Five-year Strategic Plan

MINNESOTA SAFE ROUTES TO SCHOOL

June 2015

Acknowledgements

The Minnesota Safe Routes to School 5-year Strategic Plan is the result of the great work of many individuals and organizations. The Minnesota Department of Transportation would like to thank the following individuals for their time and contributions:

Steering Committee Members

Amber Dallman*	Minnesota Department of Health
Bryan Anderson*	Minnesota Department of Transportation
Dorian Grilley*	Bicycle Alliance of Minnesota
Emily Ambrosy*	West Central Initiative
Erin Petersen*	Minnesota Safety Council
Gary Anger*	Independent School District #196
Jason Hollinday	Fond du Lac Reservation
Jason Gottfried*	Saint Cloud Area Planning Organization
Jill Chamberlain*	Blue Cross and Blue Shield of Minnesota
Julie Danzl*	Minneapolis Public Schools
Keith Paulson*	Anoka - Hennepin Schools
Kelly Wosika	Minnesota Department of Education
Kelvin Howieson*	Minnesota Department of Transportation
Landon Bode*	City of Mankato
Lisa Austin*	Minnesota Department of Transportation
Mao Yang*	Minnesota Department of Transportation
Mary Thissen-Milder*	Minnesota Department of Education/ Health
Matt Schafer	American Cancer Society
Melissa Barnes	Minnesota Department of Transportation
Nicole Campbell*	Minnesota Department of Transportation
Patti Loken*	Minnesota Department of Transportation
Philipp Muessig	Minnesota Pollution Control Agency
Rachel Callanen	American Heart Association
Susan Weisman	Public Health Law Center
Terri Pieper*	Minnesota Department of Public Safety
Tim Anderson	Federal Highway Administration
Tim Mitchell	Minnesota Department of Transportation

*Committee Member also served as a part of the Strategic Planning Team

Strategic Planning Team

Annette Fiedler	Southwest Regional Development Commission
Annie Harala	Duluth School Board/ NE MN Statewide Heath Improvement Program
Ashley Aukes	Region Nine Development Commission
Danielle Walchuck	Region Nine Development Commission
Dawn Moen	BLEND
Drew Hage	Southwest Regional Development Commission
Ellen Pillsbury	Arrowhead Regional Development Commission
Forrest Hardy	City of Minneapolis
Heidi Schallberg	Metropolitan Council
Jeffrey Ronchetti	Hibbing Police Department
Jenny Bordon	Minneapolis Public Schools
Jill Hentges	Metro Transit
Josh Pearson	Region Nine Development Commission
Kelly Corbin	Olmsted County SHIP
Mark Trumper	Minneapolis Public Schools
Mark Vizecky	Minnesota Department of Transportation
Mason Barland	Crystal Police Department
Monica Herrera	Minnesota Department of Education
Ryan Odden	Wadena County
Sandy Leuthner	Blue Cross Blue Shield of Minnesota
Steve Brisendine	SNTC/Willmar Schools/Parks dept.
Steve Kinsella	Kinsale Communications/Minnesotans for Healthy Kids
Susan Roe	Minnesota Department of Transportation Communications

Consultant

ToolleDesignGroup

Table of Contents

Acknowledgements	Steering Committee Members	1
	Strategic Planning Team	2
Introduction	Planning Process	4
	Letter From MnDOT	4
	Document Structure	5
Section One	Minnesota SRTS History and Background	7
Section Two	Minnesota Safe Routes to School Vision and Strategic Focus Areas	12
	Strategic Focus Area #1: Increasing Awareness	13
	Strategic Focus Area #2: Supporting Local Efforts	17
	Strategic Focus Area #3: Sustaining Coordination	26
	Strategic Focus Area #4: Developing Policy	30
Section Three	Measuring Progress	31
Section Four	Appendices	33
	Appendix A. Strategic Planning Workshop Documentation	
	Appendix B. Priority Strategies and Prioritization Process	
	Appendix C. List of Abbreviations	

Introduction

Planning Process

During the fall and winter of 2014-2015, the Minnesota Department of Transportation initiated a statewide Minnesota Safe Routes to School (SRTS) strategic planning process with the goal of developing a Minnesota SRTS 5-year Strategic Plan (Plan) that would be helpful to the many agencies, organizations, and individuals working on SRTS initiatives across the State of Minnesota. Participants in the planning process included representatives from Minnesota State departments of health, transportation, and education; city and county government; regional planning commissions; traffic safety; schools and school districts; non-profits; and health organizations. The participants from these organizations brought their passion for and their commitment to SRTS to the planning process. As a result the Plan provides practical ideas for many stakeholders to advance SRTS throughout Minnesota.

For a detailed description of the planning process and workshop summaries, please refer to Appendix A.

Letter from MnDOT

The Plan is for Minnesota Safe Routes to School, including the Minnesota Department of Transportation (MnDOT), its state agency partners, steering committee members, local implementers, and stakeholders. The Plan is the effort of many people and will be useful for years to come. Here is more background on what's included, how we envision others may use the Plan, and how it will be refined moving forward.

MnDOT Decision to Convene a Minnesota Strategic Plan

The timing was perfect for developing a Minnesota strategic plan and vision. The MnDOT SRTS program was in the midst of the funding transition from federal to state. The steering committee had also completed strategic planning in 2013 and determined a need for additional work. After a number of requests over the years, we decided that we should look to what others had done across the country. After looking at successes in other states and what we could do to elevate our successful program during transition, funding uncertainness, etc. it was decided that MnDOT would bring all our partners together to create a Minnesota vision and plan.

Themes Selected & Equity

Equity has been a constant discussion in our steering committee - geographic equity, health equity, rural vs urban, among other topics and was discussed during this planning process. Instead of breaking it out separately it is woven into each exercise in each of the four focus areas as you'll read in the appendix. We recognize that there is more work to do in this area.

Introduction: *(continued)*

Relationships with our Partners

As you read the Plan, you'll notice MnDOT is not the only suggested lead organization associated with strategies and action steps, and there are many organizations suggested as support organizations. Many of the partners working on SRTS across Minnesota are represented on the MnDOT steering committee and have been working to advance SRTS since the early days in Minnesota.

