



Memorandum

To: Alex Henry, Benesch

From: Kat Onore, Pond & Company

Safe Routes to Schools Program

To develop a list of project recommendations for the Safe Routes to Schools (SRTS) program, a data-driven two-step process was used to prioritize school areas with the highest safety needs and then identify and prioritize projects within the high priority school areas to address safety issues. This technical memorandum summarizes the results and methodology for the school area prioritization and the multi-modal safety reviews that were undertaken in the highest priority school areas.

School Area Prioritization

The Muscogee County School District (MCSD) has 55 campuses in the school system that are potentially eligible for SRTS funds. Because these funds are limited, identifying schools with the most critical safety needs is important to prioritize schools where safety improvements are likely to be the most beneficial. This was the first step in developing the SRTS program.

School Area Prioritization Results

The top ten schools by priority score were chosen for multi-modal safety reviews. Because the walk zones of some schools in the top ten overlapped significantly, the final list of the following eight school clusters. In addition to schools that ranked in the top ten, schools with walk zones that overlapped the high-ranking schools were also included, as improving safety at the high scoring schools will benefit the lower scoring schools in the cluster. The school clusters are as follows, with the top ten schools shown in bold:

1. **Kendrick High School**
 - a. East Columbus Magnet Academy
 - b. Georgetown Elementary
2. **Jordan Vocational High School**
 - a. Johnson Elementary School
3. **Spencer High School and Baker Middle School**



- a. Dorothy Height Elementary School
- 4. **Carver High School and Brewer Elementary School**
 - a. Rainey McCullers School of the Arts
 - b. Rigdon Road Elementary School
- 5. **Hardaway High School**
 - a. Clubview Elementary School
 - b. Richards Middle School
- 6. **Rothschild Leadership Academy School**
 - a. Lonnie Jackson Elementary School
 - b. Dimon Elementary School
- 7. **Allen Elementary School**
 - a. Arnold Middle School
- 8. **Wynnton Elementary School**

Table 1 below summarizes the schools by total priority scores. A table showing the schools with scores for each of the criteria is included as Appendix A.

Table 1. Schools by Priority Score

School Name	Total Score
Kendrick High School	19
Jordan Vocational High School	17
Spencer High School	16
Brewer Elementary School	14
Baker Middle School	14
Rothschild Leadership Academy School	14
Carver High School	14
Hardaway High School	13
Allen Elementary School	13
Wynnton Elementary School	13
Fort Middle School	12
Blackmon Road Middle School	12
Midland Academy	12
Fox Elementary School	11
Aaron Cohn Middle School	11
Hannan Elementary	11
Martin Luther King, Jr. Elementary School	11
Rainey McCullers School of the Arts	11
Dimon Elementary	11
Richards Middle School	11
Johnson Elementary School	11



School Name	Total Score
Lonnie Jackson Academy	10
Northside High School	9
Shaw High School	9
East Columbus Magnet Academy	9
Mary A Buckner Academy	9
Georgetown Elementary School	9
Rigdon Road Elementary School	9
South Columbus Elementary School	9
Wesley Heights Elementary School	9
Midland Middle School	8
North Columbus Elementary	8
Eagle Ridge Academy	8
Veterans Memorial Middle School	8
Dorothy Height Elementary School	8
Double Churches Middle School	8
Arnold Middle School	8
Clubview Elementary School	8
Waddell Elementary School	8
Eddy Middle School	8
Gentian Elementary School	8
Downtown Elementary Magnet Academy	7
Reese Road Leadership Academy	7
Blanchard Elementary School	7
Double Churches Elementary School	7
Key Elementary School	7
Columbus High School	7
Britt David Elementary Computer Magnet Academy	7
Forrest Road Elementary School	7
Davis Elementary School	7
Mathews Elementary School	7
River Road Elementary School	7

Source: Pond, GDOT Numeric

School Area Prioritization Methodology

To evaluate and rank school areas, a methodology based on quantitative criteria was developed. After the evaluation was complete, school areas were divided into higher, medium, and lower priority groups. The following list defines the evaluation criteria and includes the explanations of why they are important:



- **School related pedestrian or bicycle crashes** – total crashes in the walk zone¹ where the pedestrian or bicyclist crash occurred during school pick-up or drop off hours. Higher numbers indicate a greater need to identify and address the underlying safety issues.
- **Safety concerns raised by stakeholders** – total number of locations in the walk zone where school officials, parents, students, or members of the public have identified safety issues. Stakeholders can provide additional insight into high crash locations and may know about near misses and risky behaviors that are not captured in crash data.
- **Students currently walking or biking** – number of students walking or biking to school now. Safety improvements in school areas with a higher number of walkers and bikers will benefit more students.
- **Students within the walk zone** – total number of students living within the walk zone. Higher numbers indicate more potential for walking and biking that could be encouraged by implementing safety improvements.
- **Students receiving free or reduced-price lunch** – number of students receiving free or reduced-price lunch. Higher numbers of these students indicate that a school is in a traditionally underserved area and should receive increased priority for safety improvements.

The scoring system for each of the evaluation criteria is shown in Table 2 below. For each of the criteria, the range of values from the quantitative analysis will be divided into thirds and school areas with values in the top third will receive the highest number of points, the middle third will receive less points, and the lowest third will receive the least points. School related pedestrian or bicycle crashes and safety concerns raised by stakeholders receive double the points of the other criteria, because they directly relate to safety issues and should have a larger impact on prioritization. Prior to evaluating the school areas, stakeholders provided input on the evaluation criteria and weighting scheme.

