near schools. The Safe Routes to School program uses these funds to make improvements such as new sidewalks, street crossings, and traffic calming near schools.

In the 1970s and 80s, Seattle constructed many pedestrian signals for schools, including Sand Point School in North Seattle and Maple School in South Seattle. These infrastructure improvements continue to serve our neighborhoods to this day. This reminds us that Safe Routes to School improvements benefit everyone and have a lasting impact – making our streets safer no matter how we choose to travel.
We will use a combination of strategies to improve safety and
to get more students walking and bicycling to school.
THE PLAN

SDOT developed this Plan in collaboration with community partners and by learning from school safety success stories in Seattle and beyond. We’re working closely with Seattle Public Schools and the Seattle Police Department to support education strategies and targeted enforcement. We convened a community task force to review and share insights to guide development of this Plan and our work moving forward. We’ve held safety design workshops and developed an engineering toolkit to empower the community with information on ways to improve safety around schools through changes to the built environment. Every step of the way, we have drawn on innovative programs and strategies that work—looking to the best examples around the country.

OUR APPROACH

We will use a combination of strategies to improve safety and to get more students walking and bicycling to school. Our plan recommends specific, near-term actions in these categories:

- **Education**: Ensure that everyone learns how to travel safely
- **Encouragement**: Promote walking and biking in the school community
- **Engineering**: Design streets for safety and predictability
- **Enforcement**: Enforce traffic safety laws and target risky behaviors
- **Evaluation**: Track progress toward our shared safety goals
- **Empowerment**: Provide resources to school champions
Achieving Vision Zero means that every child, parent, and neighbor learns to travel safely whether by foot, bike, bus, or car. We support programs to teach kids how to walk and bike safely, encourage active travel, and promote safe driving behaviors in the school community.

- Today, Cascade Bicycle Club and Seattle Public Schools provide bicycling safety education in 32 out of 71 elementary schools.
- We provide maps for elementary schools that show preferred routes for walking or biking to school safely. These maps show crossing guard locations and school crossings for each school walk zone.
- We develop campaigns to encourage safe behavior on our streets. For example, we use eye-catching yard signs to remind everyone to pay attention as they travel near schools.

**FUTURE ACTIONS**
*(SEE ACTION PLAN MATRIX ON PAGE 47 FOR DETAILS)*

**Walking and Biking Safety Education**

We plan to build on the existing safety education program pioneered by Cascade Bicycle Club and Seattle Public Schools. As part of this effort, we will:

- Starting in the 2016/2017 academic year, provide in-classroom walking and biking safety education to every 3rd, 4th, and 5th grade class in Seattle every year.
- In 2017, explore opportunities with Seattle Public Schools to provide in-classroom walking and biking education to middle and high school students.
- Adopt performance measures for the education program to track progress and celebrate success (see Evaluation).
Bikes and equipment for the Basics of Bicycling program

Photo: Cascade Bicycle Club
Youth Engagement

We know that engaging youth is critical to encouraging safe behaviors on Seattle streets. Today’s students are learning how to travel safely and developing habits that they will carry forward into adulthood as community members and roadway users. To engage Seattle students on street safety issues, we will:

» In the 2016-17 school year, host a social media challenge for middle school students to create a video of the fun features of their walk to school.

» In the 2017-18 school year, work with local high schools to host a competition to produce and star in SDOT’s first safety education video by students, for students. The video would focus on safety messages and encourage travel by foot, bike, and transit.

» In the 2018-19 school year, work with Student Safety Ambassadors who will reach out to their peer communities of high school students to increase and utilize safety practices and encourage multi-modal travel.

Outreach to the School Community

The school community includes parents, caregivers, neighbors and businesses. Community members play a large role in shaping road safety near schools, especially during student arrival and dismissal. SDOT currently provides walking route maps for every elementary school and distributes yard signs encouraging safe travel in Seattle neighborhoods. Leveraging these efforts, Seattle will:

» In 2015, develop and share new walking/biking route maps. These maps provide clear information about walking and biking conditions within the walk zone of every public school in Seattle.
In 2015, share the how-to guide, “Improve Your School Arrival and Departure Procedures, A Toolkit for School Safety Committees,” in order to increase safety for every child whether they’re walking, biking, taking the bus, or being driven to and from school.

During every school year, provide pledge forms and window clings to school champions to support establishing a “Pace Car” program. This program will encourage community members to drive safely in school zones.

Starting in the 2015-16 school year, enhance the existing school road safety yard sign program:

- Partner with Parent Teacher Associations to host a kick-off event at the start of the school year.
- Establish convenient neighborhood distribution points for yard signs.
- Promote the program through announcements, flyers, and social media.

