

New Jersey Crossing Guard Training Program 2014



RUTGERS

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2014 Program Summary

Over the past few years, the Safe Routes to School program at the Alan M. Voorhees Transportation Center (VTC) at Rutgers University has been conducting research on crossing guard training and developing and implementing a statewide uniform, comprehensive Crossing Guard Training 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), VTC continues to train and provide resources to crossing guard s and their supervisors.

New Jersey has over 6,800 crossing guards. The training program has reached approximately one-third of New Jersey municipalities. With the adoption of the program by County Police Academies, the program will gradually have a wider effect.

- In 2013, 75 municipal traffic safety officers participated in three pilot trainings.
- In 2014, five trainings were held in Mercer, Monmouth, Bergen Atlantic and Union Counties. The trainings were attended by 175 individuals representing 130 municipalities, the State Police, and one County.
- Bergen County Law and Public Safety Institute and Burlington County Police Academy have adopted the crossing guard training program developed by VTC for instructing some crossing guards in their regions.
- To learn more about the training's effectiveness, VTC led crossing guard training in September 2014 in Middletown Township (73 crossing guards) and the City of Newark (122 crossing guards).
- VTC and Civic Eye Collaborative have created a crossing guard training video that supports the principal concepts of the training presentation. The video is available on www.njcrossingguards.org.

The crossing guard supervisor train-the-trainer program has consistently been rated "good" or "excellent" by the participants and the crossing guard training program has been welcomed by supervisors. The program is beginning to be recognized as an example of best practice:

- The National Center for Safe Routes to School invited VTC to introduce the New Jersey Crossing Guard Training Program in a webinar held in August 2014.
- The Program was presented as a poster at the National ProWalk/ProBike conference held in Pittsburgh, PA in September 2014.
- VTC has had requests for information and material from the State of Florida, Peoria, Illinois and Madison, Wisconsin crossing guard programs.
- VTC established a separate and updated website for the crossing guard program. Supervisors trained by VTC have access to the Crossing Guard Training PowerPoint presentation through a password-protected webpage.

In the coming year, VTC anticipates offering additional regional train the trainer sessions, and distributing the training video to all municipalities on DVD. Resources will be available on the New Jersey crossing guard website, njcrossingguards.org.

We continue to hold semi-annual Crossing Guard Working Group meetings to update partners and discuss next steps.

The following presentation reviews results of the crossing guard supervisor pre-and post-training questionnaires and the pre- and post-training quizzes taken by the supervisors and the crossing guards. Lessons learned and next steps are summarized .

4 Supervisor Training Sessions:

	Attended	Pre-training Responses	Post-training Responses
Mercer County, Princeton Police Department Tuesday, March 25, 2014	31	30	25
Monmouth County Police Academy Tuesday, April 22, 2014	32	26	29
Bergen County Law and Public Safety Institute Wednesday, June 24, 2014	36	31	31
Atlantic County Police Training Center Tuesday, June 24, 2014	32	27	27
Union County Policy Academy Thursday, November 20, 2014 (funded by NJMEL)	n/a	n/a	n/a
ТОТА	L: 131	114	112

- Each 5-hour session included classroom instruction and a field exercise
- Crossing guards completed pre- and post-training questionnaires on crossing guard procedures
- 114 responses on pre-training survey
- 112 responses on post-training survey
- Several departments sent multiple officers to training session

Supervisor Training Agenda

- I. Crossing Regulations and Procedures
 - a. Introduction
 - b. Characteristics of Young Children
 - c. Traffic Laws and Regulations
 - d. Crossing Procedures
 - e. Types of Intersections

II. Field Exercise

- III. Crossing Guard Policies and Procedures
 - a. Orientation to Agency, Uniforms & Equipment
 - b. Hazards, Incidents & Emergencies
 - c. Hiring, Training & Retraining
 - d. Safe Routes to School

The Training

The following slides present a summary of the responses from the crossing guard training questionnaires completed at the four regional train-the-trainer sessions held March through June, 2014. The trainings were attended by 141 individuals representing 103 municipalities, the State Police, and one County.