Table 2. School Area Prioritization Methodology Scoring

Evaluation Criteria	Highest Third	Middle Third	Lowest Third
School related pedestrian or bicycle crashes	6 points	4 points	2 points
Safety concerns raised by stakeholders	6 points	4 points	2 points

¹ The walk zone is a 1-mile radius from their assigned school for elementary students and a 1.5-mile radius for middle and high school students. Georgia State Law only requires transportation to school be provided for students who live outside these zones.

Evaluation Criteria	Highest Third	Middle Third	Lowest Third
Students currently walking or biking	3 points	2 points	1 point
Students within the walk zone	3 points	2 points	1 point
Students receiving free or reduced-price lunch	3 points	2 points	1 point

Source: Pond

After compiling scores for all the school areas, they were sorted into higher, medium, and lower priority categories. Table 3 on the next page shows the point ranges for each priority category and describes the conditions expected in the school area for each category.

Table 3. School Area Priority Ranges

	Higher Priority	Medium Priority	Lower Priority
Score	17 - 21 points	12 – 16 points	7 – 11 points
Expected Conditions	Large numbers of students walk or bicycle to this school or live within the walk zone. There is a history of school related pedestrian or bicycle crashes and stakeholders have many concerns about safety conditions.	Large numbers of students likely walk or bicycle to this school or live within the walk zone. There is a history of school related pedestrian or bicycle crashes or stakeholders have many concerns about safety conditions.	Large numbers of students may walk or bicycle to this school or live within the walk zone. There is not a history of school related pedestrian or bicycle crashes and stakeholders have not raised many concerns about safety conditions.

Source: Pond

The draft list of prioritized school areas was presented to the stakeholders for their review and input. Based on the quantitative ranking and stakeholder feedback, the final list of prioritized school areas was developed and is described in the following section.

Multi-modal Safety Review Methodology

For each of the eight top-ranked school areas, a multi-modal safety review was undertaken. The purpose of the review was to identify existing and potential safety issues that affect students traveling to school by walking, bicycling, or in automobiles and develop a list of recommendations to improve safety and reduce fatal and injury crashes. The steps taken to



complete the multi-modal safety review and develop project recommendations are described in the following sections.

SRTS Project Development and Prioritization

The purpose of project development is to identify safety improvements in areas with high numbers of likely school related² historical crashes and high risks for potential future crashes. While addressing KSI crashes is a priority of the SRTS effort, they are rare and result in a small sample size that can lead the analysis ignoring areas where crashes are common but by chance no fatalities or serious injuries have occurred. Therefore, minor injury and PDO crashes were also reviewed during the historical crash analysis. Additionally, the bicycle and pedestrian risk analysis performed as part of the active transportation effort was leveraged to further inform the SRTS project development.

The initial SRTS project list was developed through a desktop survey using GIS data and online mapping tools, as well as an in-person field review in the school areas. The first step in developing the initial project list was to overlay aerial photography with school walk zones, crash data, and the bicycle and pedestrian risk analysis in GIS. Based on the location of single-family homes and multi-family complexes to schools in each walk zone, likely student walking routes and crossings were identified. Existing sidewalk and trail data was then overlaid to identify gaps in the network as well as high crash and high risk locations along the likely walking routes. Next, online mapping tools were used to review existing conditions in the gaps, at crossing locations and at high crash and risk locations. Initial projects were then developed to address the observed issues and match the surrounding context.

After the initial project development list was drafted, the project team members visited the prioritized school areas and performed a field review. The purposes of the field review were to verify conditions and identify additional safety issues and potential solutions. The field review teams assessed safety conditions around the proposed projects and the following areas:

- **Carpool pick-up/drop-off & bus loading and unloading zones** - are there conflicts between pedestrians and bicyclists and traffic flows to these zones?
- **Crossings** – are crosswalks present and what is their condition? Are signs and traffic control devices present? Do they have push buttons?
- **School zones** – are signs and pavement markings present and what is their condition? Is there visible enforcement?

² Likely school related crashes are defined as crashes occurring in school walk zones before, during, and after school pick-up and drop-off hours.



Based on the field review, the proposed safety projects were modified as needed to better address safety concerns and new projects were added, resulting in the recommended projects list. The final step in refining the recommended projects was to compare the SRTS project limits with the recommended active transportation projects and extend the recommended SRTS projects to connect with any nearby proposed active transportation projects.

Stakeholder and Public Outreach

An online transportation survey was available from April 22 to September 22, 2025 and included an open-ended question that asked respondents what are the greatest school area safety concerns. A total of 24 responses that included locations and issues or proposed solutions were received. Concerns raised were used to inform the development of the initial project list and project prioritization.

Both stakeholders and the public were invited to comment on the evaluation methodology and the draft list of prioritized projects and their feedback was important for refining the evaluation criteria and assisting in prioritizing the project list. At a stakeholder meeting held on September 16, 2025, they provided comments on the draft project list. Later that day, a public meeting was held and citizens provided feedback on their priority projects by placing dots on the draft project list board to represent projects with a high priority to them and provided open ended comments through placing notes on the map of draft projects. This feedback was used to update the project prioritizations scores and resulted in the final list of prioritized projects.