GREEN LAKE ELEMENTARY SCHOOL

Seattle supports safety education through programs such as the Pedestrian Safety for Students initiative at Green Lake Elementary. During 2011 and 2012, we hosted a “walk and roll” campaign to encourage safe walking and biking to school. SDOT also repaired sidewalks and crossings near the school and taught second grade students safe walking skills. Following the three-session skills training, walk-to-school mode share increased and nearly all students answered two safety questions correctly.
ECKSTEIN MIDDLE SCHOOL AND BRYANT ELEMENTARY SCHOOL

School communities at Eckstein Middle School and Bryant Elementary School support programs to encourage walking and biking to school. Organized by parents and supported by school staff, Eckstein Bikes encourages biking to school through “Biker Donut Days,” handing out bike lights and gear, and organizes events focused on Bike to School Month. Bike to Bryant is an encouragement program spearheaded by the Bryant Parent Teacher Student Association. Bike to Bryant is a “feeder” program to Eckstein Bikes, so that kids will continue walking and biking to school after they graduate to Eckstein Middle. Bike to Bryant organizes events for Walk to School month and Bike to School month, including hosting a Walking School Bus and providing online resources to track bike trips.

Seattle supports efforts to encourage biking and walking by partnering with the School Traffic Safety Committee, local schools, and organizations such as Parent Teacher Associations (PTAs). SDOT supports school communities through its Mini Grant program, which gives out small grants for local initiatives to promote safe biking and walking to school. Local school communities encourage biking and walking through incentives and events, such as Walk to School Month and Bike to School Month. SDOT also works with schools to provide bicycle parking to support students and school staff traveling by bike.
Bicycling Education

Photo: Cascade Bicycle Club
FUTURE ACTIONS
(SEE ACTION PLAN MATRIX ON PAGE 47 FOR DETAILS)

Encouragement Programs

Encouragement programs are vital partnerships between school communities, local businesses, and government agencies. These groups work together to make it easy, safe, and fun for kids to walk and bike to school. Building on Seattle’s existing programs and ongoing neighborhood initiatives, we will:

» In 2015, share the beginner’s guide, “Where Do I Begin? A Guide to Starting a Safe Routes to School Campaign at Your School,” including local resources to get started. In this guide, we provide information on how to register your event with local organizations to win prizes and get free resources.

» Starting in the 2015-16 school year, offer free encouragement incentives through a convenient online system.

» Starting in the 2016-17 school year, host a yearly Safe Routes to School Kickoff Event in partnership with school and community organizations.

» Starting in the 2015-16 school year, partner with local businesses to host events at schools and provide refreshments, incentives, and information on biking and walking to school.

» In 2015, explore ways to support the SchoolPool initiative launched by King County Metro which helps schools organize parents and schoolkids to share carpool, walk or bike trips to and from school.

» Starting in the 2015-16 school year, expand our partnership with community organizations such as BikeWorks to increase access to free bikes for low-income youth.

Outreach Materials

SDOT uses a variety of outreach, graphics, and communication tools to convey important information. For example, we use compelling messages and visuals to encourage safe and active travel in school neighborhoods. We will continue to enhance visual communication through these actions:

» In the 2015-16 school year, produce infographics that encourage walking and biking and support street safety near Seattle schools. Design all outreach and visual communication with a unified safety message that supports Vision Zero and disseminate using social, web and print media.
Bike Parking at Schools

SDOT coordinates with Seattle Public Schools to install bike racks on school campuses, in places that are publicly accessible. If there aren’t good locations on campus, we place bike corrals in the street often in locations that aren’t legal parking spaces, like areas within 20 feet of a crosswalk. Secure and accessible bike racks are critical to encouraging students and parents to bike.

» In 2015, conduct a bike rack inventory at all Seattle Public School campuses to determine type and quantity of bike parking currently available at schools.

» In 2016 and 2017, work with Seattle Public Schools to expand the current bike rack program by seeking opportunities to place publicly accessible bike parking on school campuses where none exists or existing parking is not optimally sited.

» On an ongoing basis, work with Seattle Public Schools and the Seattle Department of Planning and Development during the development review process to ensure new or redeveloped schools provide ample bike parking that is convenient, secure, visible, and sheltered.
As the owner and operator of Seattle’s streets, SDOT implements engineering projects to make it easier and safer to walk and bike in the school community. We use engineering treatments to enhance bicycling and walking facilities, shorten crossing distances, and create self-enforcing street environments. We also work with the School Traffic Safety Committee to ensure safe circulation for all roadway users near school campuses.

NORTH BEACON SAFETY CONNECTIONS
Enhancing the infrastructure around schools provides multiple benefits for the whole community. Seattle recently completed a project to improve safety along Beacon Avenue South near Beacon Hill International School. SDOT built new sidewalks, curb ramps, bicycle facilities, and pedestrian crossing improvements. One of the main goals of this project was to make it safer and more comfortable for families to walk and bike to Beacon Hill International School, while enhancing connectivity to community assets such as the Mountains to Sound Trail and the Beacon Hill business district.
THE PLAN
RECOMMENDED ACTIONS

ENGINEERING

New curb ramps near West Woodland Elementary
Engineering Improvements around Schools

As part of Safe Routes to School and other programs, we build and improve infrastructure to support safe school environments. These engineering projects include building new sidewalks, enhancing crosswalks, and improving streets for biking. In the near term, SDOT will continue these efforts with the following key actions:

» In 2015, share the data-driven prioritization criteria that ranks all public and private schools based on collision data, race and ethnicity data, and pedestrian master plan scores that include equity considerations. Re-run the prioritization process annually.