Summary Report

Crossing Guard Supervisor Pre-Training Questionnaire

Staffing

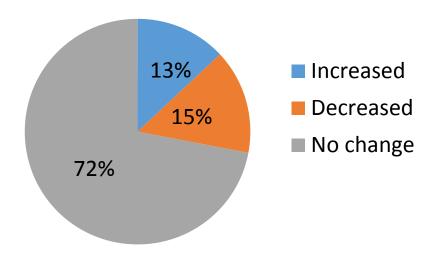
Question 1: How many crossing guards does your municipality currently employ? How many crossing guards do you believe are needed?

- 116 participants responded
- The majority of crossing guard forces staff between 10 and 60 guards
 - Ranges from 3 to 133 guards
- 40 report that they have *too few* crossing guards
- 59 report that they have *enough* crossing guards
- 17 report that they have *too many* crossing guards

Staffing

Question 2: Have there been increases or decreases in your municipal crossing guard force in the past 3 years?

Answer	Response	Percentage	
Increased	15	13%	
Decreased	17	15%	
No change	84	72%	
Total	116	100%	



- New Jersey has over 6,800 crossing guards.
- Most departments saw no change in their force, with almost equal numbers of municipalities seeing decreases and increases in the past year.

Policies

Question 3: Do you have official written municipal policy(s) regarding crossing guards about any of the following?

Policy Type	Responses (44 total)	Percentage
Hiring	61	58%
Duties	71	68%
Training	72	69%
Retraining	47	45%
Placement	33	31%
Discipline	33	31%
Ability to meet physical demands (eye sight, hearing, etc.)	44	42%
None of the above	22	21%

- Departments most often have policies relating to hiring, duties and training, but fewer have policies related to retraining, placement, discipline, and medical requirements for the job.
- Our model municipal crossing guard policy is available on the SRTS resource center webpage.

Crossing Guard Placement

Question 4: In your municipality, what is the most important factor determining the placement of crossing guards?

Factors	Responses (47 total)	Percentage
Pedestrian crashes	2	2%
Traffic volume	43	38%
Proximity to school(s)	81	72%
Engineer study	1	1%
Traffic Study	9	8%
Speed Limit	3	3%
Vehicle turning movements	1	1%
Age of students	29	26%
Road width	4	4%
Number of lanes	3	3%
Other	3	3%

- Main determinants for crossing guard placement are: proximity to school, traffic volume and age of students.
- Currently, some departments use annual student counts and some are using past practice as a guide.
- Officers expressed interest in the School Zone Design Guide that would provide more information about crossing guard placement.

Crossing Guard Placement

Signalized intersections?

Answer	Response	Percentage
Yes	96	81%
No	22	19%
Total	118	100%

The majority of municipalities have crossing guards posted at challenging intersections.

Signalized multi-lane intersections?

Answer	Response	Percentage
Yes	61	52%
No	57	48%
Total	118	100%



Answer	Response	Percentage
Yes	53	45%
No	64	55%
Total	117	100%



Crossing Guard Placement

- Most crossing guards are crossing elementary and middle school students.
- 32% of our groups were crossing pre-k students, most likely accompanied by a parent.
- 51% were also crossing high school students.
- Parents do not always pay attention to the crossing guard.
- It was noted that there are many high school students who pay no attention to the crossing guard's authority.

Question 5: Do you provide crossing guards for:

Event Type	Response	Percentage
Community events	19	17%
Pre-kindergarten students	37	32%
Elementary school students	111	97%
Middle school students	95	83%
High school students	58	51%
Other types of schools or students	7	6%

Other types of schools or students:

CCD classes (1), Summer camps (3), Special needs school (1)

Most new crossing guards receive two or more hours of classroom instruction as required by law

 A few communities do not provide classroom training at all or only provide half an hour.

In general, returning guards receive less classroom training.

A comprehensive training program for new guards and new training material for returning guards will lead to improvements in job performance.

It will provide a good opportunity for guards to discuss their experiences at their posts, to learn new procedures and be reminded of required procedures.

Question 6: How many hours of classroom training do your new crossing guards receive annually?