SRTS Project Recommendations

Four of the eight high-priority school areas covering 13 total schools have multiple projects at the top of the prioritized project list:

- The Hardaway High School, Clubview Elementary School, and Richards Middle School area has three projects in the top 10
- The Carver High School, Brewer Elementary School, Rainey McCullers School of the Arts, and Rigdon Road Elementary School has two projects in the top 10
- The Rothschild Leadership Academy, Lonnie Jackson Elementary School, and Dimon Elementary School area has two projects in the top 10
- The Spencer High School, Baker Middle School, and Dorothy Height Elementary School area has two projects in the top 10

Additionally, the Kendrick High School, East Columbus Magnet, and Georgetown Elementary School area has one project in the top 10.



Figure 1 on the following page shows the locations of the recommended projects. Table 5 on the page following the map summarizes the projects and is sorted by project priority. The key column in the table corresponds to project numbers on the map. A detailed table showing scores for each of the individual prioritization scores is included as Appendix B. A discussion of the prioritization methodology follows the map and summary table.

Figure 1. Project Recommendations

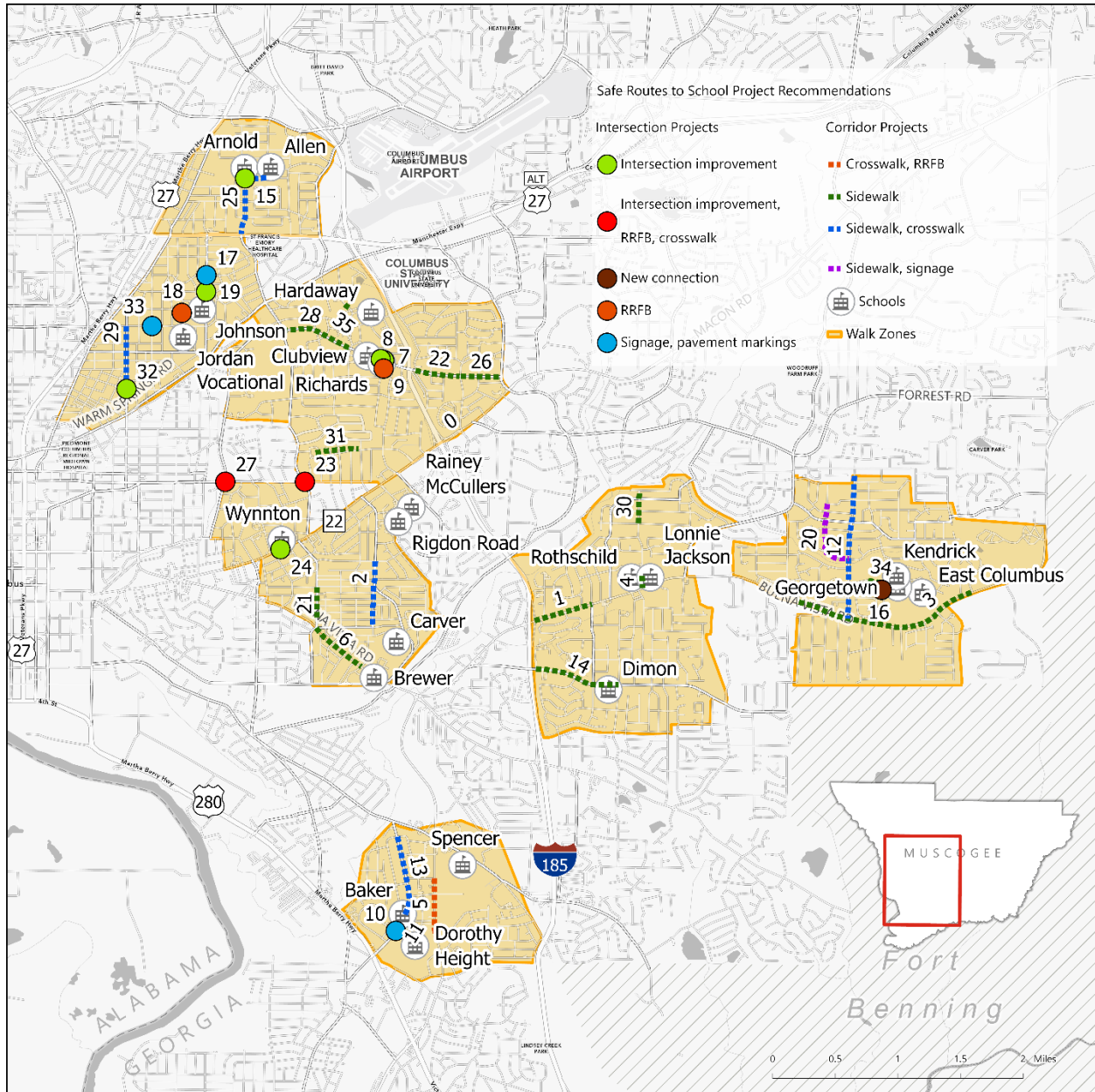




Table 4. Recommended Projects by Priority Score

Map Key	Schools Served	Project Area	Potential Safety Countermeasures	Priority Score
1	Rothschild Leadership Academy, Lonnie Jackson Elementary	Buena Vista Rd from I-185 Ramp to Rosewood Dr	Install sidewalks on north side	19
2	Carver High, Rainey McCullers, Rigdon Road, Wynnton Elementary	Rigdon Rd from Schaul St to Baldwin St	Add sidewalks on missing sides, crosswalks	17
3	Kendrick High, East Columbus Magnet, Georgetown Elementary	Buena Vista Rd from Watson Dr to Bayberry Dr	Add sidewalk on missing side, repaint crosswalk at Amber	17
4	Rothschild Leadership Academy, Lonnie Jackson Elementary	Hunt Ave from Buena Vista Rd to Rothschild Driveway	Install sidewalk on both sides	16
5	Baker Middle, Dorothy Height Elementary	Fort Benning Rd from Cusseta Rd to Chapman Way	Crosswalks, RRFB	15
6	Carver High, Brewer Elementary	Buena Vista Road from Baldwin St to Annette Ave	Add sidewalks on missing sides	15
7	Clubview Elementary, Richards Middle	Edgewood Rd at Sue Mack Dr	Convert existing eastbound to northbound left turn to left + through, or install variable sign allowing through during school drop-off/pick-up hours	15
8	Clubview Elementary, Richards Middle	Edgewood Rd at Richards Middle Driveway	Targeted enforcement of no left turn from westbound Edgewood into Richards Middle School or install median to block the movement	15
9	Clubview Elementary, Richards Middle	Sue Mack Dr at Richards Middle Driveway	Install mid-block crossing	15
10	Spencer High, Baker Middle	Benning Dr at Roper Ave	Replace pedestrian sign and repaint crosswalk	15
11	Spencer High, Baker Middle, Dorothy Height Elementary	Benning Dr from End of trail to Existing sidewalk	Add sidewalk on east side to fill gap	15



Map Key	Schools Served	Project Area	Potential Safety Countermeasures	Priority Score
12	Kendrick High, East Columbus Magnet, Georgetown Elementary	Amber Dr from Marlette Ct to Buena Vista Rd	Add sidewalk on missing side, repaint crosswalk at Georgetown Dr	14
