Effective Pedestrian Programs
The six “Es” of effective pedestrian programs are education, enforcement, encouragement, engineering, evaluation, and equity.
Introduction—the Six “Es”

Planners, designers, and advocates for pedestrians and safe routes to school programs often talk about the six “Es”:

- **Education**—Programs and approaches that teach motorists and pedestrians about their responsibilities and traffic rules.

- **Enforcement**—Engagement of law enforcement to focus efforts in problem areas and increase community awareness of safety issues.

- **Encouragement**—Programs and approaches that develop awareness and build enthusiasm for walking.

- **Engineering**—Various tools and approaches to the design of pedestrian facilities and streets to improve conditions for pedestrians, enhance safety, and increase the level of pedestrian travel.

- **Evaluation**—Review and analysis of data and information from surveys, walking audits, and other research to evaluate the effectiveness of a pedestrian plan or program; guides future planning and implementation.

- **Equity**—Considerations related to the diverse needs of all pedestrians as part of development of programs and plans.

Transportation systems, including specific programs for pedestrians, need to be designed to serve everyone. For example, in communities where English is a second language or where there is limited English proficiency, programs need to provide translation and interpretation services to engage the public.

The other toolbox sections provide design guidelines addressing the “Engineering” component of the six “Es.” This toolbox section summarizes important considerations and recommended approaches for the other five “Es.”

Effective pedestrian education, encouragement, enforcement, and evaluation programs are all interrelated and multi-faceted. All of these
Effective Pedestrian Programs

Effective pedestrian programs need to be applied together with engineering tools to create the most effective pedestrian system and the best conditions for pedestrians. The “Es” can address specific pedestrian travel and safety issues and can make travelers aware of each others’ needs in the right-of-way (reducing modal conflicts between pedestrians, wheelchair users, bicyclists, scooters, segways, skateboarders, and others).

In Hawaii, the six “Es” are being implemented by organizations and government agencies at multiple levels—statewide, county-wide, and locally. Many of the existing programs in Hawaii are summarized and referenced throughout this toolbox section. Some other methods and programs being implemented throughout the United States are highlighted in case study example boxes.

Education

Education and outreach programs and campaigns are powerful tools for changing behavior and improving safety skills. These programs vary as there are major differences in walking abilities, behavioral patterns, and learning capacities of different groups of pedestrians and other street/road users. For example, children have different physical and psychological abilities than adults. Educational programs need to be tailored to specific audiences. They need to include public and targeted campaigns, general skills practice and instruction, and specific training programs for targeted user groups such as various pedestrian groups, motorists, officials and decision makers, property owners, and developers.

Existing education and outreach programs in Hawaii are directed by a variety of government-sponsored and not-for-profit organizations that promote safe walking and non-motorized activities. The programs are mostly education and encouragement-focused, and provide technical resources and staff support to implement the federal, state, and local policies that support pedestrian travel. A few examples of existing education and outreach programs in Hawaii are described in the Statewide Pedestrian Master Plan, as well as in this toolbox section.

**Educational Training and Outreach Tools and Strategies**

Education and outreach are needed on an ongoing basis to support a healthy pedestrian
system. Hawaii already has many active programs and campaigns that work to provide education and outreach related to pedestrians. For local agencies and organizations interested in starting their own education and outreach activities, various types of tools and strategies are summarized below. These types of activities also can support pedestrian enforcement and encouragement efforts.

Training programs may be geared toward pedestrians, bicyclists, or motorists, or multiple groups of street/roadway users. The messages behind pedestrian and motorist training programs often focuses on improving personal safety and law abidance. The most effective training programs target a specific community problem. The goals should be specific, measurable, and related to the problems identified.

**PUBLIC AWARENESS CAMPAIGNS AND TARGETED CAMPAIGNS**

Public awareness campaigns are intermittent (typically time-limited) educational and/or advertising programs that may target specific audiences to achieve beneficial results, such as pedestrians for increased walking or pedestrians and motorists for enhanced safety. For example, a campaign may convey the idea of walking as convenient, pleasant, healthful, and safe.

Public awareness campaigns can serve as a first step for follow-up initiatives and further educational and encouragement programs. They can be delivered via local media such as television, radio, billboards, and posters, as well as non-media methods such as classroom programs, door-to-door canvassing, and partnering with community events. These campaigns can also focus on specific audiences and topics. Targeted campaigns change particular behavior patterns among specific groups. Targeting specific age and ethnic groups has demonstrated effective results throughout the United States. Targeted campaigns have helped pedestrians understand how to interpret signals, how to be more visible at night, and how to be more aware of turning vehicles at intersections. For drivers, these campaigns often focus on yielding to pedestrians and expanding awareness of crosswalk laws.

An example of an existing program in Hawaii would be the “Step it Up” health campaign as...
Effective Pedestrian Programs

described on the Healthy Hawaii Initiative website. Many other examples exist throughout the United States, including the StreetSmart campaign in the Washington DC metro area. See Exhibit 10.1 for a StreetSmart billboard.

PUBLIC SERVICE ANNOUNCEMENTS (PSAs)
PSAs are non-commercial broadcasts on radio, internet, or television targeted to achieve a public good. Most commonly, they address public health and safety issues, such as safe walking or driving behavior. An example of an existing program in Hawaii would be the Drive Aloha announcements and jingle. PSAs in other cities, such as those offered in Seattle to promote pedestrian safety, are also examples.

PARTNERSHIPS
Partnerships targeting specific groups are common and often utilize intermediaries who regularly interact with the target group. Hawaii’s programs include such partnerships between government organizations, non-profits, and universities.

ONE-TIME INSTRUCTION
Pedestrian safety education can often be included as part of a larger one-time event such as senior citizen health fairs, neighborhood open houses, and transportation fairs at employment sites. As an example, the Walk Wise Hawaii program conducts educational outreach in the community through its speakers bureau.
ON-DEMAND TRAINING AND MATERIALS
This type of training is typically included within broader design-related exercises. Example training includes the Safe Routes to School National Course, the National Center for Walking and Biking’s Walkable Community Workshop, and the Hawaii LTAP (Local Technical Assistance Program) workshops that are specific to engineers and designers.

Additional information:
Safe Routes to School National Course website
Walkable Community Workshop website
Hawaii LTAP Workshops website

Refer to Toolbox Section 8—Children and School Zones for more information about Safe Routes to School, including recent changes in federal legislation. (See pages 8-9 and 8-10.)