Hours	Response	Percentage
Zero	4	4%
Up to ½ hour	2	2%
Up to one hour	14	13%
Up to 2 hours	36	33%
2 hours or more	54	49%
Total	110	100%

Question 7: How many hours of classroom training do your returning crossing guards receive annually?

Hours	Response	Percentage
Zero	19	17%
Up to ½ hour	1	1%
Up to one hour	21	19%
Up to 2 hours	31	28%
2 hours or more	39	35%
Total	111	100%

Question 8: What classroom training materials do you use?

Trainers commonly use videos prepared by AAA and NJMEL, along with materials developed by individual departments.

Training Materials	Response	Percentage
AAA	49	51%
NJMEL (Municipal Excess Liability Joint Insure Fund)	51	53%
Materials developed in-house	26	27%
Other, please describe:	4	4%
Total	96	100%

Other, please describe:
Various state-approved materials
Videos provided by county
Material provided by Burlington County

Question 9: How many hours of field training do your new crossing guards receive?

Hours	Response	Percentage
Zero	3	3%
Up to one hour	13	12%
Up to 10 hours	23	21%
Up to 20 hours	24	22%
20 hours or more	45	42%
Total	107	100%

Question 10: How many hours of field training do your returning crossing guards receive?

Hours	Response	Percentage
Zero	68	65%
Up to one hour	22	21%
Up to 10 hours	13	13%
Up to 20 hours	0	0%
20 hours or more	1	1%
Total	104	100%

Less than *half* of departments provide the required 20 hours of field training for new guards and 35% provide field training for returning guards; the amount of time given to training varies widely.

Question 11: How do you conduct field training?

Answer	Response	Percentage
Field training is not conducted	4	4%
New guards are paired with an experienced guard art one post	49	45%
New guards are paired with several experienced guards at multiple posts	40	37%
Crossing guard supervisor is paired with new crossing guard at post	25	23%
Crossing guard supervisor monitors new crossing guards while in cruiser	20	19%
Crossing guard supervisor and other police monitor new guards from cruisers	24	22%
Other	12	11%
Total	108	100%

Most new crossing guards are paired with an experienced guard or guards for their required field training.

Question 12: How often are crossing guards retrained in your municipality?

Answer	Response	Percentage
Retraining is not offered	23	21%
Annually	80	73%
Several times per year	1	1%
Every other year	1	1%
Only when laws or existing conditions change	4	4%
Other	3	3%
Total	110	100%

- Most of the municipalities are retraining *annually*.
- Retraining refreshes crossing guards on:
 - Proper crossing procedures
 - Post routines
 - Counters the establishment of bad habits
- Gives guards the opportunity to talk about experiences on the post.

Question 13: Who directs your crossing guards?

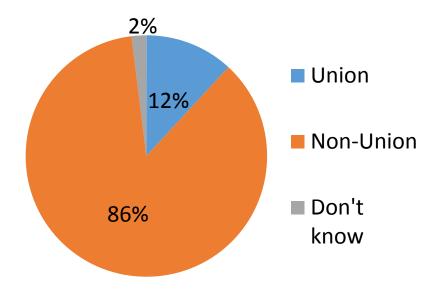
Director	Response	Percentage
Municipal Police	111	97%
Senior-level or experienced crossing guard(s)	9	8%
Other municipal employee(s)	2	2%
State Police	0	0%
Private company	0	0%
Other	1	1%
Total	115	100%

 The vast majority of municipalities are responsible for the hiring and management of their crossing guards.

Question 14: Are crossing guards in your municipality members of a union?

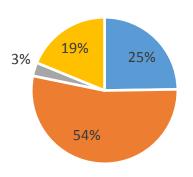
- Only 12% of the municipalities represented at the trainings are members of a union.
- Unions may provide uniforms for their members.

Answer	Response	Percentage
Yes	13	12%
No	98	87%
Don't know	2	2%
Total	113	100%



Question 15: Does your municipality provide uniforms for your crossing guards?

The majority of municipalities provide uniforms, but what is offered varies by municipality.



