

Crossing Guard Training Programs Across States

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RUTGERS

Edward J. Bloustein School
of Planning and Public Policy

NEW JERSEY Safe Routes



www.saferoutesnj.org



U.S. Department of Transportation
**Federal Highway
Administration**

Acknowledgements

The New Jersey Safe Routes Program mission is to partner with communities to prioritize walking and bicycling as a safe and appealing part of everyday life. The New Jersey Safe Routes Program, supported by the New Jersey Department of Transportation, is a statewide initiative with a mission to partner with schools and communities to prioritize and implement opportunities for people to walk, bike, or travel by other wheeled devices. By focusing on improvements to support active travel by youth, we believe we can create conditions that are safe, healthy, equitable, and appealing for all.

The New Jersey Safe Routes Resource Center assists public officials, transportation and health professionals, and the general public in creating safer and more accessible walking and bicycling environments for children in New Jersey through education, training, and research.

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Crossing Guard Training Programs Across States

NJ Safe Routes Resource Center staff conducted research into state crossing guard programs to identify best practice or new developments in training content and delivery, and resources that might be beneficial additions to the New Jersey Crossing Guard Training and Resources Program. Research included an internet search for school crossing guard training programs, referred to state Safe Routes to School and state Department of Transportation websites, and searched YouTube and Vimeo for training videos. Staff also referred to programs that served as models during development of the NJ Program. Safe Routes staff found information on training in 20 states and the District of Columbia, although some of these programs appeared to be dormant. Some of the stronger state programs, one strong regional program, and other available resources are described below and compared to the New Jersey program.

Training programs are a combination of supervisor training (“train the trainer programs”) and programs for crossing guard trainees. In addition to New Jersey, the states that have an active training program include California, Colorado, Florida, Massachusetts, Minnesota and Ohio. Generally, crossing guard training programs are developed through each state’s Department of Transportation and/or the state’s Safe Routes to School program. Interestingly, several state crossing guard programs have been initiated or renewed in the past three or four years.

A few states had active crossing guard training programs a decade ago but there is no evidence online of current activity. This absence does not mean that a program is not operating, but the program does not serve as an example of best practice or offer lessons for NJ to emulate. Several programs refer to the guidance provided on the National Safe Routes to School website.

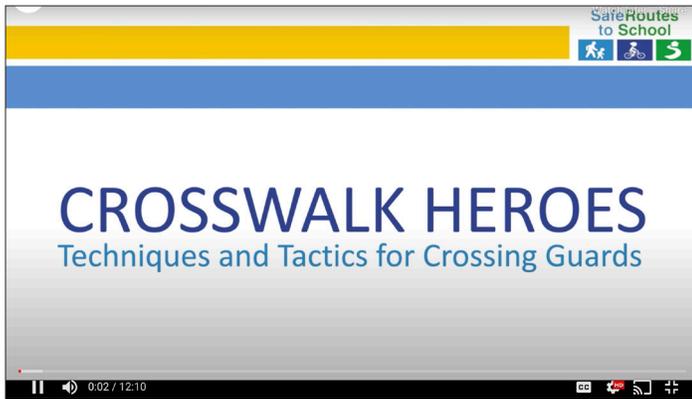


Crossing guards assist students with crossing the street on their way to and from school.