SKILLS PRACTICE
Skills practice programs often include multiple sessions and involve lectures, videos, and on-street simulation exercises held under controlled conditions. Defensive walking and street crossing workshops for children and older adults are other examples. Children’s programs often feature skills-related games and contests. New York’s Safety City program is one such example (see Case Study sidebar). A local example of bicycle skills practice would be the Hawaii Bicycling League’s BikeEd on-bike, on-road bike safety program.

HOW-TO GUIDES
How-to guides are geared to the public and developed by experts and can cover nearly any topic such as: assessing walking conditions, using new transportation modes, and educating decision-makers about pedestrian policies.

TRAINING PROGRAMS FOR OFFICIALS AND DECISION MAKERS
Messages to officials and decision makers focus

CASE STUDY
SAFETY CITY: A PROGRAM FOR NEW YORK CITY’S SCHOOL CHILDREN

In New York City, motor vehicle crashes are the leading cause of preventable deaths of children between the ages of 5 and 14 years old. This program uses a simulated New York City street and intersection to teach children about traffic safety through first-hand experience. The demonstration has realistic pavement markings, traffic and pedestrian signals, and street signs.

At Safety City’s Indoor Learning Center students from community schools take part in self-esteem building and safe decision-making activities. Teachers reinforce what the students have learned by conducting follow-up activities such as “Safety Deputies.” The students share what they have learned by spreading the safety message to their friends, family members, and others in the community. See Exhibit 10.2.

Since 1990, when the first Safety City opened at Public School 92 in Central Harlem, thousands of children have participated in the program, and the number of children admitted to the Harlem Hospital for motor vehicle-related injuries has reduced by 50 percent.

EXHIBIT 10.2 Street Sign for Safety City Program (Safety City)
on encouraging stronger support for policies, programs, and facilities that promote safe walking. Training topics can be developed for the following groups: transportation officials, city/state employees/staff, magistrates/hearing examiners, safety officers, field inspectors, and design professionals. Key messages:

- Walking is the most basic form of transportation and is an integral part of the transportation system.
- Good pedestrian presence indicates a community’s health and vitality.
- Designing a safe, convenient, and comfortable walking environment requires planning, careful engineering, attention to detail, and ongoing maintenance and care.
- Physical improvements must go hand-in-hand with education, land use controls, legal changes, encouragement, enforcement, and evaluation. City and county ordinances that require construction of sidewalks are an example.
- Funding programs and political support for programs and infrastructure that support walking are crucial.

TRAINING PROGRAMS FOR PROPERTY OWNERS AND DEVELOPERS

Training programs that focus on property owners’ and developers’ rights and responsibilities, particularly related to the public right-of-way, can be helpful. These types of programs can also educate owners and developers about the permitting and inspection processes for new developments. Training topics may be developed for the following groups: developers, residential property owners, business owners, and construction managers/contractors. Specifically, training topics such as property owner responsibilities, sidewalk repair “how-to” information, sidewalk permitting processes, inspection processes, and preservation of the pedestrian right-of-way during construction can be covered in information distributed with permit applications, displayed online, or via educational mailings or contractor training classes.

Exhibit 10.3 lists a variety of outreach methods successfully used in training programs. Exhibit 10.4 lists training program examples targeted to a diversity of audiences, including programs in Hawaii as well as other locations throughout the United States.

CASE STUDY

FLORIDA SCHOOL CROSSING GUARD TRAINING PROGRAM

The Florida School Crossing Guard Training Program was the first statewide training course of its type in the United States. It is overseen by the Florida Department of Transportation. The program trains and certifies local school crossing guard trainers, who in turn train school crossing guards in a free two-day training course. Prospective trainers must pass written tests (minimum score of 85 percent) and a practical training skill exam with all satisfactory marks. Crossing guards must pass with a minimum 75 percent score. Annual retraining is required to continue as a guard.

Statewide SRTS funds have been used to completely update the Crossing Guard curriculum, create a crossing guard website for local trainers and the administrator to communicate through, and develop a database to document the training of trainers and guards. To reach a broader base, a new training video and an online training course are available.

Additional information: Florida School Crossing Guard Training Program website
**Effective Pedestrian Programs**

**Here are a few outreach methods that can be used in training programs. These also can be targeted to specific audiences and groups:**

- **Property Owner Brochures**—For example, lists of recommended contractors and arborists and instructions for sidewalk repair can help ensure quality work within the public right-of-way.

- **Wayfinding Displays and Maps**—Online information, walking maps, informational kiosks, and signs (in an accessible format) can be targeted to tourists as well as locals.

- **Drivers Licensing Exam**—Driving exams can be tailored to include additional questions related to pedestrians (such as crosswalk laws). Requiring driver’s license applicants to demonstrate knowledge of their responsibilities in regard to pedestrians can make them more likely to observe traffic rules that affect pedestrians.

- **Traffic 101 Classes**—Classes through community colleges, community centers (YMCA’s), volunteer organizations, schools, and other venues can reinforce the importance of obeying the speed limit, and spotting and stopping for pedestrians in crosswalks.

- **Safety CDs/DVDs**—Specifically developed multimedia programs can reach specific audiences that learn best visually and aurally. Programs can be produced in multiple languages, as well as with captioning for the hearing impaired.

- **Comics and Coloring Books**—These types of materials can attract and hold children’s attention and present walking as a fun activity, while also teaching about safe pedestrian behavior.

- **Surveys**—Surveys give pedestrians a voice and also can help to determine their needs and preferences. The way information and questions in surveys are structured can help to train and educate the respondents. Survey results can be used to guide public policy and prioritize pedestrian improvements.