No

■ Yes, we provide uniforms

■ Yes, we provide a stipend

Other

Answer	Response	Percentage
No	28	25%
Yes, we provide uniforms	60	54%
Yes, we provide a stipend for the purchase of uniforms	3	3%
Other, please explain:	21	19%
Total	112	100%

Other:

Rain gear, jackets, gloves, hats



- Almost everyone supplies the required safety vest and most supply rain gear.
- If municipalities do not supply a uniform, a lack of funding was most often cited as the reason.

Question 16: If your municipality provides uniforms or a stipend, what is required?

Answer	Response	Percentage
Safety Vest	92	98%
Shirt	29	31%
Pants	24	26%
Rain gear	67	71%
Hats	51	54%
Badges	42	45%
Visible ID card	17	18%
Gloves	46	49%
Shoes	9	10%
Other	14	15%

Question 17: What equipment does your municipality provide to crossing guards?



- Almost everyone is provided with a STOP paddle.
- The paddle is required equipment for crossing guards.

Answer	Response	Percentage
Hand-held STOP paddle	111	96%
Pole-mounted STOP paddle	4	3%
Whistle	38	33%
Chair	0	0%
Shovel	2	2%
Ice melt	1	1%
Orange cones	33	28%
Movable safety signs	13	11%
Other, please describe:	13 (radio, vest)	11%

- Most departments have crossing guards report directly to their supervisor.
- In some departments they are reporting to 2+ people.
- Crossing guards need clear procedures for reporting incidents, hazards, or maintenance issues at their posts.
- In most cases, guards report to the police.
- Maintenance of crosswalks and crossing guard post areas is a matter of workplace safety.
- Coordination with the municipal DPW regarding maintenance may allow for prioritization of crossing guard posts for shoveling, sanding, pothole repair, etc.
- Coordination with the county or the state to address conditions on county or state roads can be challenging.

Question 18: Who do crossing guards report incidents, hazards, or violations to?

Answer	Response	Percentage
Police supervisor	93	81%
Dispatch	41	36%
Public works	1	1%
School staff	4	3%
Other	7	6%

Other
Crossing guard supervisor
Traffic officer
Captain Admin

Question 19: Who do crossing guards convey job-related suggestions, comments, concerns, or complaints to?

Most crossing guards are directly supervised by a police officer.

The supervisor may be a lead crossing guard.

Answer	Response	Percentage
Police	111	98%
Municipality	2	2%
School district	1	1%
Private company	0	0%
Other	3	3%

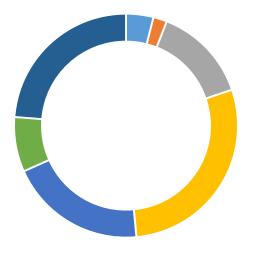
Other
Head crossing guard
Supervisor

Question 20: What is the typical tenure of crossing guards in your municipality?

Years	Response	Percentage
Less than 1 year	2	4%
1 to 2 years	1	2%
2 to 5 years	7	14%
5 to 10 years	15	29%
10 to 15 years	10	20%
15 to 20 years	4	8%
20 or more years	12	24%
Total	51	100%

Most crossing guards are on the job for many years.

- Guards can become fixed in routines that can include bad habits and/or they may be unaware of changes in procedures (such as the required use of the STOP paddle).
- As guards age, they may become less capable in job performance.
 Assessment of all guards may identify issues before child pedestrian safety is affected.



Summary Report

Crossing Guard Supervisor Post-Training Questionnaire

- 132 training participants responded to the post training survey.
- Not every person answered every question.
- 65% of training participants considered themselves only somewhat familiar with the material presented.
 - Reinforces the assumption that development and distribution of this training will benefit crossing guards.

Question 1: How familiar were you with the information presented before this training?

Answer	Response	Percentage
Not at all	9	7%
Somewhat	86	65%
Very much	37	28%
Total	132	100%

Question 2: How would you rate the training overall, i.e. did it accomplish what you expected and needed?

Answer	Response	Percentage
Excellent	75	57%
Good	53	40%
Fair	4	3%
Poor	0	0%
Total	132	100%

Question 3: How well did the training meet the following goals?