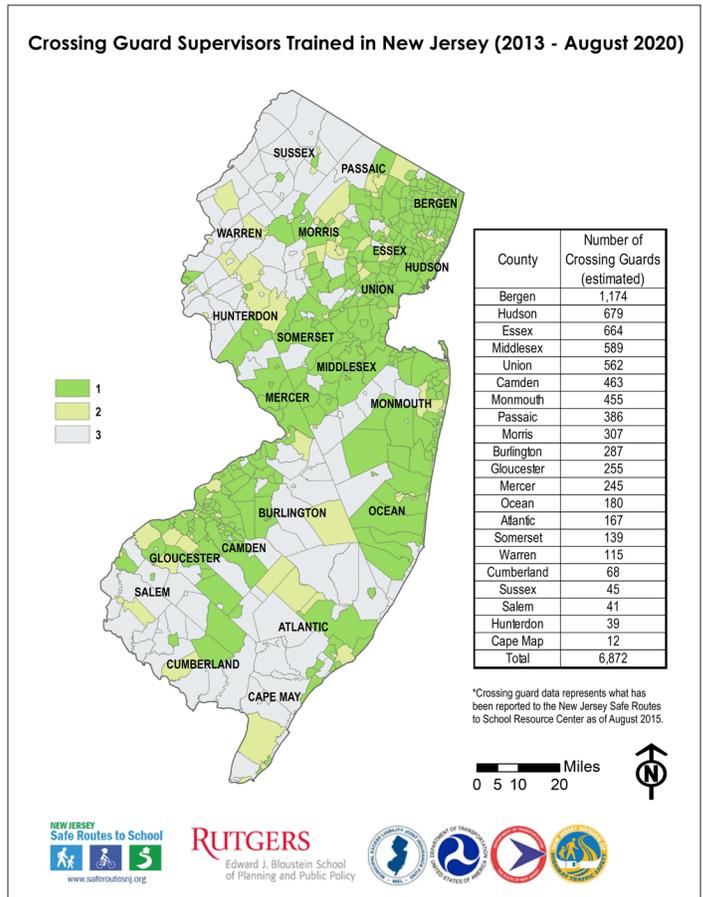
New Jersey

Over the past eight years, the NJ Safe Routes Resource Center has become a national leader in crossing guard training by conducting research, and developing and implementing a statewide uniform, comprehensive Crossing Guard Training and Resources Program. With funding from New Jersey Department of Transportation, New Jersey Division of Highway Traffic Safety, and Municipal Excess Liability Joint Insurance Fund of New Jersey (NJMEL), NJ Safe Routes staff continue to provide training and other materials to crossing guards and their supervisors. Partnerships with NJ organizations, particularly the New Jersey Police Traffic Officers Association (NJPTOA), has proven essential to program success.

Piloted in 2012, the crossing guard supervisor train the trainer program includes discussion of traffic laws, gap assessment, proper crossing procedures, uniforms and equipment, expectations and duties, and conditions at post. Traffic safety officers who have attended the train the trainer class have access to crossing guard training PowerPoint presentations and guidance for conducting crossing procedure review at an active intersection or in the classroom, as well as other materials. The presentation, video, and discussion fulfills the two-hour classroom training requirement set by NJ state statute. The train the trainer program has reached 79 percent of the NJ municipalities that employ school crossing guards. In addition, the Program now offers direct training of crossing guards. Resources and training material, such



Crosswalk Heroes: Techniques and Tactics for Crossing Guards is one of two training videos in use in NJ.



The NJ Crossing Guard train the trainer program has reached 79% of municipalities with crossing guards.

as research reports, model policies, the crossing guard supervisor manual, example forms, and tip sheets are available through the NJ Crossing Guard website. Between January and mid-September 2019, the website had over 8,500 page views with 87% new viewers.

Enthusiasm for our “Crosswalk Heroes” training video has been increasing exponentially; the video has been viewed over 48,000 times. The Spanish version has had over 1,100 views. Crossing Guard Placement is a principal concern for police officers, and our placement video has had 900 views. A new training video funded through NJMEL addresses the most common challenges that crossing guards face and possible responses to those challenges. This video has been viewed over 1,500 times. A new video, funded by NJDOT, presents best practice for improving school crossings by offering a case study of New Brunswick’s efforts to increase safety. Requests for information and materials have been received from other states and organizations.

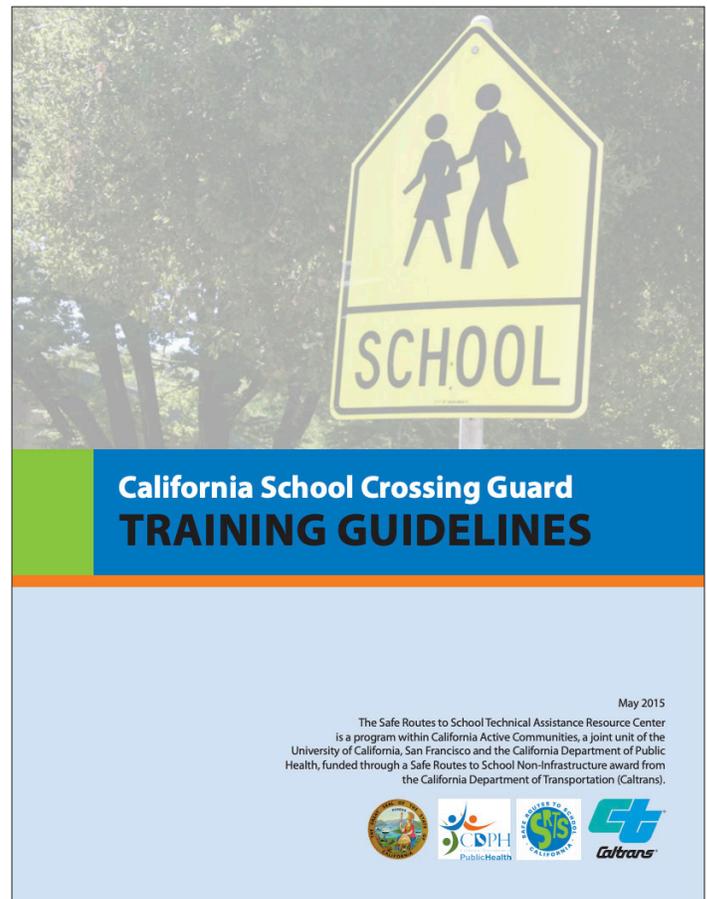
Strongest State Programs

The strongest state programs offer comprehensive training that includes a combination of online materials, in-person instruction, and crossing guard manuals and other resources. These programs are typically a product of the state Department of Transportation and the state Safe Routes program.