Ownership/Implementation of the Plan

With so many partners, who will take ownership of the Plan? MnDOT considers itself the convener of the Plan and steering committee and will continue to do so. That means taking responsibility to implement and update the Plan in coordination with the steering committee. The steering committee has committed to looking at this annually. MnDOT SRTS staff will begin immediately to use this in planning for future programs and initiatives. However, MnDOT can't do it alone. We rely on our partners listed in here to use this when able to. Not every partner has read every strategy nor knows their name is identified as a leader and all the participants identifying organizations were at the staff level. We want to recognize that the Plan allows room for future conversation and does not commit anyone listed. However, we hope they will use it for future work in this area.

What You'll Find in the Plan

The following pages include detailed information on the planning process and the history of SRTS in Minnesota. The bulk of the document describes the Minnesota SRTS vision, goals, strategies and action steps.

Document Structure

The Plan is organized into the following sections:

Section One of the Plan provides a brief history and background of SRTS efforts in the State of Minnesota. It outlines prior SRTS planning efforts and initiatives and how the movement has grown over the past ten years.

Section Two includes the Minnesota SRTS vision, value statements, and strategic focus areas. It also details the four strategic focus areas as identified throughout the planning process:

- Increasing Awareness
- Supporting Local Efforts
- Sustaining Coordination
- Developing Policy

Figure 1: Plan elements

Each of the strategic focus areas includes a description and a long-term goal. Nested within each long-term goal are sub-topics that better define the focus area. Each sub-topic includes a series of strategies and action steps that provide a roadmap for meeting the long-term goal. Figure 1 illustrates the connection between the Plan elements.

Potential lead and support organization(s) for each action step have also been identified to help define potential roles and responsibilities throughout the Plan. During the last workshop four of the strategic planning process priority strategies were identified (see Appendix B). The priority strategies are noted with "**priority**" next to the strategy.

Section Three includes a brief discussion about how MnDOT is currently tracking funding and SRTS impact, and suggestions for measuring success in the future. Additionally, this section provides some suggestions for future evaluation of SRTS initiatives and the Plan based on the strategic planning team participants' suggestions.

The document concludes with the Plan appendices. Appendix A documents the strategic planning process conducted between November 2014 and February 2015, and Appendix B provides background information on how the Strategic Planning Team identified priority strategies for the Plan.

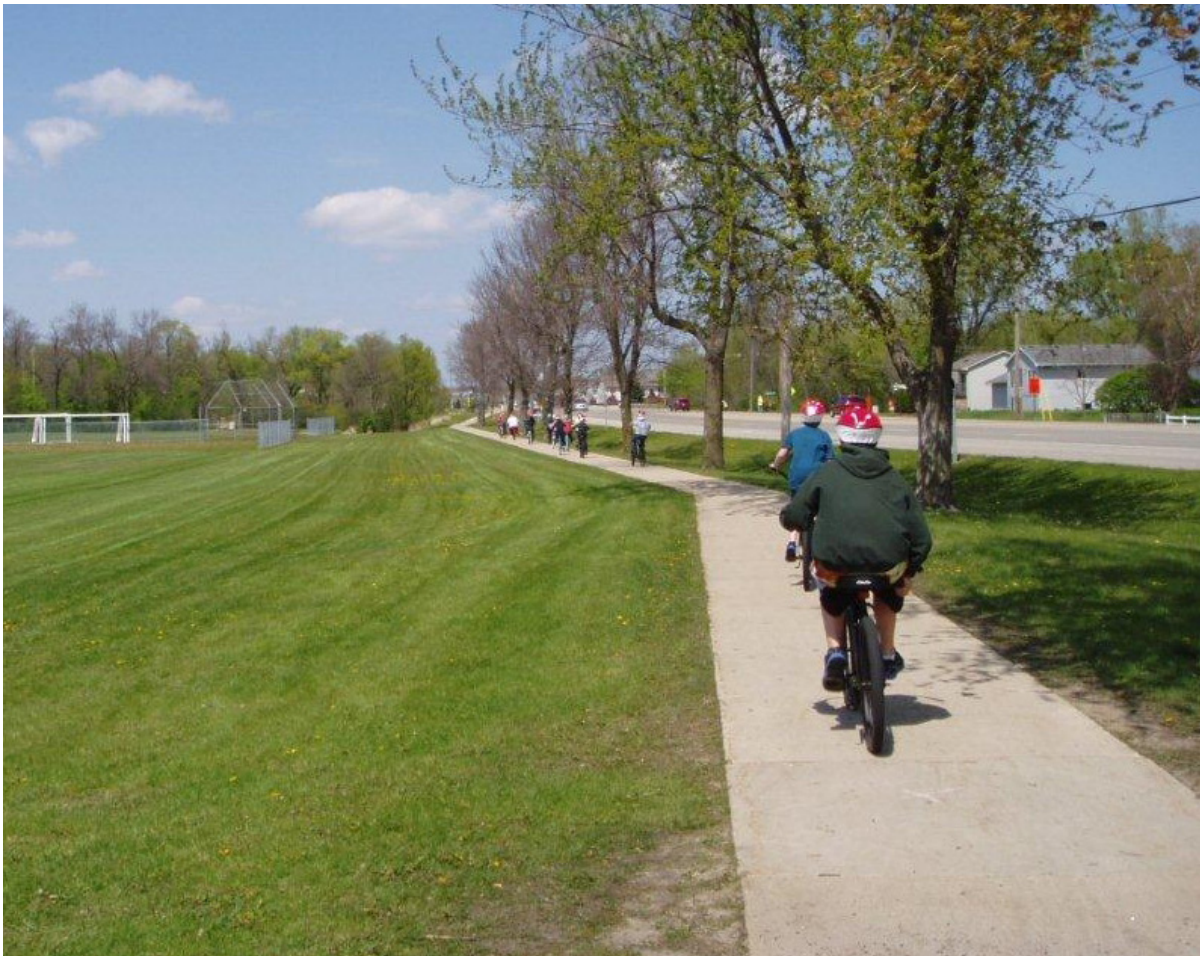
Section One:
Minnesota SRTS History and Background

Minnesota has a healthy and growing SRTS movement. Since 2005, when the first Federal funds were allocated to SRTS initiatives in Minnesota, SRTS initiatives across the state have made a profound impact on the ability of students to choose walking or bicycling as a viable mode of transportation to school. To supplement Federal funding, in 2013 the state legislature allocated $250,000 per year for SRTS non-infrastructure programs administered through the Minnesota Department of Transportation. In 2014, the state legislature made a one-time investment of $1 million to the SRTS infrastructure grant program and increased the non-infrastructure funds to $500,000 per year. These investments have directly supported SRTS program implementation.