(ranked from 1 (low) to 5 (high)

Answer	1	2	3	4	5	Total responses
Provided a structure that is easily adopted for training crossing guards.	1	0	4	43	84	132
Provided information relevant to conditions in your community	1	1	8	47	75	132
Provided resources to improve crossing guard performance.	1	0	3	41	86	131



Question 4: Which of the following resources presented today will you use for your own training program?

Resources	Will Use	Will Not Use	Will Discuss with Supervisor	Total Responses
PowerPoint Training Slides for Crossing Guards	116	0	16	132
Field Exercise for Crossing Guards	86	13	30	129
Crossing Guard Tip Sheets	112	4	15	131
Crossing Guard Post Observation Report	89	8	30	127
Municipal Crossing Guard Policies	102	3	23	128

Most of the participants will either use the training resources or they will discuss using the materials with their supervisor.

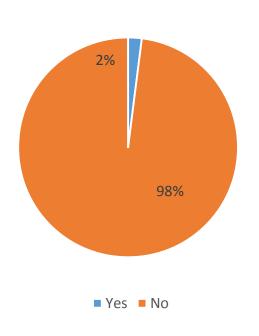
Question 5: Any barriers to implementing any part of this training?

Answer	Response	Percentage
No	114	86%
Yes	18	14%
Total	132	100%

What might prevent you from implementing any part of this training?
Anything which costs the department money
Police budget is limited/some things have been eliminated
Needs approval from Department head
Cost of equipment
Time constraints
Too many guards and not enough supervisors for training
Budget (7)

- Most departments did not see any barriers to implementing any part of the training, but if they did see a barrier it was generally lack of funding.
- Although this training would be available free of charge, some of the elements we discussed such as uniforms, hats and badges, medical exams are not.

Question 6: Would you have spent more time on any of these modules?



Answer	Response	Percentage
No	122	98%
Yes	2	2%
Total	124	100%

Which modules would you have spent more time on?

Health and wellness of crossing guards

Crossing guard placement/decommission

Training Session

 66% of respondents said they would attend a full day training.

Question 7: Would you attend full-day training?

Answer	Response	Percentage
No	21	34%
Yes	40	66%
Total	61	100%

Question 8: Would you extend your classroom crossing guard training past the two-hour time requirement?

Answer	Response	Percentage
No	104	82%
Yes	23	18%
Total	127	100%

Training Session

Question 8: Would you extend your crossing guard classroom training past the two-hour time requirement?

- → Yes
- → Why?
- Include exercises
- Provide field training
- Make sure guards are comfortable with all phases
- Make on scene training in various areas in town
- Go over newly implemented policy

Some departments already provide more than the 2 hours and 18% of the participants said they would extend their classroom training for particular reasons.

Training Session

Question 9: Please make one or two suggestions on ways we could make future crossing guard training sessions more useful:

- The crossing guard should be placed in the middle of intersection.
- Explore crossing guards receiving similar training to what Fire Police are required to complete.
- More field training at 2 or 3 intersections.
- A check list signed off by a doctor that would state minimum health requirements to ensure that guard is fit for the job
- More class discussions on what other towns do or have issues with crossing guards.
- Include suggestions and feedback from crossing guards discussing some of the difficulties in doing their job.
- Spend more time on equipment.
- Video presentation of good and bad crossing guards in action.
- Allow crossing guards to attend and make it more hands on.

Crossing Guard Quiz

Results	Pre-training	Post-training
Average Score	76.4%	84.2%
Number of "Don't Know" Responses	51	8

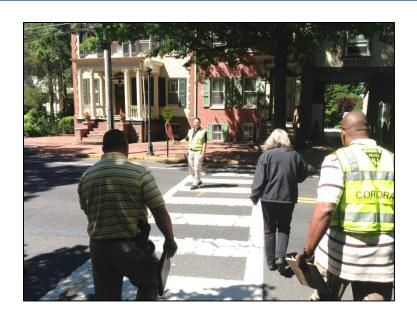
Average score increase from Pre- to Post-Training Quiz: 7.8%

- 2 questions from pre-training quiz resulted in 100% correct answers from all participants
- Scores improved on 13 of the 15 questions
- Scores decreased on 1 true/false questions:
 - o Crossing guards are always the first person in the street and the last person out of the street.