California

California's crossing guard training program was created through a partnership between California Safe Routes to School Technical Assistance Resource Center, California Department of Public Health, and the California Department of Transportation (Caltrans). School districts, cities, or counties are not required by law to use crossing guards but many voluntarily establish crossing guard programs to protect the health and safety of their students (California School Boards Association, 2015). Cities and counties may charge local law enforcement agencies, the governing board of any school district, or a county superintendent of schools with responsibility for a crossing guard program. The 2015 training manual provides information for both supervisors and crossing guards. The manual is complemented by a four-part online training course and in-person practical training. While there is no formal certification process issued from any single agency in the State of California, it is suggested that crossing guard candidates have an 80 percent passing score on each of four online tests in order to continue onto the practical training. Course assessments are available by request to the Active Transportation Resource Center, an organization contracting with Caltrans.

After the practical training course, a crossing guard trainer conducts a field assessment to observe, train and guide the candidate. Local agencies determine the duration of the field training. The field assessment tool used to score the candidate was modeled after the Florida DOT crossing guard performance checklist, as was New Jersey's. The manual suggests holding refresher training every two



California's school crossing guard manual provides information for crossing guards and supervisors.

years to inform crossing guards of changes in protocols and/or laws (California Safe Routes to School, 2015). The program also provides a model job description.

The manual suggests that local programs find a stable funding source for their school crossing guard programs, such as cost-sharing among law enforcement agencies, school districts, and public works departments. In California, local agencies may use fines and forfeitures in the local "Traffic Safety Fund" to pay crossing guards who are not full-time members of the police department. (California School Boards Association, 2015).

Colorado

Colorado's adult school crossing guard training program was created through a joint effort between Colorado DOT and Colorado Safe Routes to School. The manual provided is a guideline for supervisors on how to train crossing guards. It includes a final exam for crossing guards and a performance checklist based on Florida's. The train the trainer program provides standardized training on an annual basis to local agencies and municipalities across the state. Included in the online training materials is a PowerPoint presentation for training crossing guards. This presentation, available on the Colorado DOT website and on YouTube, includes audio and video components that provide greater detail than does the presentation; each step in the crossing procedure is described with voiceover or with a video clip. Review questions and answers are included in the presentation. Certification is available upon completion of the training. The manual encourages programs to include classroom training,

website training, practical training, and field review. Trainees need to score 85 percent or higher on the final test. Training must include two hours of online or classroom training by a Certified Trainer. The field exercise is recommended but not required. (Colorado Safe Routes to School). (Colorado DOT, 2019).

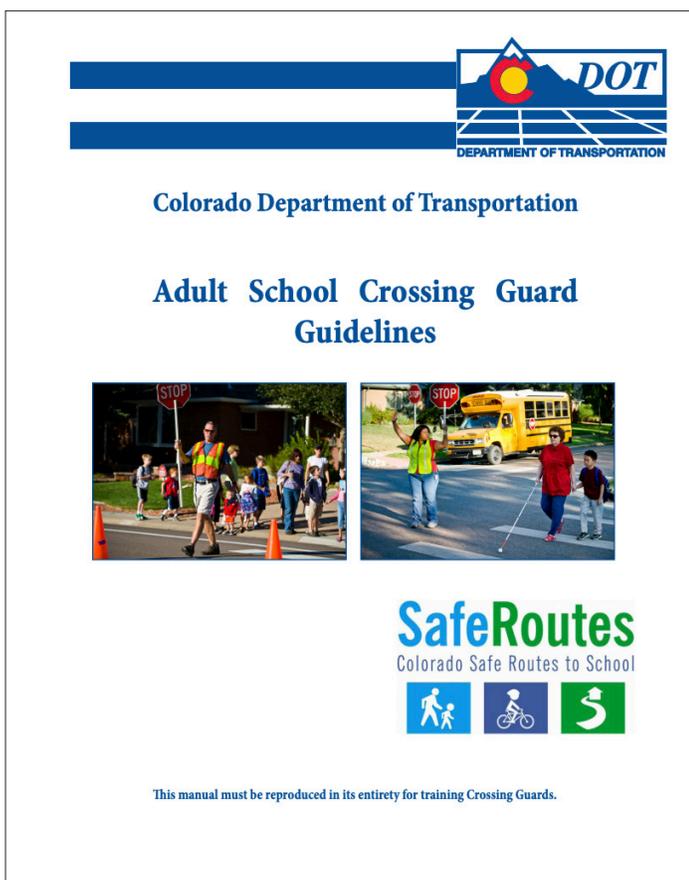
Several other resources are available online including a School Zone Traffic Safety Evaluation form, training certificate of completion, crossing guard interview questions, and sample job descriptions.