- **New Resident Mailings**—Welcome packets can alert residents to the benefits of walking, as well as good pedestrian behavior. Packets can include maps, coupons, and pamphlets outlining pedestrian rules and regulations.
### EXHIBIT 10.4 Examples of Training Programs

<table>
<thead>
<tr>
<th>SUGGESTED TRAINING ACTIVITIES AND TOPICS TO BE ADDRESSED</th>
<th>EXISTING EXAMPLE PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DRIVERS</strong></td>
<td></td>
</tr>
<tr>
<td>Training that encourages drivers to:</td>
<td>• Drive Wise</td>
</tr>
<tr>
<td>• Be alert—watch for pedestrians at all times</td>
<td>• Drive Aloha</td>
</tr>
<tr>
<td>• Be responsible—stop for pedestrians at crossings</td>
<td>• Share the Road with Aloha Campaign</td>
</tr>
<tr>
<td>• Be patient—drive the speed limit and avoid aggressive maneuvers</td>
<td></td>
</tr>
<tr>
<td>Training can also be geared to special needs drivers, such as:</td>
<td></td>
</tr>
<tr>
<td>• Senior drivers who exhibit slower reaction times, poorer night vision, reduced depth perception, and reduced visual contrast sensitivity</td>
<td></td>
</tr>
<tr>
<td><strong>BICYCLISTS</strong></td>
<td></td>
</tr>
<tr>
<td>Training that addresses common bicycling issues associated with pedestrians:</td>
<td>• Move with Aloha Campaign (University of Hawaii Manoa)</td>
</tr>
<tr>
<td>• Riding against traffic or in unsafe places</td>
<td>• BikeEd (Hawaii Bicycle League)</td>
</tr>
<tr>
<td>• Ignoring traffic signals and signs</td>
<td>• “Ride Aloha” slogan for Hawaii Bicycling League</td>
</tr>
<tr>
<td>• Riding unpredictably and failing to sign before turning</td>
<td>• Bike Smart (Seattle)</td>
</tr>
<tr>
<td>• Passing pedestrians unsafely</td>
<td></td>
</tr>
<tr>
<td>• Failing to yield to pedestrians when turning</td>
<td></td>
</tr>
<tr>
<td><strong>MOTORCYCLE AND SCOOTER RIDERS</strong></td>
<td></td>
</tr>
<tr>
<td>Training geared to motorcycle and scooter riders to expand awareness about pedestrians:</td>
<td>• National Highway Traffic Safety Administration training classes</td>
</tr>
<tr>
<td>• Training classes, such as those offered by the National Highway Traffic Safety Administration</td>
<td></td>
</tr>
<tr>
<td>• Distributing literature at the register in cycle or scooter shops might prove to be an effective educational outreach method</td>
<td></td>
</tr>
<tr>
<td><strong>ALL PEDESTRIANS</strong></td>
<td></td>
</tr>
<tr>
<td>Training and outreach programs applicable to all pedestrians (also see programs for specific pedestrian target audiences in this table).</td>
<td>• Walk Wise Hawaii</td>
</tr>
<tr>
<td></td>
<td>• Healthy Hawaii Initiative (Start Living Healthy Program)</td>
</tr>
<tr>
<td></td>
<td>• Walkable Communities programs</td>
</tr>
</tbody>
</table>

Note: See links to websites for programs listed at the end of this section.
### Suggested Training Activities and Topics to Be Addressed

#### Employees and Commuters

Training to expand awareness that pedestrian, bicycle, and transit travel can help reduce the traffic congestion and carbon footprint associated with single occupant motor vehicles, through:
- Campaigns and educational messages that encourage commuters to walk, bicycle, use transit or vanpool/carpool instead of driving

#### People with Disabilities

Training targeted to the special needs of people with disabilities, such as:
- Enhancing safety through brochures that help pedestrians with disabilities understand how to navigate intersections, including Accessible Pedestrian Signal (APS) systems
- Providing educational materials in an alternative format for pedestrians who are deaf, hard of hearing, blind, or have low vision. (i.e. captioning for video or audio programs to interpret printed materials)

#### Tourists

“Passive” training (including other languages) that can effectively reach tourists in the areas they frequent, such as:
- Posters or brochures displayed/circulated at hotels and destinations that educate about pedestrian crosswalk laws and pedestrian rights and responsibilities
- Pamphlets that make tourists aware of travel options and walking directions to popular destinations (which could draw more tourists onto sidewalks)
- Articles that promote car-free, walking vacations for environmental and health benefits

#### Recreational Trail Users/Advocates

Training and outreach focused on recreational trails, including:
- The need for trails
- Trail use etiquette
- Conservation messages
- Trail design parameters

#### Existing Example Programs

- **Walk Wise Hawaii**
- **Walk Bike Ride Challenge (Seattle)**
- **Waimea Trails and Greenways**
- **People’s Advocacy for Trails Hawaii (PATH)**
- **Na Ala Hele Trails and Access Program**
- **Ho Aloha Aina (Friends of the Land)**

*Note: See links to websites for programs listed at the end of this section.*
<table>
<thead>
<tr>
<th>EXHIBIT 10.4, Continued  Examples of Training Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUGGESTED TRAINING ACTIVITIES AND TOPICS TO BE ADDRESSED</strong></td>
</tr>
<tr>
<td><strong>CHILDREN</strong></td>
</tr>
</tbody>
</table>
| Training that builds children/student awareness of: | • PedEd Hawaii  
• Safe Routes to School  
• Key messages for children online guide  
• Walk Wise Hawaii  
• Hawaii’s Opportunity for Active Living (HO’ALA) |
| • Pedestrian safety skills  
• Personal safety  
• Health and environment benefits of walking |
| **YOUTH AND TEENS** | |
| Training geared to youths and teens with materials that are: | • Social Media campaigns—$248 Challenge (Seattle) |
| • Technologically driven and visually interesting; potential topics include safe walking and driving habits (i.e., using crosswalks, waiting for signals, brightly colored clothing for visibility at night, stopping for pedestrians in crosswalks, etc.) and navigational techniques for getting to destinations via walking and/or transit |
| Note: This age group is often overlooked in educational materials that address pedestrian behavior. |
| **COLLEGE STUDENTS** | |
| Training focused on college students, presented through: | • Move with Aloha—UH Manoa |
| • Special programs or brochures distributed on campus |
| Note: college students are unique in their needs and the methods available to educate them. Programs need to focus on campus-based population and recognize seasonal calendar/intermittent student population. |
| **ADULTS** | |
| Active training programs through community services, as well as passive training that is available more broadly, such as: | • Walk Wise Hawaii  
• Healthy Hawaii Initiative |
| • Pedestrian safety messages in public relations efforts (i.e., news releases, fact sheets for local officials, press events) |
| Note: See links to websites for programs listed at the end of this section. |
### EXHIBIT 10.4, Continued  Examples of Training Programs