13	Spencer High, Dorothy Height Elementary	Benning Dr from Winston Rd/Lakeside Dr to Vine St	Add sidewalks on missing side, crosswalks	14
14	Rothschild Leadership Academy, Dimon Elementary	Steam Mill Road from I-185 to Southern Pines Dr	Install sidewalks on north side of road	13
15	Allen Elementary, Arnold Middle	51st St at Woodruff Rd	Reconfigure intersection to be two side-by-side three-way stops.	13
16	Georgetown Elementary	High Ln at Multi-family complex	Open multi-family housing complex gate and add mid-block crosswalk	13
17	Johnson Elementary	17th Ave at 41st St	Relocate school zone signage closer to school	13
18	Jordan Vocational High, Johnson Elementary	Woodlawn Avenue at S of 38th St	Add midblock crossing, crosswalk, HAWK or RRFB	13
19	Jordan Vocational High, Johnson Elementary	17th Ave at 39th St	Evaluate all way stop control	13
20	Kendrick High, East Columbus Magnet, Georgetown Elementary	Winfield Ln/Mill Branch Rd from Olivia Rd to Amber Dr	Add sidewalks on both sides, install limited sight distance warning sign at Luna Dr	12
21	Carver High, Rainey McCullers	Lawyers Ln from Bell St to 9th St	Add sidewalks on missing sides	11
22	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from East Lindsay Dr to Norris Rd	Add sidewalks on north side of Edgewood	11
23	Wynnton Arts Academy	Hilton Ave at 17th St	Crosswalks, RRFB, address skew	11
24	Wynnton Arts Academy	Wildwood Ave at Wynnton Rd	Prohibit southbound to eastbound left turns from Wildwood Ave to Wynnton Rd during school drop-off and pick-up	11



Map Key	Schools Served	Project Area	Potential Safety Countermeasures	Priority Score
25	Allen Elementary, Arnold Middle	Woodruff Rd/51st St from 45th Rd to 23rd Ave	Add sidewalks on missing sides, crosswalks	11
26	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from Norris Rd to University Ave	Add sidewalk on north side of Edgewood	11
27	Wynnton Arts Academy	Cherokee Ave at 17th St	Crosswalks, RRFB, address skew	10
28	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from Hilton Ave to Clubview Dr	Add sidewalk on north side of Edgewood	9
29	Jordan Vocational High, Johnson Elementary	12th Ave from 29th St to 35th St	Add sidewalk on missing side, crosswalks	9
30	Rothschild Leadership Academy, Lonnie Jackson Elementary	Hunt Ave from Langdon St to Gardiner Dr	Install sidewalk on west side of road	9
31	Hardaway High, Richards Middle	Cross Country HI from Preston Drive to Auburn Ave	Add sidewalks on both sides of Cross Country Hill	8
32	Jordan Vocational High	12th Ave at 29th St	Cul-de-sac on Waverly	8
33	Jordan Vocational High, Johnson Elementary	14th Ave at 35th St	Repaint crosswalks and pavement markings	7
34	Georgetown Elementary	Georgetown Dr from Driveway to High Ln	Add sidewalk on south side of Georgetown Drive	7
35	Hardaway High, Richards Middle	Armour Ave from Apartment Driveway to Trail Crossing	Add sidewalk on west side of Armour Ave	7

Source: Pond, GDOT Numerics



SRTS Prioritization Methodology

A methodology based on a combination of quantitative and qualitative criteria was developed to rank the proposed safety projects. After the evaluation was complete, projects were divided into short-, medium- and long-term priorities. The following list defines the evaluation criteria and includes the explanations of why they are important:

- **School related KSI crashes** – total crashes with one or more fatalities or serious injuries that occurred during school pick-up or drop-off hours and within 200 feet of the recommended corridor or intersection improvement. Higher numbers indicate a greater need to address the underlying safety issues.
- **School related pedestrian or bicycle crashes** – total crashes with a pedestrian or bicyclist involved that occurred during school pick-up or drop off hours and within 200 feet of the recommended corridor or intersection improvement. Higher numbers indicate a greater need to address the underlying safety issues.
- **Bicycle and Pedestrian High Injury Network** – whether the recommended improvement is on the bicycle and pedestrian high injury network. Presence of the HIN represents a higher risk.
- **Pedestrian Risk Factor** – the pedestrian risk factor of the highest scoring roadway segment within 200 feet of the recommended corridor or intersection improvement. Higher numbers indicate increased risk for pedestrians.
- **Bicycle Risk Factor** – the bicycle risk factor of the highest scoring roadway segment within 200 feet of the recommended corridor or intersection improvement. Higher numbers indicate increased risk for bicyclists.
- **High Benefit Score** – an optional qualitative factor to promote projects that may not score high on the quantitative factors due to their small size, but have a very low cost and can be implemented quickly, such as repainting pavement markings, replacing faded signs, or addressing very small gaps in the sidewalk or trail network.

The scoring system for each of the evaluation criteria is shown in Table 5 below. For each of the criteria, the range of values from the quantitative analysis was divided into thirds and school areas with values in the top third received the highest number of points, the middle third received less points, and the lowest third received the least points. School related KSI crashes and pedestrian or bicycle crashes received double the points of the other criteria, because they are evidence of existing safety issues and should have a larger impact on prioritization.

Table 5. SRTS Project Prioritization Methodology Scoring

Evaluation Criteria	Highest Third	Middle Third	Lowest Third
School related KSI crashes	6 points	4 points	2 points



Evaluation Criteria	Highest Third	Middle Third	Lowest Third
School related bicycle and pedestrian crashes	6 points	4 points	2 points
Bicycle and Pedestrian HIN	3 points	2 points	1 point
Pedestrian Risk Factor	3 points	2 points	1 point
Bicycle Risk Factor	3 points	2 points	1 point

Source: Pond

For the qualitative high benefit score, up to five points were assigned based on professional judgment or public and stakeholder input. A higher score reflects an anticipated higher expected benefit to cost ratio or that an improvement was identified as a priority by stakeholders and the public.

After compiling scores for the recommended projects, they were sorted into higher, medium, and lower priority categories. Table 6 below shows the point ranges for each priority category and describes the conditions expected adjacent to the recommended project for each category.

Table 6. SRTS Recommended Project Priority Ranges

	Higher Priority	Medium Priority	Lower Priority
Score	16 - 21 points	11 – 15 points	7 – 10 points
Safety Characteristics	Higher numbers of historic crashes and higher risks for future incidents.	There may be higher numbers of historic crashes or higher risks for future incidents.	Lower numbers of historic crashes and lower scores for risk-based criteria.

Source: Pond

SRTS Project Cost Estimates

For each of the recommended projects, planning level cost estimates were developed using a unit cost methodology based on recently completed projects in Georgia and engineering judgement. The total estimated cost of the recommended projects is \$19.965 million. Table 7 on the following page shows the total estimated cost by project. Appendix C includes a detailed breakdown of costs by project components and phase (i.e. preliminary engineering, utilities, right-of-way, construction, and contingency).



Table 7: Estimated Project Costs

Proj ID	Schools Served	Project Area	Potential Safety Countermeasures
1	Rothschild Leadership Academy, Lonnie Jackson Elementary	Buena Vista Rd from I-185 Ramp to Rosewood Dr	Install sidewalks on north side
2	Carver High, Rainey McCullers, Rigdon Road, Wynnton Elementary	Rigdon Rd from Schaul St to Baldwin St	Add sidewalks on missing side crosswalks
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9	Clubview Elementary, Richards Middle	Sue Mack Dr at Richards Middle Driveway	Install mid-block crossing
10	Spencer High, Baker Middle	Benning Dr at Roper Ave	Replace pedestrian sign and repaint crosswalk
11	Spencer High, Baker Middle, Dorothy Height Elementary	Benning Dr from End of trail to Existing sidewalk	Add sidewalk on east side to gap
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18	Jordan Vocational High, Johnson Elementary	Woodlawn Avenue at S of 38th St	Add midblock crossing, crosswalk, HAWK or RRFB
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23	Wynnton Arts Academy	Hilton Ave at 17th St	Crosswalks, RRFB, address skid marks
24	Wynnton Arts Academy	Wildwood Ave at Wynnton Rd	Prohibit southbound to eastbound left turns from Wildwood Ave to Wynnton Rd during school drop-off and pick-up
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28	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from Hilton Ave to Clubview Dr	Add sidewalk on north side of Edgewood
29	Jordan Vocational High, Johnson Elementary	12th Ave from 29th St to 35th St	Add sidewalk on missing side, crosswalks
30	Rothschild Leadership Academy, Lonnie Jackson Elementary	Hunt Ave from Langdon St to Gardiner Dr	Install sidewalk on west side of road
31	Hardaway High, Richards Middle	Cross Country HI from Preston Drive to Marilon Dr	Add sidewalks on both sides of Cross Country Hill
32	Jordan Vocational High	12th Ave at 29th St	Cul-de-sac on Waverly
33	Jordan Vocational High, Johnson Elementary	14th Ave at 35th St	Repaint crosswalks and pavement markings
34	Georgetown Elementary	Georgetown Dr from Driveway to High Ln	Add sidewalk on south side of Georgetown Drive
35	Hardaway High, Richards Middle	Armour Ave from Apartment Driveway to Trail Crossing	Add sidewalk on west side of Armour Ave



Safe Routes to School Program Recommendations

The following is a monthly calendar of activities for Safe Routes to School (SRTS) tailored for the 2026 School Year, with a low-budget, community-friendly, and kid-focused programmatic approach. It incorporates Safe Streets Coalition toolkits and best practices, ensuring school administrators and parent volunteers can implement activities with minimal burden. This program is intended to be managed/administered by a staff member at each local, participating school. Some Columbus schools are already doing some of these activities. This is intended to be treated as a “menu” of ideas for schools looking to do more programming. It will be dependent on each school how much or which activities they would like to incorporate into their calendar.