Florida

A 1992 Florida State law requires most local governmental entities to administer school crossing guard programs to train their guards. Florida Department of Transportation (FDOT) developed the training program which has served as a template for many other states, including New Jersey. Specific training material, other than the manual, is accessible only by logging in through an administrative website. Training materials include train the trainer programs, the Florida School Crossing Guard Training Guidelines (available in both English and Spanish), and performance checklists and certifications (Florida Department of Transportation Safety Office, 2016).

Coordinated at the state level, the training program provides a one-day or two-day course for prospective crossing guard trainers. The training includes classroom instruction and practical training. Trainers who successfully complete the course are certified to train crossing guards. A candidate must pass the written exam with at least an 85 percent score. Each local government entity that has a school crossing guard program must provide at least one guard training course each year (Florida Department of Transportation Safety Office, 2016). FDOT recommends that each agency have two certified guard trainers.

For crossing guard trainees, there is a classroom component, practical training, and supervised duty. Upon completion of the classroom instruction, a trainee must have a 75 percent passing score on the written exam. Checklists are provided in the manual to supervisors/



Colorado provides guidelines for supervisors to train crossing guards.



Techniques used in school crossings

This part describes basic techniques used in conducting school crossings.

3A. Traffic searching procedure

At an intersection, traffic can approach a crosswalk from various directions (see Figure 4). To gauge whether any approaching traffic will have time to see the guard in the crosswalk and yield, a guard uses the traffic search procedure for crossing a street, and coaches children to follow the same steps. This procedure is:

1. At curb or edge of roadway, stand and face the roadway. Search to the left and to the right for traffic approaching from either direction.
2. If at an intersection, search forward and behind; observe the oncoming approach of the parallel roadway for any traffic that might cross your path (e.g., vehicle 4 in figure) and look over the appropriate shoulder for any traffic approaching from your rear that might turn across your path (e.g., vehicle 2).
3. At all crossing locations, if the gap seems adequate, before proceeding make a final search to the left (because traffic on that approach is on the side nearest to you).
4. When crossing the street, continue to scan the approaches for moving vehicles.

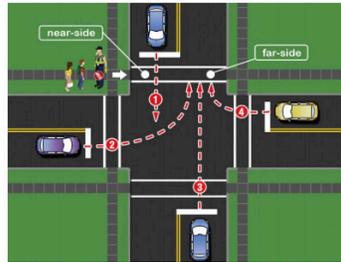


Figure 4.
Paths of potential conflict at an intersection crosswalk:
1. Through vehicle approaching near side,
2. Vehicle approaching to turn left onto far side,
3. Through vehicle approaching far side,
4. Vehicle approaching to turn right onto far side.

Massachusetts

Massachusetts Department of Transportation (MassDOT) Highway Division and the Massachusetts Safe Routes to School Program developed crossing guard training materials in 2018. The MassDOT Safe Routes to School website provides a crossing guard training video that is also available on YouTube, a training presentation, instructor training notes, and a crossing guard reference guide. The Safe Routes program notes that they are working on a Spanish translation. The reference guide is a handy six-page guide describing the role of crossing guards, basic steps of the crossing procedure, how to report unsafe conditions, expectations of personal conduct, required equipment, and emergency procedures. The instructor training notes provides greater detail on these elements.



Crossing Guard Reference



Massachusetts' program, one of the newer programs, includes several training elements and resources.

Resources from the Florida program have been replicated in many other state programs, including New Jersey's.

trainers for the practical and supervised duty portion of the training. The manual describes content for classroom training, including review of techniques used in school crossings and crossing procedures (Florida Department of Transportation Safety Office, 2016). During the practical training, guards perform the duties listed on the performance checklist but no children are present. Supervised duty includes no fewer than two observed shifts with children present. Guards are re-certified each year with attendance at refresher training and supervised duty.

FDOT states that agencies overseeing the crossing guard program should build program expenses into their annual budgets. Municipalities are authorized to impose a surcharge on parking fines to fund the school crossing guard program (Florida Department of Transportation Safety Office, 2016).

Florida DOT has had a statewide crossing guard appreciation program for several years.

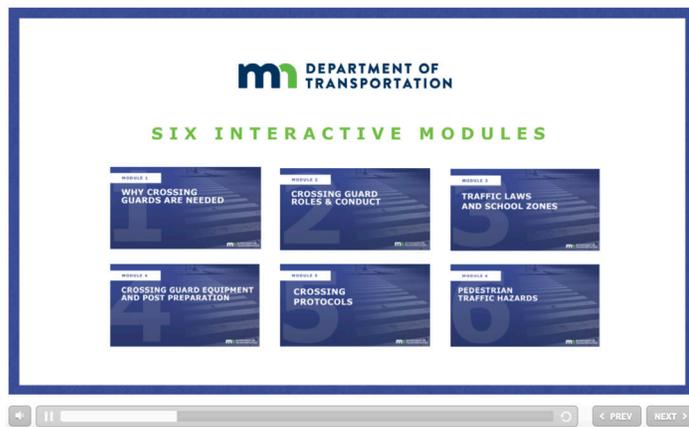
Minnesota

Minnesota Safe Routes to School recently completed an online training course for school crossing guards. The crossing guard training comprises six modules that range from seven to ten minutes, and a knowledge assessment module:

- Why Crossing Guards are Needed
- Crossing Guard Roles & Conduct
- Traffic Laws and School Zones
- Crossing Guard Equipment & Post Preparation
- Crossing Protocols
- Pedestrian Traffic Hazards
- Knowledge Assessment

Each module has an introduction with questions to be covered by the training. The training is presented in videos with instructor voiceover. Modules are interactive and each module has a knowledge check at the end. Participants must have a score of 80 percent on the knowledge assessment to pass. The training recommends practice of crossing procedures at active intersections before guards take a post with children present.