Crossing Guard Quiz

Although the percentage of correct answers increased from pre- to post-training for the below 2 questions, they were the most confusing to participants:

- In an emergency, crossing guards may leave their posts to get help.
- The crossing guard shall lower the STOP paddle as soon as the children reach the other side of the street.



Lessons Learned

Lessons Learned – Training Supervisors

The training has been refined to identify the eight steps of the crossing procedure as an important foundational piece of crossing guard protocol. The training gets "back to basics."

Officers receive training in crossing pedestrians but their training differs in that they can also direct traffic. A review of crossing procedures for crossing guards is useful for emphasizing this distinction.

The eight steps are practiced in the field exercise.



Lessons Learned – Training Supervisors

The field exercise utilizes the Post Observation Report which provides a way to document conditions at the post. The training emphasizes that all posts are different and supervisors should be familiar with posts to assist their crossing guards in understanding the specific conditions they face each day.

Practicing the eight steps during the field exercise is important, particularly at difficult intersections. Some officers and guards felt the eight steps were simply "common sense," but the field demonstration showed the officers how easy it can be to make mistakes and how important the proper procedure is for each and every crossing.

Observer:					Date:				
Post Location (street names): Street 3: Street 3:				Speed Limit:	(Circle road owners) Street 1: State			rship) County	Municipal
					Street 2: Street 3:			County	Municipal Municipal
Cond	litions	Obse							
Yes	No	N/A	Conditions			Notes			
			Advance warning, traffic of lights are in good condition sufficient.		d				
			Advance warning and traffic calming devices are in accordance with the FHWA MUTCD 2009 edition.		s are				
			Pedestrian signal provides cross? Phasing/timing seq		all to				
			Crosswalks are clearly ide pavement paint in accord MUTCD 2009 edition.						
			Curbs and crosswalks are hazards, such as potholes,		trip				
			Curb areas include ADA-co truncated dome pads (bur		and				
			Highway ramps, transit sto crossings in proximity? (de						
			Vehicle turning movemen on red?)	ts allowed? (Right)	turn.				



Best Practice and Local Practice

Leading crossing guard training and speaking with supervisors, VTC staff made recommendations that were in line with best practice while recognizing that local practice may differ. For example, the crossing guard training emphasizes that crossing guards may not direct traffic, yet some municipalities may allow some crossing guards to direct or control traffic. In addition, some municipalities provide specific traffic control training to select guards. The training recommends that crossing guards not sit in chairs and some municipalities may allow crossing guards to sit at their posts or in their cars.

Although local practice may not change immediately, the training encourages supervisors to consider the recommendations.

<u>Never</u> sit in a car or chair at your post!



To be ready to react to any situation at the crosswalk, crossing guards must remain standing during their shifts.

Lessons Learned — Training Crossing Guards

In collaboration with the municipal crossing guard instructors, VTC staff trained crossing guards in Newark and Middletown. The crossing guards responded positively to visual demonstrations. Even though field training was impractical due to the large numbers of guards in attendance, a classroom demonstration of the eight steps of the crossing procedure was effective in providing a visual review and leading to an engaging discussion on procedure.



Lessons Learned — Training Crossing Guards

Asking direct questions and involving the guards by asking about their experiences keeps them more involved in and paying closer attention to the presentation.

Many of the questions raised by the crossing guards related to conditions at their individual posts. Other frequently asked questions involved procedures for reporting incidents or hazards at their posts. The training emphasizes that guards should bring all their questions and concerns to their supervisor.



Lessons Learned — Training Crossing Guards

The crossing guard supervisor training and the crossing guard training now include PowerPoint presentations that included examples of "good" and "bad" crossing guard practices and procedures. The photos shown at the end of the training generated a lot of discussion regarding what is and is not appropriate behavior and reinforced the training material. The presentation also emphasized that crossing guards must remember that they serve as role models.