Types of Activities:

- Items in red indicate reporting engagement with local leadership (i.e. School Board, City Council, County Commissioners, etc.)
- Items in blue indicate citywide Safe Streets For All (SS4A) opportunities.
- “National Day” recognitions are shown in green.

Recurring Monthly Anchor Activity:

Walk & Roll Wednesday (WRW) – Every first Wednesday

Students and families walk, bike, or roll to school together with a volunteer or administrator lead. Use Safe Streets Coalition’s promotional flyers and tracking sheets to tally participation.

The WRW program is designed to be implemented at the individual school level, with each school reporting its participation and impact to the local school district. This allows the district to evaluate the program's overall effectiveness across the region and provide appropriate recognition and acknowledgment.

August – “Back to Safe School”

- **Walk & Roll Wednesday**
- SRTS Program Kickoff – Share maps and Safe Streets programming details with parents, students.
- **Public Service Announcement Contest - Teens write slogans, create posters, or record PSAs for morning announcements or social media.**



- Text-and-Drive Obstacle Course - Teens walk or pedal a course while attempting to text—demonstrates how distraction affects reaction time

September – “Sports Themes”

- **Walk & Roll Wednesday**
- Encourage students, parents, teachers to wear jerseys, t-shirts, paraphernalia of their favorite sports teams.
- Neighborhood Speed Watch – Partner with city to deploy radar signs & collect feedback.

October – “Pedestrian Safety”

- **Walk & Roll Wednesday**
- **National SRTS Month; National Pedestrian Safety Month**
 - Participate in WRW
- **National Walk to School Day: First Wednesday in October**
 - Participate in WRW
- **National Teen Driver Safety Week (3rd Week)**
 - Digital Distraction Awareness and “Safe Driver Pledge” – download apps designed to help prevent distracted driving (i.e. Lifesaver, Safedrive, DriveSmart, etc.)
- Costume Walk Parade on/near Oct 31st (Halloween) – Encourage fun, visible, safe costumes.

November – “Gratitude for Safety”

- **Walk & Roll Wednesday**
- Gear Drive – Collect used or new helmets, lights, and other items for students in need. Schools to create a collection point. Disseminate gear to those in need on/near Thanksgiving.

December – “Lights & Visibility Month”

- **Walk & Roll Wednesday**
- Safe Holiday Routes Map – Create/share maps of safe paths near holiday events.



CITYWIDE EVENT: SRTS Program Community Info Session, Activity and Impact Recap/Celebration at Uptown/Riverwalk during Holiday Market Days

- “Do Not Disturb While Driving Campaign” – Hashtag campaign for students to post photos of their “Do Not Disturb While Driving” phone settings activated.

January – “New Year, Safe Start”

- **Walk & Roll Wednesday**
- Safety Pledge Week – Students sign a “Walk Safe, Bike Safe” pledge. Use handouts and pledge cards from toolkit.
- Safety Selfie Contest – Kids submit photos in their best visible gear (reflective jackets, lights).
- **Parent-Teen Safe Driving Night** – Host an evening for teens and parents to discuss distracted driving risks and set ground rules.

February – “Walking w/Friends, family and Celebrating Crossing Guards”

- **Walk & Roll Wednesday**
 - Safe Routes Valentine Cards – Distribute themed cards with pedestrian safety facts.
- Announce Walk Audit
- **National Crossing Guard Day – February 10th**
 - On WRW – hand out Valentine’s Day /“Thank You” Cards to Crossing Guard
- **Take your family to school week, February 17-21**
 - Participate in WRW

March – “Look Left, Look Right”

- **Walk & Roll Wednesday**
 - Conduct Walk/Bike Audit – Use research toolkit checklist to walk a route & ID hazards.
- **CITYWIDE EVENT:** St. Paddy’s Day 5K – Uptown Columbus



- Schools compete for number of affiliated runners participating in the annual race

April – “Step Into Spring”

- **Walk & Roll Wednesday**
 - **National Walking Day – First Wednesday in April** – encourage participation by walking during WRW
- **Distracted Driver Awareness Month**
 - Slow Down Yard Sign Launch – Encourage residents to post signs
 - Share pedestrian safety documentation with WRW Participants to include distracted driver content
- **Every Kid Healthy Week (last week in April)**
 - Communicate via brochure during WRW how active transportation – walking, biking, etc. – leads to healthy bodies and healthy communities; encourage continued participation
- **Distracted Driver Awareness Month**
 - Invite victims, law enforcement, or trauma nurses to talk about real-world impacts.
- Run & Roll Relay – Schoolyard foot & scooter race with helmet checks and safety trivia.

May – “Bike Safety”

- **Walk & Roll Wednesday**
 - Encourage *bicycle* use during this Month
- **Bike Safety Month**
- **Bike to School Day – Second Wednesday in May**
 - **Encourage students to Bike to School during WRW**
- **Bike to Work Day – Third Friday in May**
 - **Encourage students to Bike to school on this day; create competition w/in school and school system**
 - Decorate Your Wheels Day – Kids bring decorated bikes/scooters, vote on “safest bling.”