The Crossing Guard Quick Reference Guide includes the steps of the crossing procedures, steps to take in case of a crash, and reminders of required equipment and personal conduct. A “Key Contact” template is available to inform crossing guards of whom to call for issues at the post.



Minnesota SRTS offers online training for crossing guards.



Crossing Guard Training (4 contact hours)

Description:
Adult school crossing guards play an important role in the lives of children who walk or bicycle to school. They help children safely cross the street at key locations. They also remind drivers of the existence of pedestrians. The presence of adult school crossing guards can lead to more parents feeling comfortable about their children walking or bicycling to school. While the primary role of an adult school crossing guard is to guide children safely across the street, children also remain responsible for their own safety. In this manner, a crossing guard plays another key function as a role model in helping children develop the skills necessary to cross streets safely at all times.

This course provides knowledge, as well as hands-on experience with crossing guard demonstrations and practice in the classroom and on roads. It explains how to control traffic to create safe gaps for students to cross the street to and from school, and other personal, knowledge, communication, and skill-based responsibilities of an adult school crossing guard.

What you will learn:

- Instruction and resources on the importance and responsibilities of crossing guards
- Knowledge of correct equipment usage and crossing procedures
- Evaluation of an individual's ability to be an effective cross guard
- Suggestions on recruitment and structure to meeting student and community needs
- All workshops will provide attendees with public domain continuing education units (CEUs)

Who you should invite:

- School staff
- PTO/PTA parents
- Community officials
- Public health educators
- Bicycle clubs
- Safe Routes to School coordinators
- Law enforcement officers
- Others who will be involved in implementing the crossing guard program

How to apply:

To apply for an Active Transportation Academy training at NO COST to your agency or organization, please visit: bit.ly/ActiveTransportationAcademy. Application to submit an online application. If awarded, you will be contacted to finalize workshop details. All applications are accepted on a rolling basis and awards are subject to instructor scheduling and availability of funds.

Who can apply:

Local government agencies (i.e. regional metropolitan transportation agencies, health departments, parks and recreation departments, etc.). Non-profit organizations may apply if they partner with a local government agency. A minimum of fifteen participants is required to host a session.



Want to learn more about other Active Transportation Academy courses?
Visit bit.ly/ODOT-ATA, Contact the Ohio LTAP Center, 877-800-0031 (toll free), 614-466-3129 or ltap@dot.ohio.gov

In Ohio, Active Transportation Academy provides crossing guard training to communities.

Ohio

Ohio DOT (ODOT) developed an Adult School Crossing Guard Training Program in 2018. A 39-page training manual provides information to crossing guard supervisors and crossing guards on all aspects of crossing guard responsibilities, procedures, and placement. The manual includes the in-class written exam and answer key, in-class performance checklist and on-site performance checklist, and relevant traffic laws. Through the Local Technical Assistance Program, Ohio's Department of Transportation contracts with Active Transportation Academy to provide trainings to communities throughout Ohio. Local government agencies may apply for a 4-hour training workshop for individuals who will be involved in implementing the crossing guard program. Applications are accepted on a rolling basis subject to trainer and funding availability. The course comprises a 2.5 hour classroom portion and a 1.5 hour in-field training portion (Ohio DOT, 2018). The manual notes that the train the trainer class will be offered annually at ODOT for individuals to learn to be trainers in their communities.

Other State Programs

Several states provide some training materials on-line but do not appear to offer in-class training at the state level or other resources. The Louisiana and Michigan programs have been renewed in recent years, and the Iowa, Pennsylvania, and Washington, D.C. programs appear to be limited to older training material.

Iowa

Supported by Iowa Department of Transportation, the Iowa Bicycle Coalition's Safe Routes to School program offered a free training program for school crossing guards in 2009 and 2010. Iowa's training, comprised of seven modules, is available online as a SlideShare presentation posted by the Iowa Bicycle Coalition in 2011. Modules address hazards; laws, signage, signals; identifying hazards, emergency procedures; roles and responsibilities; uniform, communicating, crossing procedures; practical training; and policies. The video links within the training do not function. No other reference to a crossing guard training program in Iowa was found for this report. This training served as an early resource for the NJ program.