<table>
<thead>
<tr>
<th>SUGGESTED TRAINING ACTIVITIES AND TOPICS TO BE ADDRESSED</th>
<th>EXISTING EXAMPLE PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OLDER ADULTS</strong></td>
<td></td>
</tr>
<tr>
<td>Training geared to the needs of older adults that builds awareness of:</td>
<td>• Walk Wise Hawaii</td>
</tr>
<tr>
<td>• Threats presented by turning cars</td>
<td>• Safe Routes for Seniors (Hendersonville, NC)—presentations at public library followed by educational walk.</td>
</tr>
<tr>
<td>• Tips for safely crossing intersections</td>
<td></td>
</tr>
<tr>
<td><strong>NEW PARENTS</strong></td>
<td></td>
</tr>
<tr>
<td>Training targeted to new parents, such as:</td>
<td>• Anna’s Ride Home—free taxi rides home from bars (Seattle)</td>
</tr>
<tr>
<td>• Educational messages focused on ways to keep children safe, navigating busy streets with a stroller, and driving safely with often distracting children in the car</td>
<td></td>
</tr>
<tr>
<td>• Programs that target new-parent groups through child care centers and pediatric offices</td>
<td></td>
</tr>
<tr>
<td><strong>ALCOHOL AND DRUG CONSUMERS</strong></td>
<td></td>
</tr>
<tr>
<td>Training specifically geared to reach this audience through:</td>
<td></td>
</tr>
<tr>
<td>• Educational materials (posters, brochures, etc.) at clinics, rehabilitation centers, etc.</td>
<td></td>
</tr>
<tr>
<td>• Emphasis on the dangers of driving while under the influence and programs that assist by providing free rides</td>
<td></td>
</tr>
<tr>
<td><strong>ENGINEERS/DESIGNERS</strong></td>
<td></td>
</tr>
<tr>
<td>Training focused on engineering and design approaches to:</td>
<td>• Hawaii Local Technical Assistance Program (LTAP)</td>
</tr>
<tr>
<td>• Improve pedestrian accessibility, mobility, and safety</td>
<td>• Complete Streets Coalition (Technical Assistance via Smart Growth America)</td>
</tr>
<tr>
<td>• Complete Streets</td>
<td></td>
</tr>
<tr>
<td>• Other related transportation topics</td>
<td></td>
</tr>
</tbody>
</table>

Note: See links to websites for programs listed at the end of this section.
**Effective Pedestrian Programs**

**Enforcement**

Enforcement programs can be used to help change the behavior of motorists, pedestrians, bicyclists, and transit patrons and to educate them about applicable traffic laws. Enforcement alone is not likely to have a long-term effect and is best used in combination with education and other tools. Enforcement strategies typically involve city officials and staff, drivers, bicyclists, and pedestrians working in conjunction with law enforcement officers.

**Targeted Behaviors**

Typical types of unsafe behaviors that can be targeted through enforcement are summarized in Exhibit 10.5.

**Enforcement Campaigns and Programs**

The following are examples of enforcement campaigns and programs. These activities may be similar to education campaigns and programs, but more focused on messages and approaches to improve pedestrian safety and the walking environment through enforcement of current laws, codes, and regulations.

---

**EXHIBIT 10.5 Behaviors that Can Be Addressed through Enforcement**

<table>
<thead>
<tr>
<th><strong>Unsafe Driver Behaviors</strong></th>
<th><strong>Unsafe Bicyclist Behaviors</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Speeding on residential streets and through school zones. (Speed is directly related to pedestrian crash frequency and severity.)</td>
<td>Riding into traffic without looking left, right, and left again.</td>
</tr>
<tr>
<td>Failing to yield to pedestrians, especially in crosswalks. (The law requires drivers to stop for pedestrians in crosswalks. It is a law that is often ignored.)</td>
<td>Riding against traffic instead of with the traffic flow.</td>
</tr>
<tr>
<td>Running red lights or stop signs.</td>
<td>Turning left without looking and signaling.</td>
</tr>
<tr>
<td>Passing stopped vehicles (such as school buses).</td>
<td>Failing to obey traffic signs and signals.</td>
</tr>
<tr>
<td>Parking or stopping in crosswalks.</td>
<td>Failing to yield for pedestrians.</td>
</tr>
<tr>
<td>Talking, texting, or web browsing while driving.</td>
<td>Failing to cede the right-of-way to pedestrians on a sidewalk or in a crosswalk.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Unsafe Pedestrian Behaviors</strong></th>
<th><strong>Unsafe Bicyclist Behaviors</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Failing to look left, right, and left again before crossing the street.</td>
<td>Riding out from a driveway or between parked vehicles.</td>
</tr>
<tr>
<td>Crossing a street at an undesirable location.</td>
<td>Failing to wear a bike helmet</td>
</tr>
<tr>
<td>Darting out between parked motor vehicles.</td>
<td></td>
</tr>
</tbody>
</table>
PUBLIC SAFETY CAMPAIGNS BY LAW ENFORCEMENT OFFICERS
These campaigns may target any of the user groups, but are most often targeted at drivers. A public safety campaign reminds the audience of the potential negative effects of certain behaviors. Typical campaigns call attention to vulnerable populations such as children crossing the street, and encourage drivers to think about the consequences of failing to yield to crossing pedestrians. Since 2006, the Honolulu Police Department’s undercover jaywalking sting operation has issued thousands of citations.

VANDALISM AND GRAFFITI “REPORT” PROGRAM
Defamation of private property has been shown to have a snowball effect and decrease neighborhood livability and property values. Pedestrians are less likely to walk in areas that appear blighted and vandalized. Some cities have graffiti nuisance ordinances that require property owners to remove graffiti in a timely manner. (Paint and marker ink are more difficult to remove over time.) For example, in Seattle, residents can use an online report form, or call the Graffiti Report Line.
TRAFFIC COMPLAINT HOTLINE
This program allows a local community to report traffic problems directly to law enforcement. Law enforcement can then identify issues quickly, and the public takes ownership and is engaged.

AGGRESSIVE DRIVING APPREHENSION TEAM
The County of Hawaii developed a *Curbing Aggressive Driving Plan*, which includes provisions to address two target groups: commuters traveling long distances along highways and young drivers. The plan includes a variety of measures including short-term and long-term enforcement, engineering, and educational program elements.

The 2011 *State Highway Safety Plan for Hawaii* calls for “funds to be used to pay overtime to officers to enforce speed related laws and conduct both high visibility checkpoints and stealth projects targeting aggressive driving. A minimum of 50 high visibility checkpoints will be conducted. Crash and fatal data will be used to identify problem areas.”