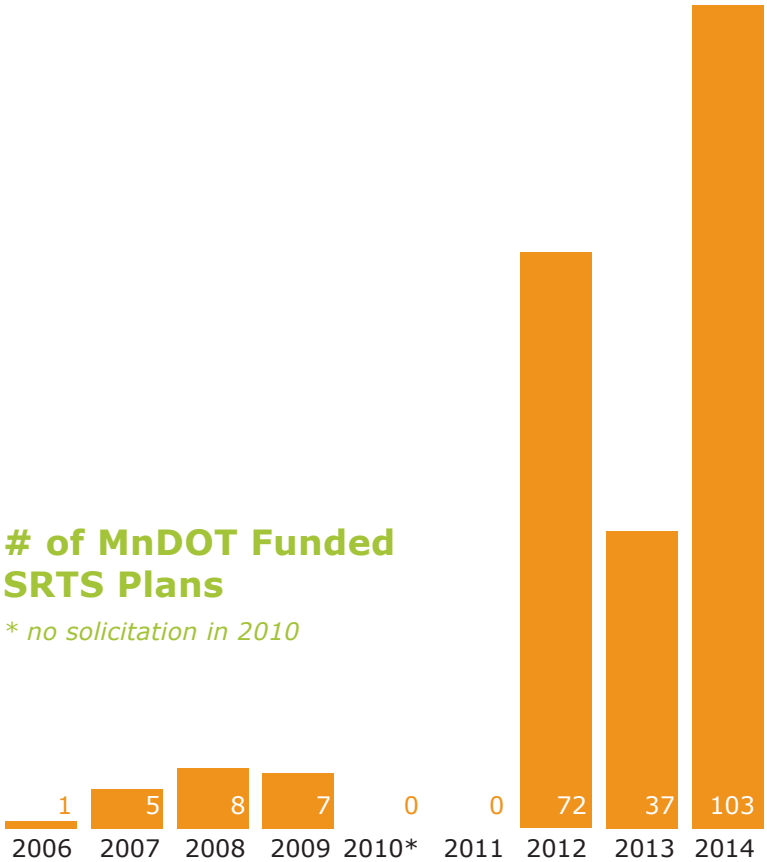
Nearly 500 schools have been awarded funding through MnDOT planning, infrastructure, or non-infrastructure grants. Additionally, the Minnesota Department of Health (MDH) supports local public health agencies and their partners throughout the state in initiating and implementing SRTS work. Much of this support is a result of the Statewide Health Improvement Program (SHIP), which funds work to increase access to physical activity opportunities. Currently, half of grantees are working to advance SRTS efforts in their schools or communities, reaching over 225 schools throughout the state, potentially reaching over 110,000 students in two years. As a result of MnDOT and MDH efforts and funding opportunities, many schools and school districts throughout Minnesota are participating in SRTS initiatives on some level. There are countless champions such as parents, teachers, school administrators, local public health staff, community members, advocates, and public safety officials who are making the SRTS movement a reality at the ground level.

In November 2011, MnDOT created a SRTS Steering Committee to help guide statewide SRTS efforts and provide direction to MnDOT in developing grant opportunities and resources. The Steering Committee has guided MnDOT on initiatives in four key areas: SRTS plans, safety curriculum, statewide technical assistance, and statewide strategic planning for SRTS. In July of 2013, the Steering Committee held a two hour strategic planning session with the goal of identifying and prioritizing future Minnesota SRTS activities. This session focused on developing recommended priorities for MnDOT's SRTS program and statewide (not MnDOT-specific) "strategies for success."

During that strategic planning session in 2013, MnDOT and its SRTS partners recognized the need for an additional strategic planning effort to further develop goals, strategies, and actions that could inform the work of all the different agencies, organizations, and individuals working to advance SRTS in Minnesota. The content in the following section details the results of an intensive strategic planning process focused ideas to support the work of the many organizations involved in SRTS initiatives in Minnesota.



The following illustrates how MnDOT is currently tracking SRTS initiatives.



233 plans have been funded from 2006-2014

212 new plans funded 2012-2014

4 new infrastructure projects in 2015

$250,000 awarded for bike fleets and mini-grants in 2015

$1.25million awarded in 2015 solicitations

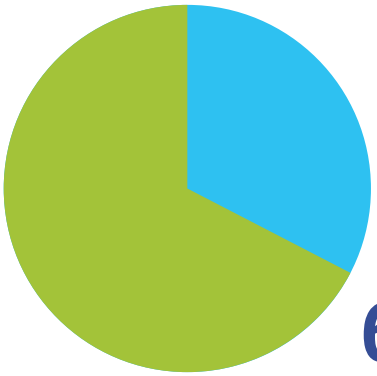
$5million+ awarded in new federal funds since 2014

$20million+ SRTS federal funds awarded to schools since 2006

$1million+ spent on statewide programs

$100million+ in projects requests since 2006

MnDOT tracks SRTS initiatives in a variety of ways. Yet, SRTS is not solely the work of MnDOT; there are a variety of partner organizations, agencies, and individuals working on SRTS throughout the state. These entities recognize the importance of performance measures as a way to evaluate the Plan, identify future SRTS initiatives, and communicate the many benefits of SRTS.



69% of the recipients of Implementation Grants awarded in 2013 by MnDOT had SRTS plans and were implementing SRTS initiatives

BIKE/PED SAFETY CURRICULUM

In 2013	In 2014
4,500 students	**17,000** additional students

16 additional schools and organization will have access to bike fleets for safety training in 2015

360,000+ Students reach since 2006.