» Starting in 2015, complete 9-12 engineering projects each year at priority schools. We will implement improvements that we will identify based on discussions with school staff, safety committees, parents, and PTAs; comments made on the Wikimap developed for this process, results of walk and bike audits; traffic observations; and overlaying top projects identified in the city’s Bicycle and Pedestrian Plans.

» During the 2015-16 school year, work with the School Traffic Safety Committee to identify opportunities to remove the need for hazard busing and restore full safe walk zones.

» On an ongoing basis, collaborate with SPD to incorporate design elements in engineering projects to enhance security for people biking and walking near schools (i.e., Crime Prevention through Environmental Design).

» On an ongoing basis, maintain all school crosswalks in good condition.

» Explore opportunities to leverage investments in biking and walking facilities that build on new school construction. Partner with Seattle Public Schools to support statewide goals for sustainability and encourage low-emission travel options.

Engineering Toolkit

Seattle uses engineering treatments that are appropriate to local conditions and have been shown to improve safety. We make decisions on the types of treatments based on factors such as the function of the street, speed and amount of traffic, and the potential to reduce collisions. In order to facilitate communication around street safety improvements, we will:

» In 2015, share the Engineering Toolkit of typical Seattle Safe Routes to School engineering treatments to improve road safety—this toolkit provides information on each treatment, including photo examples and an explanation of factors we consider when deciding where to install the treatments.
Crossing at Concord International School
ENFORCEMENT

The Seattle Police Department has an important role to play in achieving the city’s goals of zero deaths and serious injuries on Seattle’s streets. SPD enforces the laws for all travelers on our streets. Police officers enforce the law in school zones to discourage risky behaviors such as speeding and distraction. Seattle also operates flashing beacons and safety cameras in school zones to help keep kids safe during school arrival and dismissal times.

SINCE START OF SCHOOL SPEED ZONE SAFETY CAMERA PROGRAM:

-64%

THE AVERAGE NUMBER OF TRAFFIC VIOLATIONS PER CAMERA PER DAY HAS DECREASED BY 64 PERCENT

-4%

AVERAGE SPEEDS HAVE DECREASED BY 4 PERCENT

90%

90% OF PEOPLE WHO RECEIVE A SPEEDING CITATION AND PAY IT, DO NOT PAY FOR ANOTHER CITATION
School Speed Zone Safety Camera Program

In 2012, we began a program that uses safety cameras to enforce the 20 MPH reduced speed zones near schools. We measure the success of the school safety cameras by a reduction in speeds and violations. The school safety program results in 10,000 fewer speeding cars per year, reducing the chance that a child will be severely hurt in a collision. We’ve found that citations have decreased—and that 90 percent of people who receive a speeding citation do not receive a second citation. This shows that our strategy is working to change behavior. We’ve also found that the amount of traffic has remained constant, which means that drivers aren’t using neighborhood streets to avoid passing a safety camera. Revenue from the school safety camera program is used to fund safety projects near schools throughout Seattle—including new sidewalks, curb ramps, crossing islands, and crosswalks.

FUTURE ACTIONS
(SEE ACTION PLAN MATRIX ON PAGE 47 FOR DETAILS)

School Safety Camera Program

We plan to build on the success of the school safety camera program and continue to reduce speeding on our streets near schools:

» Continue to monitor speeds in school zones and use a data-driven process to identify locations where safety cameras will make the most impact on reducing speeds near our schools.

» In 2015, install 11 new cameras in 6 school zones to reduce speeds and improve safety. SDOT will use funds generated through this program to improve the existing infrastructure near schools. In future years, install safety cameras where needed due to high speeds in school zones.

» Starting in 2015, SDOT and SPD will build on our existing outreach methods, including improving our webpages, releasing a new program brochure, and utilizing social media, to ensure travelers on our streets know where the cameras are located and how they work.

» SDOT will continue to evaluate additional photo enforcement applications.

» SDOT and SPD will continue to monitor cameras for performance and impact [see Evaluation].
School Safety Emphasis Patrols

Police officers are an effective resource to address risky behaviors and improve safety on our streets. We will partner with SPD to encourage police officers to conduct school safety patrols throughout the school year:

» Every year, SDOT and SPD will partner to ensure enforcement resources are deployed to the locations near schools that need it most, based on speed and collision data.
» On an ongoing basis, SPD will focus enforcement near schools on risky behaviors like distracted driving, not stopping for pedestrians in crosswalks, and speeding in school zones.
» Each school year, SPD will target enforcement in school zones during key times of year, including the beginning of the school year, after school breaks, and during walk and bike to school months.
» In the 2015-16 school year, work with SPD to ensure that school load zone signs are enforceable and enforced.
» Starting in 2016, SDOT and SPD will partner to employ High Visibility Enforcement tactics, using enforcement and advertising together to change community perceptions around key behaviors. For example, run a ‘20 Is Plenty’ campaign supported by enforcement to reinforce the school zone speed limit.