- **Bike to Work Week – Week leading into “BTWD”**
- **Global Youth Traffic Safety Month**
- **Last Week of School – Celebration of SRTS Program and WRW Participation**
- **Engage/Report to School Board on Activities and Impact of SRTS initiative**
 - Report Walk/Bike Audit results
 - Detail SRTS Program approach and outcomes, including method engagement and investments in traditionally
 - Quantitative Benefits: increased cycling and walking, reduced vehicle travel, reduced emissions and air pollution, fewer crashes and KSI, overall safer environment, etc.
 - Qualitative Benefits: individual/community health, community building, school attendance/tardiness, youth development, etc.
 - Identify school physical and capital improvements needed to enhance the overall Ped/Bike experience for students and caregivers
 - Identify physical and capital improvements within the community

June & July – Break



Implementation Partners:

- Partner with local police/fire departments, bike shops, neighborhood associations, etc.
Also considering partnering with:
 - Columbus Cultural Arts Alliance,
 - Bill and Olivia Amos Children’s Hospital,
 - Walk/Run Clubs ([Fleet Feet](#)),
 - Bike Clubs ([Bicycle Columbus](#))
 - Boys & Girls Club of the Chattahoochee Valley
 - Boy Scouts of America, Troup 91 Chattahoochee Council
 - Girls, Inc.
 - Easter seals West Georgia
 - Twin Cedars youth and Family Services
 - Safe Teen Driving Academy ([Link](#))
 - Teens in the Driver Seat ([LINK](#))
 - Georgia DOT – Safe Driving Summit ([LINK](#))



Appendix A: Schools by Priority Score (All Criteria)



School Name	School Related Pedestrian or Bicycle Crashes		Safety Concerns Raised by Stakeholders		Students Currently Walking or Biking		Students Within the Walk Zone		Students Receiving Free or Reduced-Price Lunch		Total Score
	Total Crashes	Score	Total Concerns	Score	Total Students	Score	Total Students	Score	Total Students	Total Crashes	
Aaron Cohn Middle School	0	2	1	6	1	1	10	1	290	1	11
Allen Elementary School	1	2	1	6	23	1	190	2	424	2	13
Arnold Middle School	1	2	0	2	7	1	60	1	590	2	8
Baker Middle School	9	6	0	2	42	2	233	2	520	2	14
Blackmon Road Middle School	1	2	2	6	6	1	14	1	422	2	12
Blanchard Elementary School	0	2	0	2	4	1	13	1	358	1	7
Brewer Elementary School	4	4	1	6	20	1	33	1	466	2	14
Britt David Elementary Computer Magnet Academy	0	2	0	2	0	1	0	1	86	1	7
Carver High School	5	4	0	2	85	3	192	2	846	3	14
Clubview Elementary School	1	2	0	2	35	1	196	2	354	1	8
Columbus High School	2	2	0	2	3	1	8	1	233	1	7
Davis Elementary School	2	2	0	2	24	1	66	1	277	1	7
Dimon Elementary	2	2	1	6	33	1	131	1	329	1	11
Dorothy Height Elementary School	2	2	0	2	43	2	24	1	367	1	8
Double Churches Elementary School	0	2	0	2	0	1	0	1	298	1	7
Double Churches Middle School	0	2	0	2	0	1	0	1	424	2	8
Downtown Elementary Magnet Academy	0	2	0	2	0	1	0	1	239	1	7
Eagle Ridge Academy	0	2	0	2	0	1	0	1	440	2	8
East Columbus Magnet Academy	2	2	0	2	31	1	444	3	393	1	9
Eddy Middle School	3	2	0	2	25	1	44	1	422	2	8
Forrest Road Elementary School	1	2	0	2	10	1	127	1	276	1	7
Fort Middle School	0	2	1	6	21	1	114	1	447	2	12
Fox Elementary School	4	4	0	2	37	2	206	2	284	1	11
Gentian Elementary School	0	2	0	2	22	1	68	1	430	2	8
Georgetown Elementary School	1	2	0	2	71	2	233	2	359	1	9
Hannan Elementary	5	4	0	2	55	2	337	2	346	1	11
Hardaway High School	3	2	0	2	78	3	402	3	1033	3	13
Johnson Elementary School	6	4	0	2	75	2	189	2	333	1	11
Jordan Vocational High School	8	6	0	2	82	3	404	3	910	3	17
Kendrick High School	5	4	2	6	113	3	531	3	835	3	19
Key Elementary School	1	2	0	2	34	1	101	1	261	1	7
Lonnie Jackson Academy	4	4	0	2	50	2	154	1	333	1	10
Martin Luther King, Jr. Elementary School	0	2	0	2	107	3	176	2	428	2	11
Mary A Buckner Academy	1	2	0	2	25	1	178	2	656	2	9
Mathews Elementary School	0	2	0	2	1	1	7	1	130	1	7
Midland Academy	0	2	1	6	0	1	0	1	483	2	12
Midland Middle School	0	2	0	2	0	1	0	1	437	2	8
North Columbus Elementary	0	2	0	2	1	1	5	1	574	2	8