416+ Schools have worked with MnDOT on SRTS

Section Two:
Minnesota Safe Routes to School Vision and Strategic Focus Areas

The Minnesota SRTS vision and value statements below were developed during the strategic planning process. They are a result of a collaborative discussion among SRTS partners involved in the strategic planning process on what a SRTS vision needs to be for the State of Minnesota. The strategic planning team felt strongly that the vision be aspirational, memorable, short, and something that could inspire and guide the variety of organizations, agencies, and individuals working on SRTS throughout Minnesota. As a result, the vision articulates an aspirational future for Minnesota and is accompanied by value statements that further describe important ideals and values that are linked to the vision.

The Minnesota Safe Routes to School Vision and Value Statements:

Minnesota is a state where all students can walk and bicycle on routes that are safe, comfortable, and convenient.

Minnesotans value…

- that all students have the opportunity to walk and bicycle no matter their race, ethnicity, income level, age, ability, or geographic location.
- the health, academic, community, environmental, and independence-building benefits of walking and bicycling.
- safe walking and bicycling routes that are maintained for use in all four seasons.
- working together to make walking and bicycling an easy choice for students.
- transportation and land use policies, programs, and plans that encourage close proximity of schools, residences, and other youth-friendly destinations.

Focus Area #1
Increasing Awareness

Awareness of SRTS programs and activities are critical to encouraging more participation in walking and bicycling in communities throughout Minnesota. Currently, many communities, schools, and agencies throughout the state are developing plans and implementing SRTS projects, yet the public's general understanding and recognition of the Minnesota Safe Routes to School movement could be improved. Visibility can be increased by developing a **brand identity** that resonates with Minnesotans. A robust **marketing plan** and targeted **awareness campaign** can also help improve public recognition of the Safe Routes to School movement.

LONG-TERM GOAL

Safe Routes to School is a movement that is recognized, understood, and embraced by communities, agencies, organizations, schools, and households throughout Minnesota.

MARK YOUR CALENDARS!
The 2015 Bike to School Day is Wednesday, May 6!

VOLUME 1
APRIL 2015

On the Move!

MINNESOTA SAFE ROUTES TO SCHOOL NEWSLETTER

IN THIS ISSUE:
1 Welcome
1 Strategic Planning Process
2 Safe Routes to School = Healthy + Happy Learners
3 Getting Ready for bike to School Day on May 6
3 Recent Grant Awards Support Bike to School Day
4 Minnesota SRTS Network
4 Community Spotlight: Safe Kids Grand Forks

Welcome

... to the first edition of the Minnesota Safe Routes to School Newsletter! This bi-monthly publication keeps you connected to Safe Routes to School (SRTS) news from around the state with information on upcoming events, highlights of SRTS best practices, SRTS program and project updates, community spotlights, funding opportunities, and more.

(Photo from *Safe Kids Grand Forks*, see page 4)

Strategic Planning Process Overview

Beginning in the fall of 2014, the Minnesota Department of Transportation (MnDOT) convened a diverse group of stakeholders from agencies and organizations around the state to develop a Minnesota SRTS Strategic Plan. Participants included representatives from Minnesota State departments of health, transportation, and education; city and county government; regional development commissions; public safety; traffic safety; schools and school districts; non-profits; and health organizations. Working through four interactive workshops and a series of online surveys between November 2014 and February 2015, the strategic planning participants developed a vision and value statements for the state SRTS program, and 5-year goals, strategies, and action steps. The plan includes approaches to public outreach, marketing, and education for SRTS initiatives throughout the state of Minnesota, as well as strategies for developing and implementing SRTS plans and programs.

The Strategic Plan will be a useful reference for city, county, and state government agencies, school districts, schools, community-based organizations, non-profits, and other SRTS partners. The Strategic Plan will be publicly available in May of this year.

MINNESOTA SAFE ROUTES TO SCHOOL

Coming soon:
Minnesota Safe Routes to School Online Resource Center.
Watch for announcement here!

FOCUS AREA #1

Increasing Awareness BRAND IDENTITY

SUB-TOPIC	**Branding** is an important step in increasing visibility especially for a statewide SRTS movement that is far reaching. Typically, branding includes a logo and other complementary pieces that make up the "brand system", providing an identity that creates value and influence. The brand system visually reflects the vision and value statements.		
STRATEGY 1	In 2015, develop a logo and brand identity system for Minnesota Safe Routes to School.*	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 1.1	Establish a group to work with a graphic designer to develop a Minnesota SRTS logo and branding materials.	MnDOT	Partners & local implementors
ACTION STEP 1.2	Identify target audiences and create materials in multiple languages that appeal to the broad range of audiences and are appropriate for the intended uses.	MnDOT	Partners & local implementors
ACTION STEP 1.3	Create an online survey to gather input on various logos and branding materials.	MnDOT	Partners & local implementors
ACTION STEP 1.4	Design a brand system including a logo and branding materials, and develop a companion style guide that is clear, simple and easy to understand for all SRTS project partners.	MnDOT	Partners & local implementors

** Concurrent to the planning process, MnDOT and its SRTS partners were working on this strategy and many of the associated action steps.*

FOCUS AREA #1

Increasing Awareness **MARKETING PLAN**

SUB-TOPIC	A **marketing plan** is a document that describes the advertising and marketing efforts over a defined period of time (e.g., one year, two years, etc.). The plan includes a statement of the need, a discussion of target markets, and the resources needed to reach marketing goals. It typically includes an awareness campaign which is described in more detail as part of the next topic and associated strategies.		
STRATEGY 2	In 2015, develop a state-wide marketing plan that describes the advertising and marketing efforts over the next 5 years.*	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 2.1	Establish an inclusive and expanded working group to guide the development of the marketing plan.	MDH, DPS, MnDOT, MDE	MDE, Local Orgs, RDOs, PTO/PTA
ACTION STEP 2.2	Develop goals and measures for the marketing campaign (e.g., communicate data-driven outcomes and success stories to demonstrate the effectiveness of SRTS).	MDH, DPS, MnDOT, MDE	MDE, RDOs, PTO/PTA
ACTION STEP 2.3	Develop a communications toolkit (e.g., resource materials, template, letterhead, PowerPoint templates).	MnDOT	MDH, RDOs, PTO/PTA
ACTION STEP 2.4	Develop and deploy a community level marketing toolkit (e.g., annual mailer for families within walking distance of schools, print advertisements, public services announcements, Walk or Bike to School Day).	MnDOT, MDH	BCBSM, Local School Districts, RDOs/MPOs, PTO/PTA
ACTION STEP 2.5	Reevaluate the marketing plan every 2 years, develop measurements, and determine how to improve efforts.	MnDOT	RDOs, PTO/PTA, Local Public Health, Local School Districts