Louisiana

Compiled by Louisiana Safe Routes to School and Tulane Prevention Research Center, a school crossing guard manual for New Orleans, Louisiana was updated in 2016. The introduction notes that the manual is to serve as the statewide crossing guard manual. Charter organizations and school districts are responsible for hiring and training crossing guards. New crossing guards learn through instruction by a certified trainer or through self-instruction and have to pass a written test with at least 75 percent. Classroom training and practical training at the post are mandatory; supervised duty is an optional element of the training program. Guards are recertified at the beginning of each school year through practical and on-site observation. The New Jersey School Crossing Guard Manual is listed as a resource. As part of their 2017 Safe Routes Action Plan, the New Orleans Health Department (NOHD) initiated a crossing guard program

at 10 public schools in coordination with the New Orleans Police Department (NOPD). The NOPD trains and equips the guards who are managed and paid by the school they serve. NOHD holds trainings twice annually. The 2018-2019 action plan calls for adding more schools in high crash or traffic locations. The Louisiana Department of Transportation and Development Safe Routes to School Program provided grant funding for this project.

Michigan

AAA compiled the 2009 Adult School Crossing Guard Manual and updated the manual and training presentation in 2017. The local law enforcement agency or its designee is responsible for crossing guard training. Michigan law requires crossing guards to have a minimum of four hours of instruction (three hours classroom and 1 hour field training, and an additional two hours of instruction annually (1.5 hours classroom and .5 hour field training). Field training can be supervised practice at a real or simulated school crossing. Michigan Department of Education and the Department of State Police must approve instruction.

ADULT SCHOOL CROSSING GUARD TRAINING

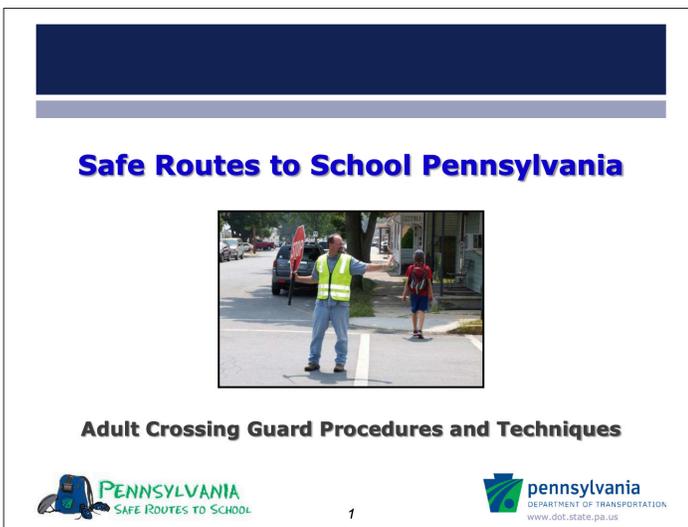


AAA updated the Michigan materials in 2017.

Pennsylvania

Pennsylvania Department of Transportation (PennDOT) provides materials online to train crossing guard supervisors and to train crossing guards, but has not offered in-person training for several years. (Commonwealth of Pennsylvania, 2019). Created in 2011, the program includes training presentations, a tip sheet, and outlines of different procedures and techniques for crossing guards. These materials served as examples when New Jersey was starting a program.

The PennDOT site offers a training agenda, including an outline of topics to be covered. The crossing guard training PowerPoint presentation classroom portion covers state and federal law and regulations, crossing guard responsibilities and discussion. The practical portion of the course is an opportunity for the participants to practice holding the equipment properly and executing the crossing procedure (PennDot). A tip sheet reminds guards of the scanning procedure, the crossing procedure, personal conduct, required equipment, and emergency procedures.



PennDOT maintains training materials online but does not provide in-person training.

The crossing guard train the trainer presentation does not review the crossing guard training material, but rather gives guidance on teaching styles, learning styles, and classroom management. It is noted that the training course is generalized for use across the state and the trainer should add relevant local information.

Washington, D.C.

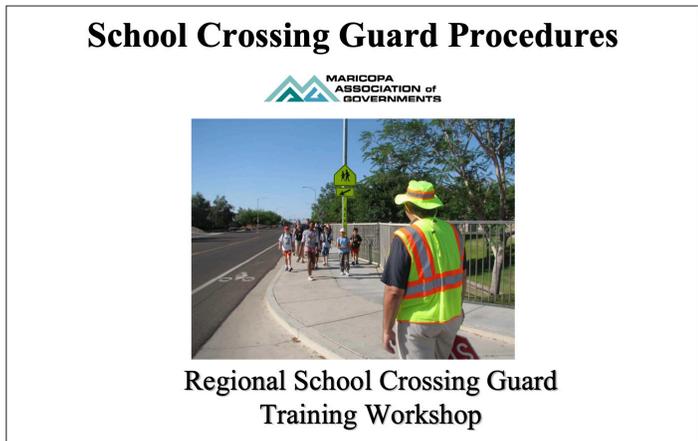
Washington, D.C.'s School Crossing Guard Program operates out of the District Department of Transportation (DDOT). In 2011 or 2012, DDOT hired a District School Crossing Guard Administrator/Trainer to develop and conduct a 12-hour training course to all crossing guard trainers. Certified trainers are responsible for training local crossing guards. The guards must be retrained annually and agencies cannot use untrained guards.