Re-Enforcement Patrols

Our safety record shows that Seattle does a lot of things right. SPD and SDOT will work together to reward and reinforce good behavior on our streets near schools with the following actions:

» Starting in 2015, SDOT and our partners will be present at schools throughout the school year to reward students, parents and caregivers, and school staff for good road safety behavior around schools. We will partner with nearby local businesses to provide rewards such as gift cards.

Adult Crossing Guards

Seattle Public Schools employs community members to help students cross the street at the start and end of the school day. Working with our partners, we will support efforts to enhance the crossing guard program:

» In the 2015-16 school year, work with the school district to identify funding sources so the adult crossing guard program can be expanded and the number of staffed positions can be increased.
» In 2015, encourage SPS to ensure a crossing guard is present every day wherever one is assigned. Potential strategies could include additional recruitment outreach, training school staff to serve as back-ups in the event that a crossing guard is sick or otherwise unable to fulfill their post, and using a detailed procedure to ensure that there is a crossing guard ready and on time for every shift.

» Starting in 2015, work with the School Traffic Safety Committee to use criteria to select crossing guard locations, such as type of street, number of lanes, vehicle speeds, age of students, and available gaps for students to cross the street. Ensure that guard locations are signed with appropriate school zone signs.
THE PLAN
RECOMMENDED ACTIONS

ENFORCEMENT

Seattle Public Schools adult crossing guard
We evaluate our programs to make sure our strategies are working and that we are using our resources efficiently. Our evaluation is based on a number of measures that we track to ensure we are making progress toward our goals. Measures include safety indicators such as speeds in school zones, how many schools and kids participate in our Safe Routes to School programs, and the number of kids who walk and bike to school.

**School Street Safety Metrics**

We will use data to drive our decisions, making sure we reach Vision Zero and continually improve safety on our streets near schools. Each year, we will release an evaluation report on our progress toward these goals. We’ll measure the success of our comprehensive approach to Safe Routes to Schools using the percentage of students who walk and bike to school. We will also report on child pedestrian and bicycle fatalities and serious injury collisions, recognizing that while overall numbers of these incidents are low, each one is avoidable and unacceptable.

We’ll measure success in the other four “Es” using the following indicators:

- **Education**: We’ll measure the percentage of Seattle public schools that receive bicycle and pedestrian education, and we’ll track student knowledge using pre- and post-evaluations in the classroom.

- **Encouragement**: We’ll track citywide participation in Walk and Bike to School Month, our free incentive program, and our Mini Grant program to monitor school-led encouragement campaigns and understand the reach of these programs.

- **Engineering**: To measure success and remain accountable to our goals, we’ll track the number of engineering projects we complete that enhance safety in school areas. For each engineering project we’ll use pre- and post-evaluation measures such as vehicle speed and usage of the facility to determine if the project was effective at improving safety and increasing walking and biking to school.
Speed humps near Highland Park Elementary
» Enforcement: We’ll measure the effectiveness of our enforcement actions by tracking the percentage of people that drive over the speed limit and the typical speeds recorded at camera locations. We’ll also partner with SPD, leveraging the SeaStat system to measure traffic safety performance near our schools.

» Equity: We’ll compare these metrics to school demographic information made available by Seattle Public Schools to ensure equity in program delivery.

Racial Equity Toolkit Assessment

To make sure that the Safe Routes to School program delivers services equitably, we’ll assess the project and program prioritization criteria and safety camera program using the Racial Equity Toolkit developed by the City’s Race and Social Justice Initiative (RSJI). The RSJI is a citywide effort to end institutionalized racism and race-based disparities in City government. The initiative’s long-term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity. This evaluation will help ensure that the implementation of the plan through the Safe Routes to School program aligns with departmental racial equity goals and desired outcomes of increased safe walking and biking to school.

### SPEED HUMP EFFECTIVENESS

Speed humps and cushions reduce vehicle speeds, making streets safer for walking and biking. Seattle evaluated speed humps and speed cushions at three elementary schools: Graham Hill Elementary, Highland Park Elementary, and Olympic Hills Elementary. The results found that typical speeds and the percentage of drivers speeding decreased at each school after installing speed humps or speed cushions.

<table>
<thead>
<tr>
<th>School</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graham Hill</td>
<td>36.0%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Highland Park</td>
<td>43.1%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Olympic Hills</td>
<td>44.9%</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

### PERCENT EXCEEDING SPEED LIMIT
THE PLAN
RECOMMENDED ACTIONS
EVALUATION

Walk to School Day
EMPOWERMENT

Now that we’ve laid out the major near-term actions for improving safety on our streets near schools, we’ll focus on our most important partner: the Seattle community. Parents, caregivers, neighbors, business owners, taxi drivers, and construction managers—whoever you are, you have a role to play to keep Seattle’s streets safe. There are lots of things you can do today, from simply paying more attention and complying with traffic safety laws to being a school champion and actively working with community organizations and local businesses to build healthy, safe communities.