** Concurrent to the planning process, MnDOT and its SRTS partners were working on this strategy and many of the associated action steps.*

FOCUS AREA #1

Increasing Awareness **AWARENESS CAMPAIGN**

SUB-TOPIC	The **awareness campaign** is a focused advertising effort designed specifically to build familiarity and create top-of-mind recognition of Minnesota SRTS. An awareness campaign typically includes a simple name, a succinct message that resonates, and is memorable with a select target audience.		
PRIORITY STRATEGY 3	In 2015, create an awareness campaign that reaches target audiences in Minnesota about SRTS and its many diverse benefits.*	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 3.1	Research other public initiatives (e.g., Presidential Fitness Challenge, Let's Move Campaign, other SRTS initiatives) and how they communicate with and reach local communities and other audiences.	MnDOT	Local Communities, RDOs
ACTION STEP 3.2	Identify, involve, and prioritize target audiences and create a plan to effectively reach the target audiences, such as school staff (educators and administrators), parents, students, safety/ police, traffic engineers, public health officials, and planners.	MnDOT	MDH, MDE, Local Communities, RDOs
ACTION STEP 3.3	Develop key messages that are universally appealing and will resonate with many audiences (kids, parents, policy makers, schools, health officials).	MnDOT	MDH, MDE, RDOs, BCBSM
ACTION STEP 3.4	Develop clear and understandable campaign materials that are tailored toward local communities and other target audiences.	MnDOT	MDH. MDE, Local Communities, RDOs, BCBSM
ACTION STEP 3.5	As part of the campaign, communicate the existence of the resource center website in campaign materials and the variety of resources publicly available to many different audiences.	MnDOT	RDOs, BCBSM
ACTION STEP 3.6	Develop a replicable style guide so that other organizations can use and tailor the messages to their audience.	MnDOT	RDOs, BCBSM

** Concurrent to the planning process, MnDOT and its SRTS partners were working on this strategy and many of the associated action steps.*

Focus Area #2
Supporting Local Efforts

SRTS initiatives are funded largely by state agencies, but infrastructure and non-infrastructure programs are most often implemented by local community school districts, agencies, and organizations. Since SRTS was initiated in Minnesota, a number of organizations and agencies have developed resources to support local efforts. That said, they are currently available in a variety of places and MnDOT receives frequent requests for additional ways to support local efforts to develop SRTS plans, programs, or policies. This focus area is a direct response to the lack of consolidated resources and frequent requests for additional support. The core resource for supporting local efforts is an online **resource center** that houses various tools and other resources for SRTS partners and practitioners across the state. Supporting on-the-ground efforts through **curriculum and training** will be important to sustain involvement in SRTS and encourage new communities to initiate programs. **Mapping** and **evaluation** guidance are additional important components of supporting local efforts.

LONG-TERM GOAL

Minnesota will be a state where SRTS resources are readily available for all audiences and partners. Local communities, schools, school districts, organizations, and agencies have the materials they need to develop successful Safe Routes to School programs.

FOCUS AREA #2

Supporting Local Efforts RESOURCE CENTER

SUB-TOPIC	An online **resource center** is a valuable way to share information and best-practice experiences, especially for SRTS, a movement that is implemented by many different partners across the state. A resource center can become a clearinghouse that supports those working or interested in SRTS by providing education, outreach, and training resources. Through its online presence, the resource centers will be available more widely without constraints of geography, day of week, or time of day.		
PRIORITY STRATEGY 4	In 2015, create a Minnesota-specific resource center that is easily accessible and provides key information to local communities, public and non-public schools, school districts, organizations, and agencies working on SRTS initiatives.*	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 4.1	Determine a domain name for the website.	MnDOT	
ACTION STEP 4.2	Host a workshop to discuss the resource center information architecture and content needs.	MnDOT	MDH (Local Public Health)
ACTION STEP 4.3	Develop and design a website that is easy to navigate (e.g. content organized by target audience, links to existing resources, general information and definitions to help people understand terminology).	MnDOT	MDH, Local Public Health, BCBSM, RDOs
ACTION STEP 4.4	Develop a management plan for maintaining the online resource center, paying particular attention to the timely posting of information and keeping the content current.	MnDOT	
ACTION STEP 4.5	Develop interactive resource center content and gather links to existing content (e.g. online community forum that allows users to upload and share information, videos that use testimonials and success stories to convey the benefits and importance of Safe Routes to School). (RESOURCE CENTER Strategy 4 continued on next page)	MnDOT	MDH (Local Public Health), PTA, Local Schools, BCBSM, RDCs, Bicycle Alliance of MN

FOCUS AREA #2 **Supporting Local Efforts** **RESOURCE CENTER** *(continued)*		Proposed Lead Organization	Proposed Support Organization
ACTION STEP 4.6	Identify funding sources for continually improving and maintaining the resource center.	Minnesotans for Healthy Kids Coalition	BC/BS Center for Prevention
ACTION STEP 4.7	Identify other components of a resource center. (Social media, table at events, e newsletter, presentations, equipment to borrow, blog, services training, network call, awards etc.)	SRTS Steering Committee	RDOs
ACTION STEP 4.8	Identify a long-term entity to manage the resource center.	SRTS Steering Committee, Minnesotans for Healthy Kids Coalition	
ACTION STEP 4.9	Identify organizations to coordinate with and a mechanism to add partners(e.g., TZD, State Patrol, MDE, etc.)	Steering Committee, MnDOT	
ACTION STEP 4.10	Create a rating system that allows users to provide feedback, leave reviews, and rate the various resources available.	MnDOT	
ACTION STEP 4.11	Encourage partner agencies and local organizations to link to the Resource Center on their webpages.	MnDOT, MDH, MDE	BCBSM, Bicycle Alliance of MN, MPOs, RDOs