Other Enforcement Technologies and Practices
There are a number of other enforcement technologies and practices that can be used to
enforce good driving behavior. Some of these are summarized below. These are typically initiated by local law enforcement, but can also be sponsored through neighborhood traffic calming programs or other methods.

**SPEED TRAILERS**

- Portable speed trailers display drivers’ real-time speeds compared to the speed limit.

- Trailers have been shown to reduce speeds and crashes and appear to be at least as effective as speed cameras while also being more cost-effective (according to the US Department of Justice).

- Some trailers are able to collect traffic count data and speed data throughout the day, thereby identifying the traffic time periods when more enforcement is needed.

- These are best used in residential areas and can be used in conjunction with neighborhood speed watch programs or other safety education.

- Speed trailers should be placed in locations where they do not block pedestrians, bicyclists, or motor vehicle traffic.

**ACTIVE SPEED MONITORS**

- Also known as “Know Your Speed” signs, these are permanent devices that make drivers aware of their speeds compared to the speed limit.

- They alert drivers of the need to slow down in certain areas, especially near schools and parks.

- Some active speed monitors are solar-powered.

**EMPHASIS PATROLS OR PEDESTRIAN “DECOY” OPERATIONS**

- Police officers in highly visible civilian clothes pose as pedestrians crossing the street while other hidden officers observe their attempts.

- If a driver violates safe crossing rules by failing to yield to the pedestrian, the hidden officers approach the violators and may issue citations.
SPEED ENFORCEMENT FOCUS ACTIVITIES
- Police cars with radar guns are slightly hidden to catch and ticket drivers who are speeding.
- Officers typically wait in the same place for several days in a row and return periodically to the area to monitor speeding activity.

CAMERA RADAR ENFORCEMENT/
RED LIGHT CAMERAS
- Automated photo speed enforcement takes real-time photos of traffic to record vehicle speeds and behaviors.
- Citations are typically issued through the mail to the registered owner of the vehicle.
- Many cities have red light camera programs in place that have been effective in reducing speeds (fewer drivers running red lights and a decline in crashes).
- This practice is controversial, but it has raised awareness about speeding and consequences. The community needs to understand that the goal of this enforcement tool is to improve safety and not to invade privacy or generate revenue. This is an example of why education and enforcement programs working together in concert can be more effective.

Exhibit 10.9, Typical Enforcement Tools, displays the pros and cons of some of the aforementioned technologies and practices in traffic enforcement.

Additional Law Enforcement Methods: Warnings and Citations
Additional enforcement actions and tools include penalties for violating codes, laws, and/or regulations. Regardless of the methods used, enforcement activities require follow-up to maintain their effectiveness. Before-and-after study results will help decide next steps. Even with initial success, communities need to repeat enforcement efforts periodically in order to sustain improvements in driver behavior.

FOR MOTORISTS
Failure to Yield Citations
Drivers are required to stop for or yield to pedestrians crossing the street in a crosswalk. Yet this law is often violated in Hawaii and elsewhere. Consequently, a combination of short- and long-term, on-going police enforcement measures can be undertaken.
**EXHIBIT 10.9 Typical Enforcement Tools**

<table>
<thead>
<tr>
<th>DEFINITION</th>
<th>PROS</th>
<th>CONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPEED TRAILER</strong></td>
<td>Provides immediate feedback • Does not require officer to be present—relatively low cost • Can be moved to varying locations</td>
<td>Not a substitute for permanent action</td>
</tr>
<tr>
<td>Portable trailer that displays drivers’ speeds</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVE SPEED MONITOR</strong></td>
<td>Provides immediate feedback • Does not require officer to be present</td>
<td>Cannot be moved around easily</td>
</tr>
<tr>
<td>Permanent device that displays drivers’ speeds</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMPHASIS PATROLS, PEDESTRIAN STINGS OR PEDESTRIAN &quot;DECOY&quot; OPERATIONS</strong></td>
<td>Can be high visibility through media coverage • Can quickly identify offenders • Poses no threat to actual pedestrians</td>
<td>Requires police resources, which may include overtime pay • Needs to be done at regular intervals</td>
</tr>
<tr>
<td>Police officers catch and fine pedestrian violators/jaywalkers. In decoy operations, officers pose as pedestrians to identify drivers who fail to stop for crossing pedestrians</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CAMERA RADAR ENFORCEMENT / RED LIGHT CAMERAS</strong></td>
<td>Flexible, does not require presence of officer • An effective deterrent as would-be offenders do not know when camera is operating • An effective part of an overall traffic safety program</td>
<td>Does not replace traditional approach to traffic enforcement. • Equipment costs • Requires public and political support to be effective • Can lead to reaction without effective public education efforts • Requires input from a variety of sources, such as courts, prosecutors, and community groups for maximum effectiveness</td>
</tr>
<tr>
<td>Mobile cameras connected to speed measuring devices or to red lights record violations and citations or warnings can be issued</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Note: Current laws in Hawaii, do not allow citations for moving violations to be issued via mail.)
Effective Pedestrian Programs

Police enforcement is most effective when it is part of a public safety information campaign.

FOR PEDESTRIANS

Jaywalking Citations

Failing to obey a ‘DON’T WALK’ signal or crossing illegally can warrant a jaywalking citation. These citations are often issued as part of “emphasis patrols” where a number of officers target a particular intersection for enforcement. However, the overall effectiveness of jaywalking citations is questionable as it has not yet been evaluated.

“REPEAT OFFENDER” PROGRAM

- This program is used to enforce speed limits, parking restrictions, or yielding to pedestrians in crosswalks. The cost of fines and tickets can be increased as motorists continue to violate the same law/restriction.
- The goal of the program is to “force” motorists to recognize that their behavior patterns must change in order to avoid increasingly strict penalties.
- This program requires that law enforcement officials have appropriate technology to identify repeat offenders (such as a searchable database).

PROGRESSIVE TICKETING

This method introduces ticketing through a three-stage process. The process provides time to build support for the program, as well as time for offenders to change their behaviors.

1. **Educating**—Establish community awareness of the problem. Raising awareness will change some behaviors and create public support for enforcement efforts.

2. **Warning**—Announce what action will be taken and why. Give the public time to change behaviors before ticketing starts. Official warnings via multimedia can serve as reminders.

3. **Ticketing**—After warning time expires, hold a press conference announcing when and where the police operations will occur. Officers issue tickets to offenders.