Resources for School Champions

We’ve developed several resources that you can use to help build a Safe Routes to School movement in your school community today:

» **Where Do I Begin: A Guide to Starting a Safe Routes to School Campaign at Your School**: tips and ideas to start encouraging kids to walk and bike to your school. For example, community organizations and initiatives are a great source of information, inspiration, and potential partners for improving safety at your school.

» **Improve Your School Arrival and Dismissal Procedures**: a guide for developing a safe and efficient circulation plan and engaging the school community.

» **Engineering Toolkit**: Learn more about how SDOT makes engineering improvements to support safe streets near schools.

» **Mini Grant Fund**: Apply for funds to support your Safe Routes to School activities. Public and private schools, PTAs, community organizations, and non-profits are eligible to apply.
RAINIER BEACH SAFE PASSAGE

Rainier Beach Campus Safe Passage Project is a community-led initiative that uses place-based interventions to improve safety and security in the Rainier Beach campus area. Its approach builds on the success of other programs, such as the City of Chicago’s “Safe Passage” program, and tailors the approach to work for Seattle. Among other agencies and organizations, SDOT supported the program to increase adult guardianship in the Rainier Beach campus area and improve safety for kids traveling to and from school. This initiative shows that safe schools need community partnerships.

Photo: Barb Biondo
FUNDING

We’ve laid out a clear plan of action to improve safety on Seattle streets near schools. We’ll bring safety education to every elementary school student in the City. We’ll continually improve our streets and use the latest design innovations to ensure the safety outcomes we want. We’ll work with partners to encourage biking and walking, support effective enforcement, and share the best of what we know to help you start making the change in your own neighborhood. Implementing the actions laid out in this plan will require robust funding levels. This section identifies existing funding sources that support the Safe Routes to School work to date and new funding sources that may provide additional funds necessary to expand the program.
EXISTING FUNDING SOURCES

Bridging the Gap Funds

In 2006, Seattle voters passed a nine-year, $365 million levy for transportation maintenance and improvements known as Bridging the Gap. Funding supports projects that implement the Bicycle and Pedestrian master plans, create the Safe Routes to School program, improve transit connections, and help neighborhoods get larger projects built through the Neighborhood Street Fund program. Over the past nine years, Bridging the Gap has funded 48 Safe Routes to School capital construction projects. The Bridging the Gap levy expires at the end of 2015.

Grant Funds

Grant funds are available from the Federal and State governments for the construction and maintenance of transportation facilities. Projects that are candidates for grant funds must be competitive against the granting agency’s criteria, which have specific areas of emphasis, such as collision reduction or pedestrian safety. The Washington State Department of Transportation (WSDOT) offers a Safe Routes to School grant program to improve safety and mobility for children by enabling and encouraging them to walk and bike to school. In past years, we have received nine WSDOT Safe Routes to School grants to make safety improvements and conduct education and encouragement programs at schools in Seattle. The State of Washington Transportation Improvement Board offers a Sidewalk Program grant fund for pedestrian projects. The intent of the program is to provide funding for projects that improve safety, provide access to places people want to go, and address gaps in the pedestrian network.

Safety Camera Funds

In 2012, the City began installing school speed zone safety cameras to enforce the 20 MPH speed limit in school zones, per state enabling legislation. The cameras are intended to reduce vehicle speeds and improve safety for schoolchildren and other pedestrians. The Seattle City Council passed legislation that requires that the City dedicate revenue from school zone speed cameras to traffic and pedestrian safety improvements near schools. The Safe Routes to School program uses these funds to make improvements like new sidewalks, improved street crossings, and traffic calming near schools.
POTENTIAL FUNDING SOURCES

Moving forward, Seattle will seek every opportunity to leverage innovative funding sources to support Safe Routes to Schools. These funding sources include potential partnership opportunities, such as work conducted in the rights-of-way by other City departments. Sound Transit light rail projects may offer opportunities to improve pedestrian infrastructure connections to new stations. We will work with Sound Transit to ensure that there are safe routes to school near light rail stations.

Cities around the country have shown innovative models to fund Safe Routes to School, working with partners such as local school districts. For example, the state enables school districts to issue bonds for the construction of new buildings and other capital purposes. This may be a potential coordination opportunity to remove barriers to biking and walking to school along with school capital projects. Additionally, State legislation enables school districts to install and operate automated school bus safety cameras. New school bus safety camera revenues must be used for school zone safety projects, which could be an opportunity to support adult crossing guards and other safety programs.

In June 2015, the Seattle City Council voted to put a replacement transportation levy for expiring Bridging the Gap on the November ballot. If the levy is passed, it will provide funding for this plan.