** Concurrent to the planning process, MnDOT and its SRTS partners were working on this strategy and many of the associated action steps.*

FOCUS AREA #2

Supporting Local Efforts CURRICULUM AND TRAINING

SUB-TOPIC	**Curriculum and training** are important educational resources for schools and communities to implement SRTS programs. Built around the E's of SRTS -- engineering, education, encouragement, enforcement, and evaluation – curriculum and training will use a variety of formats, including webinars, videos, Power Point presentations, manuals, conference sessions, or in-person trainings. Topics will be as diverse as their audiences, covering content that will be helpful to school staff (educators and administrators) parents, students, traffic engineers, safety and police officials, public health officials, and planners.		
STRATEGY 5	In 2015 establish a baseline of curriculum and training that is currently available, and a list of audiences and their curriculum and training needs.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 5.1	Identify information that is already available for SRTS curriculum and training in Minnesota and at the national level.	MnDOT with support of SRTS partners (collaborative), MDH	MDE, DPS, MDH
ACTION STEP 5.2	Identify the audiences who will benefit from information (e.g. school staff, law enforcement) and their respective informational needs.	Steering committee	
ACTION STEP 5.3	Identify gaps in curriculum and training and develop a prioritized list of potential additional curriculum and training materials.	RDOs, Local Public Health, MPOs	Bike MN, MDE
STRATEGY 6	By 2016, develop the top five prioritized curriculum and training materials based on needs identified as part of Strategy 5, and by 2018, have double the current amount of curriculum and training resources geared toward the identified audiences.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 6.1	Identify and allocate funding to the development of new curriculum and training materials.	MnDOT, Steering Committee	MDH, Local Public Health, BCBSM
ACTION STEP 6.2	Create new curriculum and training materials in five "E" areas for various audiences such as engineers and planners.	MnDOT	MDH, MDE, other partners

FOCUS AREA #2 **Supporting Local Efforts CURRICULUM AND TRAINING** *(continued)*			
STRATEGY 7	By 2016, develop a regular schedule of training opportunities to further support local SRTS efforts.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 7.1	Host quarterly in-person knowledge sharing events focused on training and capacity building.	RDOs, MDH (Local Public Health)	BCBSM
ACTION STEP 7.2	Allocate funding to support local trainers throughout the state.	MnDOT, MDH	Local public health

FOCUS AREA #2

Supporting Local Efforts MAPPING

SUB-TOPIC	**Mapping** is the visual representation of geographic data, in both print and electronic formats, offering a powerful tool for telling the SRTS story. SRTS maps specifically show walking and biking routes to schools and other youth friendly destinations, as well as the progress of the program, in multiple geographies such as school districts, regions, and statewide. Maps can also be used to identify priorities to fill network gaps, provide educational information to the public, and provide the spark to start a local SRTS program. Maps can serve multiple audiences such as children, parents, school staff, engineers, planners, and law enforcement. Maps can also be used to illustrate the positive impact of SRTS programs to elected officials, state agencies, and other organizations.		
PRIORITY STRATEGY 8	By 2020, increase the quality and quantity of SRTS maps across Minnesota.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 8.1	Survey schools and school districts to inventory the number of schools or school districts that currently create maps, as well as assess the type of map(s) and quality of map(s).	MnDOT, MPOs, RDOs	School District Transportation Director, MDH
ACTION STEP 8.2	Identify exemplary map examples, determining types and formats of maps, how they are disseminated (printed and electronically), audiences, map purpose, and who is making and maintaining maps and use examples as a way to inform a how-to guide.	MnDOT, MDH	Schools (including transportation directors), RDOs, MPOs
ACTION STEP 8.3	Create a how-to guide for making maps, with information on how to determine walking and biking routes, tailor maps for various geographic locations, include youth friendly destinations, keep maps up-to-date, etc.	MnDOT	Schools, Local Public Health, RDOs, MPOs
ACTION STEP 8.4	Create and maintain a list of vendors, such as map producers, graphic designers, and printers.	MnDOT	Cities, Counties, Schools
ACTION STEP 8.5	Support all communities (including those with limited capacity and funding) in map creation with direct funding and/or staff resources.	RDOs, MPOs, MnDOT, MDH	School Districts

FOCUS AREA #2

Supporting Local Efforts **MAPPING** *(continued)*

STRATEGY 9	By 2017, develop an online and printable map illustrating the implementation of SRTS programs.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 9.1	Identify exemplary map examples from around the country that illustrate statewide SRTS accomplishments, including plans, case studies, and success stories.	MnDOT, MDH	
ACTION STEP 9.2	Survey Minnesota elected officials to identify information to share on a map (e.g. Minnesota's Legacy Watch the Progress), or other formats that would be helpful to maintain or increase their political and financial support of Safe Routes to School.	Minnesota Healthy Kids Coalition	RDOs, MPOs, Schools
ACTION STEP 9.3	Produce statewide, regional, and district-level SRTS implementation maps.	MnDOT	MDH, RDOs, MPOs

FOCUS AREA #2

Supporting Local Efforts EVALUATION

SUB-TOPIC	**Evaluation** is the process of determining the effectiveness of SRTS programs (non-infrastructure) and projects (infrastructure). Evaluation results can help prove that an effort is worthwhile, identify changes needed for improvement, or efforts that should be discontinued altogether. The evaluation data and analyses can help increase support for SRTS programs and determine how funding is allocated.		
STRATEGY 10	In 2015, research existing SRTS evaluation methods used by agencies, schools, or school districts.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 10.1	Survey school districts, government agencies, non-profits, and community agencies about current SRTS evaluation efforts.	MnDOT	Department of Education, MDH
ACTION STEP 10.2	Review and assess Minnesota's evaluation data submitted and posted at the National Center for SRTS.	MnDOT	MDH
ACTION STEP 10.3	Determine priority audiences who are interested in SRTS evaluation, and what types of data and information they need.	MnDOT	MDH, Local Schools, SRTS Steering Committee, Healthy Kids Coalition
ACTION STEP 10.4	Survey SRTS programs around the country for evaluation ideas.	MnDOT	MDH