DOUBLING FINES IN SCHOOL ZONES

In school zones, there is typically strict enforcement of speed laws. Some jurisdictions employ a zero
EXAMPLES OF FINES & TICKETS IN HAWAII (2011)

• Honolulu: $137 and court citation for drivers who don’t stop for pedestrians
• Statewide: HRS291-C72 mandates $150 ticket for first time offense to motorists who don’t stop for pedestrians, with increasing fines for repeat offenses
• Honolulu: $130 fine to pedestrians who jaywalk
• Statewide: HRS291C-73 mandates $100 fine for jaywalking.

Tolerance policy for speeders in school zones and a doubling (or other increase) in fines for violators.

TICKETS FOR RIGHT-OF-WAY OBSTRUCTIONS

• Citations for right-of-way obstructions (e.g., sandwich boards signs, private construction activities that overlap onto sidewalks, or tree/vegetation overgrowth) are used in some municipalities.
• A drawback to this method of enforcement is the time required to identify violations and re-inspect (and re-ticket, if necessary) to ensure compliance.

TRIPPING HAZARD WARNINGS

• In San Francisco, the city requires property owners to eliminate tripping hazards (such as buckled or cracked sidewalks, or extruded tree roots) in the right-of-way adjacent to their property.
• The city flags violations, posts a notice, and re-inspects the site after 30 days to ensure compliance.
• Requires staff time in identifying hazards and monitoring repairs.
This neighborhood-based project was part of the Henderson County Livable and Senior Friendly Community Initiative. It was built upon established community relationships and used community input to guide improvements to the walkability of Hendersonville. The project successfully engaged community residents in assessing the safety of their neighborhoods through a process of interviews, neighborhood meetings and environmental audits in ten neighborhoods with a high proportion of older adults.

This project included a high degree of interdisciplinary collaboration between public health professionals, urban planners, transportation professionals, developers, architects and other relevant parties. It combined educational, encouragement, enforcement, and environmental activities to create a safer and more inviting walking community.

Broad action concepts and specific activities were as follows:

- **Education**—Educated the professional and lay community about safety and walkability factors; broadly share information about pedestrian safety. Specific activities include: Safe Routes for Seniors pilot course followed by an environmental audit walk; bright yellow “Slow Down! Neighbors Walking” yard signs distributed and posted; and raffle ticket postcards given to motorists who stopped for pedestrians at mid-block crossings – winners received prizes from local merchants.

- **Enforcement support**—Discouraged motorist actions that endanger pedestrians and monitored unsafe areas. Specific activities: police chief was part of local advisory committee and speed trailer was used in project neighborhoods.

- **Environmental changes**—Made sidewalk and crosswalk improvements. Specific activities: used interviews and audits to shape community action; repaired sidewalks from tripping hazards; stenciled ‘apple logos’ wayfinding arrows on the sidewalk to mark improved routes; and added pedestrian mid-block crossing signs.

- **Encouragement**—Worked with partners to increase walking in the community. Specific activities: raffle tickets were handed out to walkers on the neighborhood routes; winners of the prizes were photographed for the local newspaper; group walks were sponsored and publicized on a list serve and local newspaper; and a series of safe walking routes maps were developed and printed on enlarged easy-to-carry postcards.

For more details about this project go to:
Walk Wise Materials
Walk Wise Final Report pdf
Effective Pedestrian Programs

**Reminders to Clear Sidewalks**

- A friendlier approach than tickets and warnings is the distribution of reminders to neighbors about ordinances governing right-of-way obstructions.

- An example of this would be a leaflet to a property owner with a friendly message to remove their garbage can from the sidewalk.

- The City and County of Honolulu has ordinances that regulate sidewalk obstructions such as the placement and use of signs in public sidewalk areas. Hawaii County has a similar ordinance.

**Community-Based Strategies**

In addition to law enforcement activities, community members can use the following tools to address neighborhood concerns and assist law enforcement.

**Community Monitoring**

- Neighborhood speed watch programs encourage citizens to take an active role in changing driving behavior in their neighborhood by helping raise public awareness. These programs can be a good first step before considering other traffic control devices. (See Exhibit 10.10.)

- As one example, the Seattle Department of Transportation (SDOT) loans neighborhood representatives a radar gun to record speeds and identify chronic speeders. The City sends letters to drivers traveling more than 30 mph.

**Pace Car Program**

- The Pace Car program is a traffic calming approach that depends on residents to set examples as good drivers. (See Exhibit 10.11.)

- Pace Cars can serve as a “mobile speed bump.”

- In Northampton, MA participants sign a pledge to drive within the speed limit; obey all traffic regulations; share the road with pedestrians, bicyclists, and drivers; and walk, bike, bus, or carpool whenever possible. They are identified by a Pace Car sticker affixed to their rear window.

**Infrastructure Changes**

Some types of enforcement-related infrastructure changes that can affect driver and pedestrian behavior are summarized as follows.
**STRIPING AND PAINTING**
- Used to indicate both where an action is permitted or should take place (e.g., crosswalks, stop bars) and where an action is prohibited (e.g., no parking zones, bus stops).
- Provides clarity, but overuse is a concern for some.

**SIGNAGE**
- Examples include: No Parking, Parking Restrictions, Posted Speed Limits, No Right on Red, and Drug Free Zones.
- Traffic signs can be either regulatory, warning, or guide signs. Regulatory signs, such as STOP, YIELD, or turn restrictions require certain driver actions subject to enforcement.
- Guide signs provide helpful information, such as directions to locations, especially to motorists and pedestrians who are unfamiliar with the area.
- Examples of signs that may help pedestrians include warning signs for motorists, warning signs for pedestrians, pedestrian push button signs, NO TURN ON RED signs, and guide signs.
- Advance pedestrian warning signs should be used where pedestrian crossings may not be expected by motorists, especially if there is a high number of motorists who are unfamiliar with the area.
- A new, brighter fluorescent yellow/green (FYG) color is allowed for use in pedestrian, bicycle, and school warning signs per the Manual on Uniform Traffic Control Devices.
- All signs should be periodically checked to make sure that they are in good condition, free from graffiti, reflective at night, and continue to serve a purpose.

**PARKING RESTRICTION SIGNS**
On-street parking can be beneficial to pedestrians. It provides a buffer between the sidewalk and moving traffic lanes, and it narrows the effective and useable street width, which causes motorists to drive more cautiously. However, parking restrictions are needed under certain conditions as described below.
- “No Parking” signs are installed on a street to increase mobility and safety when roads...
are narrow, used extensively by emergency vehicles, or the curb lane is used as a travel lane.