New Resources and Next Steps

Training Material Available

Crossing Guard Resource Center Webpage

Available to Public:

- Crossing Guard Supervisor Training Manual
- New Jersey Laws and Legislation
- Crossing Guard Placement Considerations/Gap Assessment
- Medical Examinations for Crossing Guards
- Crossing Guard Performance Checklist
- Crossing Guard Post Observation Tool
- Model Municipal Crossing Guard Policy
- Crossing Guard Training Video
- Links to other organizations
- Tip Sheets

Available to Trained Crossing Guard Supervisors:

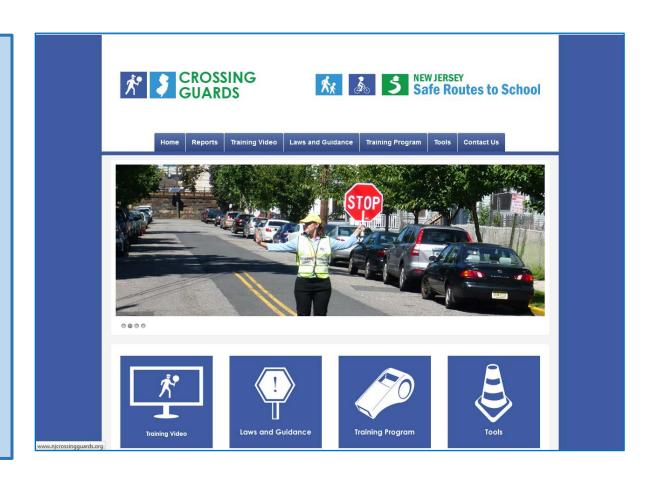
- Training PowerPoint presentation
- Field Exercise

URL: http://www.njcrossingguards.org

Training Material Available

The updated Crossing Guard Resource Center Webpage is visually cleaner to provide crossing guard supervisors with easy access to resources, including the new crossing guard training video.

Those supervisors who participated in the train-the-trainer course have access to a crossing guard training PowerPoint presentation that is based on the training the officers received.



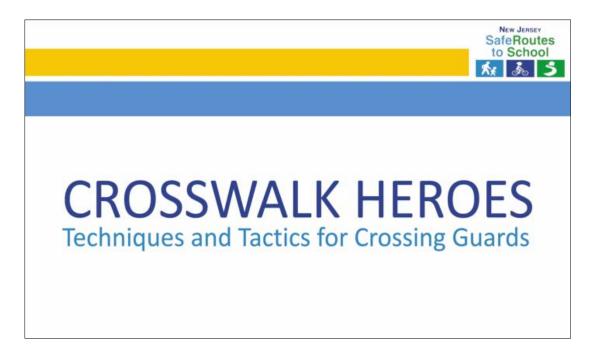
URL: http://www.njcrossingguards.org

Tip Sheet for Crossing Guard Supervisors



This new tip sheet for Crossing Guard Supervisors reviews required uniform and equipment, best practice, and useful additions, and includes a reminder about what guards should not include in their dress and equipment at their post. The tip sheet provides the NJ statute on uniform, the STOP and Stay Stopped law, and the FHWA MUTCD standards for safety vests and STOP paddles.

Crossing Guard Training Video



VTC introduced a new crossing guard training video this year.

The video reviews:

- New Jersey laws that support crossing guards
- Crossing procedures
- Expectations and duties of crossing guards
- Importance of crossing guard uniform and equipment

Next Steps for Training & Training Materials

Training:

- Provide four train-the-trainer sessions
- Continue evaluation of the training program
- Reach communities with no local police department
- Collaborate with AAA to provide uniforms for crossing guards
- Collaborate with others working on pedestrian safety

Training Materials:

- Distribute 2014 video on DVD to all municipalities
- Field exercise for use inside
- Additional tip sheets
- Photo/video library additions
- Translation of tip sheets into Spanish

Thank You!

Our Partners

- NJ Department of Transportation
- NJ Division of Highway Traffic Safety
- Federal Highway Administration
- NJ MEL
- AAA
- NJ Department of Health, Division of Occupational Safety & Health (OSHA)
- HTSPAC
- NJPTOA
- County and regional police academies