FOCUS AREA #2

Supporting Local Efforts **EVALUATION** *(continued)*

STRATEGY 11	By 2017, develop an evaluation program that provides guidance to agencies, schools, and school districts on the items to measure.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 11.1	Develop a task force to guide the process of creating a robust evaluation program.	SRTS Steering Committee	MDE
ACTION STEP 11.2	Compile a list of measures to be used in a Minnesota SRTS evaluation program.	MnDOT, MDH, Task Force (?)	MDE
ACTION STEP 11.3	Determine data collection methods such as crowd sourcing, incentivizing, competitions, certification programs, policies, MN Student Survey, etc.	MnDOT, MDH, Task Force	MDE
ACTION STEP 11.4	Engage SRTS partners in evaluation, including the assistance of local coalitions and organizations.	MnDOT	MDE, RDOs, DNR, UMN
ACTION STEP 11.5	Provide evaluation information to the public in accessible formats (e.g., web-based and printed reports).	SRTS Coordinators, MDH/SHIP groups, schools	MDE
ACTION STEP 11.6	Develop short-term and long-term goals for measures (e.g., achievement, safety, usage).	MnDOT, MDH, Task Force	MDE, School Districts
ACTION STEP 11.7	Develop an annual report, communicating the quantifiable impacts of SRTS, as well as telling stories and illustrating case studies.	MnDOT, MDH, MDE	RDOs, School Districts
ACTION STEP 11.8	Invite an outside group like the National Center for SRTS to audit the Minnesota evaluation program.	MnDOT, MDH, MDE	

Focus Area #3
Sustaining Coordination

A successful SRTS program requires careful coordination and strong partnerships among communities, agencies, school districts, schools, and organizations, all aimed at sustained program funding and **knowledge sharing and guidance** throughout the state. Many great SRTS partnership are already in place in Minnesota; continuing to enhance these and new partnerships and coordination will create a thriving, sustainable state-wide program. Additionally, **sustainable funding** streams are critical to maintaining Safe Routes to School momentum.

LONG-TERM GOAL

The Minnesota SRTS movement is supported with a diverse network of partners throughout the state and sustainable funding sources.

FOCUS AREA #3

Sustaining Coordination

KNOWLEDGE SHARING AND GUIDANCE

SUB-TOPIC	**Knowledge sharing and guidance** refers to the distribution and dissemination of Minnesota SRTS experiences, best-practices, and resources. Currently there are well-established ways SRTS partners share information through the SRTS Steering Committee and SRTS Network. Continuing these knowledge sharing opportunities is vital to sustaining SRTS, and additional initiatives such as establishing a newsletter will help to further expand the reach of SRTS in Minnesota.		
STRATEGY 12	Continue and expand opportunities for collaboration, knowledge sharing, peer learning, and guidance for SRTS programs, policies, and projects through a variety of tactics.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 12.1	Continue the current knowledge sharing opportunities such as the monthly web and phone SRTS Network meetings.	BCBSM	State Agencies, Bike MN
ACTION STEP 12.2	Continue to convene SRTS Committee and expand participation (e.g., youth).	MnDOT	Steering committee members
ACTION STEP 12.3	Host annual SRTS workshops and conference(s) that help build capacity for developing SRTS plans and projects.	MnDOT, MDH, BCBSM	MnDOT, MDE, MDH, RDOs, MPOs, Local Partners, Non-profits, Bike MN, DPS
ACTION STEP 12.4	Give SRTS presentations at state conferences and similar professional organizations (e.g., DPS, MDE, APA, TZD, teachers-education MN) and post on the resource center website.	SRTS Steering Committee, BCBSM	MnDOT, MDH, Local champions/ success stories
ACTION STEP 12.5	Survey local SRTS leaders every year to identify education needs to ensure education efforts are meeting expectations.	BCBSM	MnDOT, MDH, MDE

FOCUS AREA #3

Sustaining Coordination FUNDING

SUB-TOPIC	**Funding** refers to the contribution, support, organization, and allocation of financial resources for Minnesota Safe Routes to School campaigns, programs, and initiatives. Funding recipient organizations, programs, and projects should be widespread and varied, and support all of the five E's of Safe Routes to School: engineering, education, encouragement, enforcement, and evaluation.		
PRIORITY STRATEGY 13	By 2020, provide secure, sustainable funding sources for SRTS infrastructure and non-infrastructure projects.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 13.1	Gather data on the positive benefits of SRTS programs to illustrate that SRTS is an important and valuable investment.	MDH, MnDOT	RDC, MPO, Local PH, Local School Districts, BCBSM
ACTION STEP 13.2	Continue and enhance the coordination between state agencies on funding of SRTS initiatives.	MDH, MnDOT, DPS, MDE	RDC, MPO, Local public health
ACTION STEP 13.3	By 2016, develop a consistent method for funding SRTS initiatives (urban and rural, large and small).	MDH, MnDOT	RDOs, MPOs, BCBSM
ACTION STEP 13.4	Identify schools within districts with low-income communities, and redirect funding streams to these school districts.	MnDOT	MDE, MDH
ACTION STEP 13.5	Identify other local funding sources and assist school districts and non-profit partners in soliciting funding.	Locals feed info up to MDH then MDH provides training	RDOs, MPOs, Local public health
ACTION STEP 13.6	Work with elected officials to continue and expand SRTS funding. (FUNDING Strategy 13 continued on next page)	SRTS Coalition	Bike MN, BCBSM, Local School Boards, MN PTA, American Cancer Society