Ravenna Boulevard was repaved, creating buffered bicycle lanes connecting Green Lake to the University District.
New sidewalks in the Olympic Hills neighborhood.
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ACTION</th>
<th>STRATEGY TYPE</th>
<th>DESCRIPTION</th>
<th>TIMELINE</th>
<th>COST</th>
<th>LEAD/ PARTNERS</th>
</tr>
</thead>
</table>
| Walking and Biking Education  | Elementary School Education  | Education      | Provide in-classroom walking and biking safety education to every public 3rd, 4th, and 5th grade class in Seattle every year. | 2016–2017  
2017–2018  
2018–2019  
2019–2020  
2010–2021 | Low   | Seattle Public Schools/ SDOT |
|                               | Middle and High School Education | Education | Explore opportunities to provide in-classroom bicycle and pedestrian education to middle and high school students. | 2017 | Low  | SDOT/ Seattle Public Schools          |
| Youth Engagement              | Time Lapse Video Project      | Education/ Encouragement | Encourage middle school students to create a time lapse video of the fun features of their walk to school. | 2017–2018 | Low  | SDOT/ Seattle Public Schools          |
|                               | Student Produced Safety Education and Encouragement Video | Education/ Encouragement | Partner with high schools to offer students an opportunity to produce and star in SDOT’s first safety education video by students, for students. The video would focus on safety messages and encourage travel by foot, bike, and transit. | 2018–2019 | Low  | SDOT/ Seattle Public Schools          |
|                               | Student Safety Ambassadors    | Education/ Encouragement | Work with Student Safety Ambassadors who will reach out to their peer communities of high school students to increase and utilize safety practices and encourage multi-modal travel. | 2018–2019 | Low  | SDOT/ Seattle Public Schools          |
| Outreach to School Community  | School Walk and Bike Route Maps | Education | Develop and share new walking/biking route maps for every public school in Seattle. | 2015 | Low  | SDOT                                   |
|                               | School Traffic Circulation “How-to” Guide | Education/ Empowerment | Make available a “How-to” guide to improving arrival and dismissal procedures at schools. | 2015 | Low  | SDOT                                   |
|                               | Pace Car Campaign             | Education/ Encouragement | Support school champions who want to establish a “Pace Car” program to encourage community members to drive safely in school zones. | 2015–2016  
2016–2017  
2017–2018  
2018–2019 | Low  | SDOT/School communities       |
|                               | Yard Sign Program Enhancement | Education/ Encouragement | Enhance the existing school road safety yard sign program by partnering with PTAs, establishing convenient neighborhood distribution points, and program promotion. | 2015–2016  
2016–2017  
2017–2018  
2018–2019 | Low  | SDOT/School communities       |
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ACTION</th>
<th>STRATEGY TYPE</th>
<th>DESCRIPTION</th>
<th>TIMELINE</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encouragement Programs</td>
<td>Beginner’s Guide to SRTS</td>
<td>Encouragement/Empowerment</td>
<td>Develop and share a beginner’s guide to organizing Safe Routes to School campaigns.</td>
<td>2015</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Free Online Incentives</td>
<td>Encouragement</td>
<td>Work with our partners to make it easy to order free encouragement incentives through a convenient online system.</td>
<td>2015–2016</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Safe Routes to School Kickoff</td>
<td>Encouragement</td>
<td>Support school encouragement programs by hosting a yearly Safe Routes to School Kickoff Event in partnership with school and community organizations.</td>
<td>2016–2017</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Encouragement Events</td>
<td>Encouragement</td>
<td>Partner with local businesses to host events at schools and provide refreshments, incentives, and information on biking and walking to school (such as a “Doughnut Brake” event).</td>
<td>2015–2016</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>King County Metro SchoolPool</td>
<td>Encouragement</td>
<td>Explore ways to support the SchoolPool initiative launched by King County Metro which helps schools organize parents and schoolkids to share carpool, walk or bike trips to and from school.</td>
<td>2015</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Low-Income Youth Access to Bikes</td>
<td>Encouragement</td>
<td>Expand our partnership with community organizations such as BikeWorks to increase access to free bikes for low-income youth.</td>
<td>2015–2016</td>
<td>Low</td>
</tr>
<tr>
<td>Outreach Materials</td>
<td>Targeted Outreach Materials</td>
<td>Encouragement</td>
<td>Develop infographics to encourage walking and biking and support street safety near Seattle schools.</td>
<td>2015–2016</td>
<td>Low</td>
</tr>
<tr>
<td>School Bike Parking</td>
<td>School Bike Parking Inventory</td>
<td>Encouragement</td>
<td>Conduct a bike rack inventory at all Seattle Public School campuses to determine type and quantity of bike parking currently available at schools.</td>
<td>2015</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>School Bike Parking Program</td>
<td>Encouragement</td>
<td>Work with Seattle Public Schools to expand the current bike rack program by proactively installing bike parking on school campuses where none exists.</td>
<td>2016–2017</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Bike Parking in School Construction</td>
<td>Encouragement</td>
<td>Work with partners during the development review process to ensure new or redeveloped schools provide ample bike parking that is convenient, secure, visible, and sheltered.</td>
<td>2015–2019</td>
<td>Low</td>
</tr>
</tbody>
</table>