- “No Parking” signs are also placed near an intersection to increase sight distance (decreasing the likelihood of a crash).

Refer to the other toolbox sections for additional guidance related to infrastructure improvements that can enhance the pedestrian environment and encourage walking.

**Encouragement**

Pedestrian encouragement programs help to reinforce educational programs that may already exist. As such, they are similar in nature to educational programs, campaigns, and other activities described previously in this toolbox section. Encouragement tools come in a variety of forms, such as media campaigns and strategies, pedestrian advocacy, walking incentives, wayfinding, walking programs, and events, and can help to encourage walking and promote pedestrian safety.

As previously mentioned under *Enforcement*, a well-designed built environment can not only encourage good behaviour, it can also encourage pedestrian activity and enhance safety. Best practices in planning and design are critical to encourage walking. Pedestrian-friendly design and planning include such elements as destinations, amenities, landscaping, physical improvements, eliminated barriers, and weather protection. See earlier suggestions in this toolbox section, and also refer to Toolbox Sections 1 through 9 for more detailed guidance on best practices planning and design for pedestrians.

**Media Campaigns**

As with education programs, media campaigns are central to promoting and encouraging walking. They create program awareness, encourage community support, and influence individual action.

Media campaigns can:
- Reach a large audience and convey a variety of messages.
- Encourage behavioral changes via bus billboards, banners, signs, websites, and residential mailings.
- Provide information in all relevant languages and via methods for those who are hearing and/or visually impaired.
Types of media campaigns include:

- **Social Marketing and Media**—Highly focused media campaigns that use appropriate social and commercial marketing techniques (YouTube, Facebook, Twitter, etc.) to achieve a social good by effecting specific behavioral changes in targeted populations. Youth and community advocacy groups can share their involvement in traffic safety programs with their peers.

An example program would be using sports celebrities in Chicago to encourage safe driving. *Drive Safe, Stop Safe* website. Also, see the $248 Challenge Case Study about a recent campaign using social media. (Refer to Exhibits 10.14 and 10.15.)

- **Public Endorsements**—Via TV and radio spots; direct mail fliers; and magazine and newspaper advertisements.

- **Public Awareness Campaigns** (see Education)

- **Public Service Announcements** (see Education)

- **Targeted Campaigns** (see Education)

- **Paired Transportation Options**—Allow ways for people to pair walking or biking with transit. Destination-specific bus and station signs encourage this exploration of places. Buses and light rail have bike racks for these multimodal trips.

### Other Tools and Strategies

A variety of other tools and strategies can encourage pedestrian activity and safety. Several of these are described on this page and the following pages.

### PEDESTRIAN ADVISORY AND ADVOCACY GROUPS

- There are many existing organizations, advisory and advocacy groups, and potential partnerships that promote walking.

- These organizations work to improve the pedestrian environment through lobbying, research, community involvement, and providing information to promote walking.

- Example advisory groups include: **PATH,** **AARP,** **Pedestrian Bicycle Information Center,** and others.

### WALKING INCENTIVES

- Tools include promotions, support, programs, and awards.
The $248 Challenge is a Seattle-based contest to design a billboard or create a video demonstrating the dangers of texting while walking or driving. The contest provides a financial incentive for teens to participate, as well as an opportunity to explain hazardous texting behavior in their own words.

$248 is twice the fine for texting while driving. This project is appealing to teens through the use of social media, as well as an outlet for teens to express their voice in an effective campaign.

The contest was launched by high school students and kicked off with a mock arrest in the school lunch room. Students could vote for the winning billboard or video on the contest’s Facebook page.

Three prizes of $248 each were donated by State Farm Insurance.

Additional information:
$248 Challenge Facebook page
SDOT Blog - 248Challenge

The Walk Score website calculates the walkability of an address by identifying nearby amenities and destinations.

Give-away and promotions such as pedometers are a great motivational tool.

Participants in Seattle’s Walk Bike Ride Challenge were awarded free bus tickets for cutting down drive-alone trips. The more car trips reduced, the more chances to win.

Employees can be reimbursed for walking to off-site meetings.

Other support programs provide walking buddies or a free walking music playlist (specifically targeting teens).

WAYFINDING

Tools include maps, kiosks, and signs for getting people to key destinations in the neighborhood/community.

Audio, visual, and tactile techniques can be used to safely guide people to destinations of which they might have been unaware.

Directional tools can encourage people to walk more frequently and in new places.
Effective Pedestrian Programs

• Online tools can tailor directions and walking routes to individual user needs.

WALKING PROGRAMS
• Walking programs are sponsored by various groups and organizations.
• To develop a successful program, organizers should be sure prime objectives are met. Participants may want to socialize, lose weight, or get to school safely.
• Types of walking programs include community-based programs, school-based programs, worksite programs, city-sponsored programs run by Parks and Recreation department that encourage seniors to walk regularly.
• The Walking Bus is an example in the state of Hawaii. Kauai's "Get on Board" program is another example.
• At “City Walks” events, new walks are selected every week and residents have the opportunity to walk in new places and get to know community members.
• Walks can also be themed around historic neighborhoods or nature trails/bird watching.

• Other example programs include:
  — American Heart Association’s Fit-Friendly Companies program
  — AARP’s online walking program for older adults – Get Fit on Route 66 website
  — The American Heart Association’s Walking to Recovery website motivates heart disease and stroke survivors to regain their strength and independence.

EVENTS
• One-time or recurring events are good motivational tools for walking.
• These include health issue walks/runs with a fundraising component (e.g., Aloha Run, March of Dimes Walk, American Heart Association, American Diabetes Association, American Cancer Society).
• Conferences such as Pro Walk Pro Bike connect pedestrian advocates, elected and appointed officials, transportation experts, land-use planners, and many more who wish to create more walkable cities and communities.
• City-wide programs can include events such as: Car Free Days (Seattle), Sunday
Effective Pedestrian Programs

Parkways (Portland), National PARK(ing) Day, Walk to School Month, and others. (Refer to Exhibit 10.16.)

- Neighborhood block parties bring neighbors together and can be used to promote local pedestrian safety issues and programs.

Evaluation

Evaluation involves monitoring and documenting trends through data gathering and analysis. Evaluations can aid in determining the effectiveness of pedestrian related programs, projects, and actions. Evaluation results can also help guide future planning and actions. Agencies and organizations may decide where best to target funding based on the results of evaluation. Evaluation provides an important means for measuring success of pedestrian initiatives, programs, and projects.