FOCUS AREA #3 **Sustaining Coordination FUNDING** *(continued)*		Proposed Lead Organization	Proposed Support Organization
ACTION STEP 13.7	Build on existing MPO regional planning processes and previous SRTS work.	MPOs, MnDOT	FHWA, MnDOT
ACTION STEP 13.8	Explore additional funding streams, and describe how local communities, schools, or agencies may be eligible and apply (e.g., highway safety improvement program, Dept. Public Safety, TZD, MN Dept. of Education, Tobacco Settlement Dollars)	MnDOT, MDH	DPS, MPOs, RDOs, MDE, BCBSM
ACTION STEP 13.9	Review and evaluate the allocation of state and federal dollars to understand the amount of SRTS funds that are allocated to low-resource communities.	MnDOT, MDH	RDOs, MPOs

Focus Area #4
Developing Policy

Plans and policies are vital to Minnesota's SRTS movement because they lay the foundation for future projects, campaigns, and initiatives throughout the state. Many communities, schools, and agencies have policies that address SRTS specifically or support SRTS programs and projects. These policies can be used to improve the impact and outcomes of SRTS programs and initiatives. Additional **planning and policy guidance** for schools, school districts, communities, and agencies will be helpful to improve local walking and biking environments, and encourage more participation in SRTS.

LONG-TERM GOAL

The Minnesota SRTS movement is supported by policies that encourage state-wide adoption and implementation of Safe Routes to School plans and local program coordinators. Policies are designed to continue building the momentum of the SRTS movement in Minnesota, and encourage widespread participation in Safe Routes efforts and initiatives.

FOCUS AREA #4

Developing Policy **POLICY AND PLANNING**

SUB-TOPIC	This topic is focused on the organization of procedures and processes that provide guidance and support for Minnesota SRTS campaigns, programs, and initiatives. **Policies and plans** provide the framework for the development and implementation of programs and initiatives at all levels.		
PRIORITY STRATEGY 14	By 2020, 25% of school districts have a SRTS plan and a designated SRTS coordinator.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 14.1	Create lists of all school districts in Minnesota that indicate which schools have or do not have a SRTS plan or a SRTS coordinator.	MnDOT	MPOs RDOs, school districts, MDH/Local public health
ACTION STEP 14.2	Continue to fund SRTS plans and encourage broad participation in the planning process (e.g., school district transportation department staff).	MnDOT, SHIP, MDH, MDE	RDOs, MPOs
ACTION STEP 14.3	Develop Minnesota-specific sample language for SRTS policies (e.g., curriculum adoption, school zones, school bussing etc.), including a description for each policy with its intention and benefits.	MnDOT, MDH, MDE	School districts, communities
ACTION STEP 14.4	Support schools without coordinators, educate them and encourage them to identify a lead person responsible for SRTS projects and programs.	MnDOT, MDE	Safe Routes Network, MDE, MDH, MnDOT, RDOs, MPOs
ACTION STEP 14.5	Create and fund SRTS coordinator positions in non-RDC areas (e.g., Metropolitan area, St. Cloud, Rochester area).	MnDOT	MDH
ACTION STEP 14.6	Encourage smaller school districts to pool resources together to designate a shared SRTS coordinator and create plans that guide Safe Routes to School efforts in larger geographical areas.	School districts, RDC's	MnDOT, MDH
ACTION STEP 14.7	Research policies that could require all schools to have SRTS plans and coordinators.	SRTS Steering Committee, MDE	MDH, MnDOT

FOCUS AREA #4 **Developing Policy**	**POLICY AND PLANNING** *(continued)*		
STRATEGY 15	By 2020, research and review school siting guidelines and renovation policies.	Proposed Lead Organization	Proposed Support Organization
ACTION STEP 15.1	Make recommendations to school districts about school siting and renovation based on review and research on current school siting guidelines and the long term costs of site location.	MDE, MDH	RDOs, MPOs
ACTION STEP 15.2	Communicate the findings from the research and review to schools and other partners to educate them on current policies and the importance of school siting.	MDE	MnDOT, MDH, Advocates (i.e. SRTS Coalition, SLUC)
ACTION STEP 15.3	Educate schools and school leadership that these are 'guidelines' and not mandated requirements.	MDE	MnDOT, BCBS, MDH, SRTS committee, Local RDOs and MPOs
ACTION STEP 15.4	Review school siting guidelines every 5 years and provide recommendations on guidelines as necessary.	MDE, MDH	Advocates (i.e. SRTS Coalition, SLUC), Transportation agencies

Section Three:
Measuring Progress

While many organizations, agencies, and individuals have been working on SRTS initiatives since 2006, tracking progress and illustrating the benefits of SRTS is not consistent. MnDOT and its partners are eager to track progress of SRTS initiatives and effectively communicate the benefits of SRTS throughout the state.

During the strategic planning process, a number of participants recognized the importance of tracking the progress of SRTS initiatives in Minnesota and specifically the recommendations in the Plan. In some cases when measuring the progress on some of the initiatives outlined in the Plan, the measure will simply be a "yes" or "no" whether action steps were taken and the strategy was achieved. For example, MnDOT can confirm that Strategy 1: In 2015, develop a logo and brand identity system for Minnesota SRTS was accomplished. In other instances it will be important to start gathering baseline data on a few important indicators to measure the success of Minnesota SRTS. For example, in order to start to work toward achieving strategy #8: By 2020, increase the quality and quantity of SRTS maps across Minnesota, it is important to gather some initial data and information on the state of SRTS mapping in Minnesota.

The following are some ideas on measuring success that participants suggested during the strategic planning process.

Potential Measures

- Track the number of students walking/biking to school;
- Track the number of schools that have SRTS plans or programs in place;
- For the schools that have SRTS plans, all five E's (evaluation, engineering, education, encouragement, enforcement) are incorporated into their plan; and
- Track SRTS initiatives or policy language is include in local projects, programs, and plans (e.g., transportation plans).

Potential Process

- Report on individual success stories and how SRTS is making a difference in lives;
- Engage with an outside organization to evaluate SRTS initiatives;

One of the next steps for MnDOT and its partners will be to identify specific measures of SRTS initiatives in Minnesota and develop an annual progress report associated with the Plan.

Section Four:
Appendices

Appendix A. Strategic Planning Workshop Documentation
Appendix B. Priority Strategies and Prioritization Process
Appendix C. List of Abbreviations