45 S A F E S T R E E T S , H E A L T H Y S C H O O L S A N D C O M M U N I T I E S
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ACTION</th>
<th>STRATEGY TYPE</th>
<th>DESCRIPTION</th>
<th>TIMELINE</th>
<th>COST</th>
<th>LEAD/PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Improvements around Schools</td>
<td>School Prioritization for Infrastructure Improvements</td>
<td>Engineering</td>
<td>Share the data-driven prioritization process that ranks all public and private schools. Re-run prioritization process annually.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SDOT</td>
</tr>
<tr>
<td></td>
<td>Project Prioritization for Infrastructure Improvements</td>
<td>Engineering</td>
<td>Complete 9-12 engineering projects each year at priority schools.</td>
<td>2015–2019</td>
<td>High</td>
<td>SDOT/Schools</td>
</tr>
<tr>
<td></td>
<td>Safety Improvements to Decrease Hazard Busing</td>
<td>Engineering</td>
<td>Work with the School Traffic Safety Committee to identify infrastructure improvements that would remove the need for hazard busing and restore full safe walk zones.</td>
<td>2015–2016</td>
<td>High</td>
<td>SDOT/School Traffic Safety Committee</td>
</tr>
<tr>
<td></td>
<td>CPTED Improvements</td>
<td>Engineering</td>
<td>Work with SPD to incorporate design elements in engineering projects to enhance security for people biking and walking near schools (i.e., Crime Prevention through Environmental Design).</td>
<td>2015–2019</td>
<td>High</td>
<td>SDOT/SPD</td>
</tr>
<tr>
<td></td>
<td>School Crosswalk Maintenance</td>
<td>Engineering</td>
<td>Maintain all school crosswalks in good or fair condition.</td>
<td>2015–2019</td>
<td>Medium</td>
<td>SDOT</td>
</tr>
<tr>
<td></td>
<td>Leverage Safety Improvements from School Construction</td>
<td>Engineering</td>
<td>Explore opportunities to leverage investments in biking and walking facilities that build on new school construction.</td>
<td>2015–2019</td>
<td>High</td>
<td>SDOT/Seattle Public Schools</td>
</tr>
<tr>
<td>Engineering Toolkit</td>
<td>Engineering Toolkit</td>
<td>Engineering/ Education/ Empowerment</td>
<td>Develop and share a toolkit of typical Seattle engineering treatments to improve road safety.</td>
<td>2015</td>
<td>Low</td>
<td>SDOT</td>
</tr>
<tr>
<td>School Zone Safety Cameras</td>
<td>School Zone Safety Camera Prioritization</td>
<td>Enforcement</td>
<td>Continue to monitor speeds in school zones and use a data-driven process to identify new safety camera locations.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SDOT/SPD</td>
</tr>
<tr>
<td></td>
<td>School Zone Safety Camera Installation</td>
<td>Enforcement</td>
<td>Install new cameras to reduce speeds and improve safety for kids, our most vulnerable travelers.</td>
<td>2015 and as needed</td>
<td>Low</td>
<td>SPD/SDOT</td>
</tr>
<tr>
<td></td>
<td>School Zone Safety Camera Outreach</td>
<td>Enforcement</td>
<td>Build on existing outreach methods to ensure travelers know where cameras are located and how they work.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SPD/SDOT</td>
</tr>
<tr>
<td></td>
<td>Automated Enforcement Technologies</td>
<td>Enforcement</td>
<td>Evaluate emerging photo enforcement technologies to ensure that our students stay safe.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SDOT/SPD</td>
</tr>
<tr>
<td>PROJECT</td>
<td>ACTION</td>
<td>STRATEGY TYPE</td>
<td>DESCRIPTION</td>
<td>TIMELINE</td>
<td>COST</td>
<td>LEAD/ PARTNERS</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------</td>
<td>---------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-------</td>
<td>--------------------------</td>
</tr>
<tr>
<td><strong>School Safety Emphasis Patrols</strong></td>
<td>Data-driven Enforcement</td>
<td>Enforcement</td>
<td>Partner to ensure enforcement resources are deployed to the locations near schools that need it most, based on speed and collision data.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SPD</td>
</tr>
<tr>
<td></td>
<td>Enforcement of Risky School Zone Behaviors</td>
<td>Enforcement</td>
<td>Focus enforcement on risky behaviors like distracted driving, not stopping for pedestrians in crosswalks, and speeding in school zones.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SPD</td>
</tr>
<tr>
<td></td>
<td>Enforcement During Key Times of Year</td>
<td>Enforcement</td>
<td>Target enforcement in school zones during key times of year, including the beginning of the school year, after school breaks, and during walk and bike to school months.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SPD</td>
</tr>
<tr>
<td></td>
<td>School Load Zone Sign Enforcement</td>
<td>Enforcement</td>
<td>Work with SPD to ensure school load zone signs are enforceable and enforced.</td>
<td>2015–2016</td>
<td>Low</td>
<td>SDOT/SPD</td>
</tr>
<tr>
<td></td>
<td>High Visibility Enforcement</td>
<td>Enforcement</td>
<td>SDOT and SPD will partner to employ High Visibility Enforcement tactics, using enforcement and advertising together to change community perceptions around key behaviors.</td>
<td>2016–2019</td>
<td>Low</td>
<td>SPD/SDOT</td>
</tr>
<tr>
<td><strong>Re-Enforcement Patrols</strong></td>
<td>Re-Enforcement Patrols</td>
<td>Enforcement</td>
<td>SDOT and its partners will be present at schools to reward students, parents and caregivers, and school staff for good road safety behavior around schools.</td>
<td>2016–2019</td>
<td>Low</td>
<td>SDOT/Community partners</td>
</tr>
<tr>
<td><strong>Adult Crossing Guard Program</strong></td>
<td>Crossing Guard Program Funding</td>
<td>Enforcement</td>
<td>Work with the school district to identify funding sources so the adult crossing guard program can be expanded.</td>
<td>2015–2019</td>
<td>Medium</td>
<td>Seattle Public Schools/ SDOT</td>
</tr>
<tr>
<td></td>
<td>Crossing Guard Recruitment and Retention</td>
<td>Enforcement</td>
<td>Seek opportunities to attract and retain adult crossing guards.</td>
<td>2015</td>
<td>Low</td>
<td>Seattle Public Schools/ SDOT</td>
</tr>
<tr>
<td></td>
<td>Crossing Guard Placement Criteria</td>
<td>Enforcement</td>
<td>Work with the School Traffic Safety Committee to use criteria to select crossing guard locations.</td>
<td>2015–2019</td>
<td>Low</td>
<td>SDOT/School Traffic Safety Committee</td>
</tr>
<tr>
<td><strong>Racial Equity Toolkit Assessment</strong></td>
<td>Racial Equity Toolkit Assessment Report</td>
<td>Evaluation</td>
<td>Assess the program using the Racial Equity Toolkit developed by the City’s Race and Social Justice Initiative.</td>
<td>2017</td>
<td>Low</td>
<td>SDOT</td>
</tr>
</tbody>
</table>
Acknowledgements