Evaluation methods are typically tailored to specific pedestrian plans and programs to measure performance and effectiveness. They also may be targeted toward addressing specific problems, needs, and concerns in a community. The best evaluation programs involve ongoing collection and analysis of data and research to document changes and results before and after implementation of pedestrian projects and programs.

The Statewide Pedestrian Master Plan includes a specific set of performance measures that will be used to evaluate the effectiveness of the plan. As counties, cities, and communities throughout Hawaii develop pedestrian plans and programs, they can adopt their own independent methods of evaluation.

Examples of evaluation methods and measures include:

- Research that documents changes in health issues (increased fitness and reduced rates of obesity and diabetes for example)
- Pedestrian counts to document increases in walking (and transit ridership counts documenting increased transit use)
- Pedestrian surveys also can document increased walking activity, as well as changes in pedestrian behavior and interest in walking, safety improvement needs, methods to encourage more walking, and...
Equity

Equity (also called justice and fairness) related to transportation planning and analysis generally refers to the distribution of impacts (benefits and costs) and whether that distribution is considered appropriate. This involves considering and addressing the diverse needs of communities as part of development of transportation plans, programs, and projects. Equity calls for transportation systems, including specific programs for pedestrians, to be designed to serve everyone.

In general, transportation planning decisions can have significant and diverse equity impacts:

- The quality of transportation available can affect people’s opportunities, choices, and quality of life.
- Transportation planning decisions can affect the location and type of development that occurs in an area, and therefore accessibility, land values, and developer profits.
- Transportation facilities, activities, and services can impose various indirect and external costs, such as congestion delay and accident risk, infrastructure costs not funded through user fees, pollution, and undesirable land use impacts.
- Transportation expenditures represent a major share of most household, business and government expenditures. Price structures can significantly affect financial burdens.
- Transportation facilities can require significant amounts of land that is generally exempt from rent and taxes, representing an additional but hidden subsidy of transportation activity.
- Transportation planning decisions can stimulate employment and economic development, which have distributional impacts.

Transportation equity analysis can be difficult because there are several types of equity, various ways to categorize people for equity analysis, numerous impacts to consider, and various ways of measuring these impacts. A particular decision may seem equitable when evaluated one way but inequitable when evaluated another. For example, current planning practices tend to value mobility rather
BikeEd (Hawaii Bicycling League) teaches kids the importance of bicycle safety.
than accessibility, and so favor motorized modes over non-motorized modes, and motorists over non-drivers (Litman 2003; Martens 2006). Planners have fewer tools for measuring non-drivers’ travel demand or the benefits of mobility management strategies and more accessible land use.

Equity also relates to how effectively diverse populations in a community are involved and engaged in public projects. For example, in communities where English is a second language or where there is limited English proficiency, programs and projects need to provide translation and interpretation services to engage the public. Special outreach and communications may be needed to communicate and educate the public in these areas about aspects related to pedestrian safety.

When it comes to evaluating community walkability, social equity and health are important considerations. Many segments of the population are disproportionately affected by the health consequences of physical inactivity and poor nutrition. Local governments can address these concerns by planning and designing communities that facilitate healthy lifestyles for all residents. Local managers, department heads, and local government staff can design healthy communities for all residents, regardless of income, race or ethnicity, age, ability, and gender.

The International City/County Management Association published the guide *Active Living and Social Equity: Creating Healthy Communities for All Residents* in 2005. This guide for local governments explains the connections between active living and social equity, provides a toolbox of local government strategies for promoting active living equitably. The guide also highlights notable examples of local initiatives from around the country. A focus on active living and social equity also can serve as a lens through which local governments can address livability needs more generally by removing barriers to economic opportunity, transportation, services and amenities, as well as overall health and safety.

Equity is a consideration that should permeate all planning and design efforts as Hawaii works to implement a statewide transportation system that values and addresses the needs of all pedestrians and all transportation system users.

**Other Resources**

Below are resources and reference materials from programs and services in Hawaii as well as other places. Many of these were referenced in this toolbox section with hyperlinks. The listed programs’ websites are provided as available.

**IN HAWAII:**
- BikeEd (Hawaii Bicycle League) “Ride Aloha” http://www.hbl.org/content/about (May 2013).
- Healthy Hawaii Initiative (Start Living Healthy Program) http://www.healthyhawaii.com/about_hhi/about_start_living_healthy/about_the_healthy_hawaii_initiative.htm (May 2013).

• Hawaii LTAP Workshops http://hltap.eng.hawaii.edu/ (May 2013).

• Ho Aloha Aina (Friends of the Land) http://www.southmauivolunteers.com/apps/blog (May 2013).


• Move with Aloha Campaign (University of Hawaii Manoa) http://www.manoa.hawaii.edu/ovcafo/MoveWithAloha/ (May 2013).


• People’s Advocacy for Trails Hawaii (PATH) https://pathhawaii.org/ (May 2013).


• Share the Road with Aloha Campaign http://www.myfarmershawaii.com/shareroad (May 2013).

• Waimea Trails and Greenways http://www.waimeatrails.org/ (May 2013).


OTHER PLACES:


• AARP http://www.aarp.org/ (May 2013).

• AARP’s online walking program http://www.nrpa.org/aarp/ (May 2013).

• American Heart Association’s Fit-Friendly Companies program http://www.startwalkingnow.org/start_workplace_fit_friendly.jsp (May 2013).


• Bike Smart (Seattle) http://www.seattle.gov/transportation/bikesmart.htm (May 2013).

• Complete Streets Coalition (Technical Assistance via Smart Growth America) http://www.smartgrowthamerica.org/2012/09/19/complete-streets-news-september-2012/ (May 2013).

• Drive Safe, Stop Safe http://www.drivesafestopsafe.com/ (May 2013).


• Florida School Crossing Guard Training Program http://www2.dot.state.fl.us/CrossingGuard/index.aspx (May 2013).


• National Center for Bicycling and Walking http://www.bikewalk.org/ (May 2013).

• Pedestrian and Bicycle Information Center http://www.pedbikeinfo.org/ (May 2013).


• Safe Streets (New York City) http://safestreetsfund.org/ (May 2013).


• Walkable Communities Program http://www.walkable.org/ (May 2013).


• Walk Wise Drive Smart (Hendersonville, NC) http://www.walk-wise.org/ (May 2013).