Guidance notes that crossing guard training should consist of a minimum of four hours of classroom instruction, two hours of field training at a real or simulated crosswalk without children present, and two hours of supervised work at the guard's primary post with children present. District certificates are issued to the local agencies for guards who have scored at least 75 percent on the post-test and passed the on-site observation with 100 percent accuracy. The manual includes a checklist for both supervisor training and guard training (District Department of Transportation, 2012). No recent information about crossing guard training in the District is available online.

Local Government Programs

In some states, where there is no centralized program, a major city may have an active crossing guard training program. One notable regional program has been operating in the Phoenix, Arizona area.

Phoenix developed a training manual that served as a model when the New Jersey program was being developed. Overseen by the Maricopa Association of Governments (MAG), a regional planning agency for the metropolitan Phoenix area, Phoenix's training program offers in-person trainings and an online training course created in 2017. The responsibility lies with each school to hire, train, and oversee crossing guards. In partnership with their Safe Routes to School Program, MAG has developed some resources for schools and municipalities to administer crossing guard training workshops. The materials include a Training Workshop Manual provided in both English and Spanish, a series of online slide presentations, and a training video. The Workshop Manual is a compilation of slides for training and other tips and guidance for crossing guards. The online slide presentations cover three topics including school crossing guard procedures, traffic laws, and heat and welfare. A 26-minute training video titled "Guardians of the Future," is available in both English and Spanish on the website and on YouTube. This video covers uniform and crossing procedures at various intersection types. A short 3-minute animated video that illustrates crossing guard procedures is also available.



In partnership with the Safe Routes program, a regional planning agency has created resources for crossing guard training in Phoenix.

(Maricopa Association of Governments, 2018). MAG provides a few half-day training workshops each year for crossing guards. Crossing guard resources include a tip sheet with Do's and Don'ts.

Video Resources

Neither Utah nor Vermont seem to have an active unified statewide program. However, Utah Department of Transportation (UDOT) and Safe Routes Utah offers two resources, including a video, and Vermont has a crossing guard training video available.

Vermont's video Safe Routes to School Crossing Guard Training: Best Practices for Safe Crossing, developed in 2013, reviews basic crossing procedures. The video is available on Vimeo through a direct search. The video refers to the undated Adult School Crossing Guard Guidelines prepared by the National Center for Safe Routes to School and Pedestrian and Bicycle Information Center at University of North Carolina Highway Safety Research Center.

In 2011, **Utah** developed an entertaining Crossing Guard Fundamentals instructional video that emphasizes some key points of crossing guard procedures and protocol. The UDOT and Safe Routes Utah program compiled a UDOT Crossing Guard Quick Reference available online and by request. The guide is a handy pocket reference for crossing guards that serves as a basic reminder of crossing protocols, expectations and duties at the post, and provides reporting contact information.



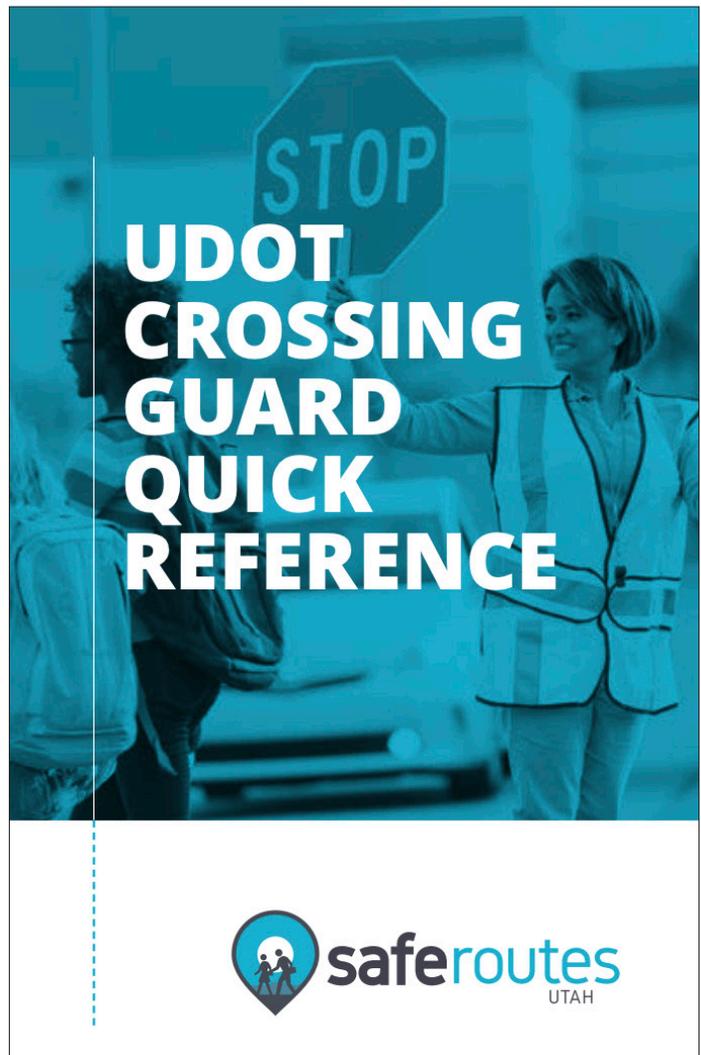
Utah's Crossing Guard Fundamentals video is an entertaining delivery of key crossing guard procedures.