MAYOR ED MURRAY

SCHOOL ROAD SAFETY TASK FORCE

The City would like to thank the individuals who served on the Action Plan Task Force for their commitment to making it safer and easier to walk and bike to school for Seattle’s children.

Dylan Ahearn, Bicycle Advisory Board, Neighborhood Greenways, Southeast Seattle
Devor Barton, Pedestrian Advisory Board, Chair
Jen Cole, Feet First, former Safe Routes to School Director
Vic Colman, Childhood Obesity Prevention Coalition, Director
Elizabeth Esselman, Safe Kids Seattle
Kristi Rennebohm Franz, Bicycle Advisory Board, retired teacher
Robin Guvarra, School Traffic Safety Committee, community member
Lorena Kaplan, former Pedestrian Advisory Board, child injury prevention
Clint Loper, Walk.Bike.Schools, Bicycle Advisory Board, Northeast Seattle
Rafael Regan, Seattle Youth Commission
Julie Salathe, Cascade Bicycle Club, former Education Director
Shannon Koller, Cascade Bicycle Club, Education Director
Deb Salls, Bike Works, Executive Director
Seth Schromen-Wawrin, Bicycle Alliance of Washington, former Safe Routes to School Program Manager
Renee Staton, parent, neighborhood advocate, North Seattle
Cathy Tuttle, Seattle Neighborhood Greenways, Executive Director
Rachael Wright, Highland Park Elementary, Safe Routes to School Committee, West Seattle
Norma Zavala, Concord International School, Principal

Interagency Task Force Team Members
Pegi McEvoy, Seattle Public Schools (SPS), Assistant Superintendent of Operations
Richard Staudt, SPS, Risk Manager
Bob Westgard, SPS, former Director of Operations Division
Michele Drorbaugh, SPS, former Assistant Transportation Manager, Field Operations
Darryl Russel, King County Metro, Superintendent of Transit Safety Unit
Victor Obeso, King County Metro, Manager, Service Development
Carol Doering, Sound Transit, Community Outreach Specialist
Annie Phare, Public Health—Seattle & King County, Target Zero
Amy Shumann, Public Health—Seattle & King County
Alex Quistberg, Harborview Injury Prevention & Research Center, Fellow

We would also like to thank the people of Seattle who participated in surveys, one-on-one discussions, online wikimap, and design workshops.

SEATTLE DEPARTMENT OF TRANSPORTATION PROJECT TEAM
Jim Curtin, Brian Dougherty, Ashley Harris, Kristen Simpson, Dana Trethewy

CONSULTANT TEAM
Toole Design Group
Feet First
PRR, Inc.
Cascade Design Collaborative
Perteet