Summary

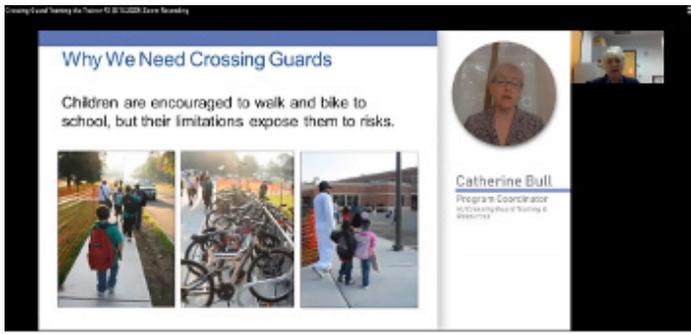
The NJ Crossing Guard Training and Resources Program provides research-based training and tools for crossing guards and the traffic safety officers who supervise them. As part of the NJ Safe Routes Resource Center, the Crossing Guard Program prepares crossing guards for their duties and supports them through projects that address pedestrian safety. No other program provides a stand-alone website that includes reports, and access to training resources and other materials, such as videos. Few programs have produced additional resources such as tip cards, model job descriptions, and a model policy. A resource that NJ might consider for replication is the UDOT pocket reference guide. NJ has tip cards for crossing guards, but they are physically larger and may not be as portable. The format of the Utah product allows for communication of more information.

Much of the training material, lessons and key messages for crossing guards are similar across state programs. The principal difference between the NJ program and other state programs is the means of providing training. New Jersey statute requires that local police departments train the crossing guards they hire via a two-hour classroom training and twenty hours of supervised training. The NJ crossing guard train the trainer class provides crossing guard supervisors with guidance and materials to deliver the in-class and field training. The Safe Routes Resource Center also offers fee-based direct crossing guard training for municipal police departments.

In other states, the supervising entity might be a police department, a school district, or other agency and in-person crossing guard training may be optional. Without ongoing support from the state or other entity such as a Safe Routes program, these entities may be limited to online presentations and videos as the most efficient means of delivering training. For example, despite the apparent absence of an active statewide program, Pennsylvania has retained the crossing guard training materials online, thereby enabling local agencies and organizations to access resources.



Utah's Quick Reference could be replicated for the NJ program.



Crossing guard supervisor training webinars were offered in summer 2020 due to Covid-19 restrictions.

New Jersey Crossing Guard Training and Resources Program

**Crossing Guard
Masks and Whistle Use**

Will your crossing guards be wearing masks?

If your crossing guards are wearing masks at the post, they may have to alter how they communicate with students.

When wearing a mask, crossing guards should speak loudly and clearly and can use a head nod to signal to students that it is time to cross. Crossing guards *should not* use their hands to signal students to cross. Drivers may think the signal is for them to proceed.

Do your crossing guards use whistles?

If they are wearing masks, they may not be effectively able to use traditional whistles. Consider electronic whistles as an alternative.







For information on the NJ Crossing Guard Training & Resources Program
www.njcrossingguards.org








The NJ program developed a flyer addressing mask and whistle use while crossing students during the pandemic.

The Safe Routes Resource Center considers in-person training preferable to online training; the classroom provides more opportunity to emphasize particular messages and for officers to ask questions and exchange examples of best practice. In 2020, in alignment with the State's COVID-19 restrictions, Safe Routes staff held two crossing guard supervisor trainings as webinars. The change in format required staff to develop presentation slides to replace the field exercise which is an integral part of the supervisor training. The slides describe the use of the post observation report form and the importance of assessing crossing guard posts for hazards. Staff then recorded the presentation. During the trainings, the presenters engaged with the training participants via the chat feature and responded verbally to questions. Training participants completed evaluations via a link to a survey platform. The training was well-received, and it appears that the webinar format enabled more crossing guard supervisors than usual to participate, perhaps because there was no need to travel. The online training is a viable alternative to in-person training as restrictions on in-person gatherings persist.

The COVID-19 pandemic spurred development of several Safe Routes resources, including a flyer on crossing guard mask and whistle use. The NJ Safe Routes Resource Center anticipates the need for additional resources in the future.

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