School Name	School Related Pedestrian or Bicycle Crashes		Safety Concerns Raised by Stakeholders		Students Currently Walking or Biking		Students Within the Walk Zone		Students Receiving Free or Reduced-Price Lunch		Total Score
	Total Crashes	Score	Total Concerns	Score	Total Students	Score	Total Students	Score	Total Students	Total Crashes	
Northside High School	0	2	0	2	0	1	0	1	773	3	9
Rainey McCullers School of the Arts	4	4	0	2	38	2	185	2	208	1	11
Reese Road Leadership Academy	0	2	0	2	6	1	6	1	382	1	7
Richards Middle School	3	2	0	2	45	2	400	3	684	2	11
Rigdon Road Elementary School	2	2	0	2	21	1	376	3	341	1	9
River Road Elementary School	0	2	0	2	10	1	33	1	373	1	7
Rothschild Leadership Academy School	6	4	1	6	9	1	161	1	508	2	14
Shaw High School	0	2	0	2	7	1	16	1	986	3	9
South Columbus Elementary School	0	2	0	2	84	3	39	1	261	1	9
Spencer High School	11	6	0	2	99	3	237	2	946	3	16
Veterans Memorial Middle School	0	2	0	2	0	1	8	1	498	2	8
Waddell Elementary School	1	2	0	2	27	1	79	1	411	2	8
Wesley Heights Elementary School	0	2	0	2	107	3	155	1	334	1	9
Wynnton Elementary School	5	4	1	6	14	1	0	1	339	1	13



Appendix B: Recommended Projects by Priority Score (All Criteria)



Proj ID	Schools Served	Project Area	Potential Safety Countermeasures	School Related KSI Crashes		School Related Bike/Ped Crashes		High Injury Network		Pedestrian Risk Factor		Bicycle Risk Factor		High Benefit Score	Priority Score
				Total	Score	Total	Score	Rating	Score	Rating	Score	Rating	Score		
1	Rothschild Leadership Academy, Lonnie Jackson Elementary	Buena Vista Rd from I-185 Ramp to Rosewood Dr	Install sidewalks on north side	9	6	2	4	1	3	9	3	12	3	0	19
2	Carver High, Rainey McCullers, Rigdon Road, Wynnton Elementary	Rigdon Rd from Schaul St to Baldwin St	Add sidewalks on missing sides, crosswalks	5	4	1	2	1	3	6	2	9	2	4	17
3	Kendrick High, East Columbus Magnet, Georgetown Elementary	Buena Vista Rd from Watson Dr to Bayberry Dr	Add sidewalk on missing side, repaint crosswalk at Amber	4	4	4	6	0	1	10	3	12	3	0	17
4	Rothschild Leadership Academy, Lonnie Jackson Elementary	Hunt Ave from Buena Vista Rd to Rothschild Driveway	Install sidewalk on both sides	2	2	0	2	0	1	8	3	12	3	5	16
5	Baker Middle, Dorothy Height Elementary	Fort Benning Rd from Cusseta Rd to Chapman Way	Crosswalks, RRFB	2	2	5	6	0	1	6	2	9	2	2	15
6	Carver High, Brewer Elementary	Buena Vista Road from Baldwin St to Annette Ave	Add sidewalks on missing sides	2	2	5	6	0	1	8	3	12	3	0	15
7	Clubview Elementary, Richards Middle	Edgewood Rd at Sue Mack Dr	Convert existing eastbound to northbound left turn to left + through, or install variable sign allowing through during school drop-off/pick-up hours	0	2	0	2	0	1	6	2	10	3	5	15
8	Clubview Elementary, Richards Middle	Edgewood Rd at Richards Middle Driveway	Targeted enforcement of no left turn from westbound Edgewood into Richards Middle School or install median to block the movement	0	2	0	2	0	1	6	2	10	3	5	15
9	Clubview Elementary, Richards Middle	Sue Mack Dr at Richards Middle Driveway	Install mid-block crossing	0	2	0	2	0	1	6	2	7	1	7	15
10	Spencer High, Baker Middle	Benning Dr at Roper Ave	Replace pedestrian sign and repaint crosswalk	0	2	0	2	0	1	5	2	10	3	5	15
11	Spencer High, Baker Middle, Dorothy Height Elementary	Benning Dr from End of trail to Existing sidewalk	Add sidewalk on east side to fill gap	0	2	0	2	0	1	5	2	10	3	5	15
12	Kendrick High, East Columbus Magnet, Georgetown Elementary	Amber Dr from Marlette Ct to Buena Vista Rd	Add sidewalk on missing side, repaint crosswalk at Georgetown Dr	2	2	2	4	0	1	8	3	9	2	2	14
13	Spencer High, Dorothy Height Elementary	Benning Dr from Winston Rd/Lakeside Dr to Vine St	Add sidewalks on missing side, crosswalks	1	2	5	6	0	1	6	2	10	3	0	14



Proj ID	Schools Served	Project Area	Potential Safety Countermeasures	School Related KSI Crashes		School Related Bike/Ped Crashes		High Injury Network		Pedestrian Risk Factor		Bicycle Risk Factor		High Benefit Score	Priority Score
				Total	Score	Total	Score	Rating	Score	Rating	Score	Rating	Score		
14	Rothschild Leadership Academy, Dimon Elementary	Steam Mill Road from I-185 to Southern Pines Dr	Install sidewalks on north side of road	3	4	1	2	0	1	8	3	11	3	0	13
15	Allen Elementary, Arnold Middle	51st St at Woodruff Rd	Reconfigure intersection to be two side-by-side three-way stops.	0	2	0	2	0	1	5	2	7	1	5	13
16	Georgetown Elementary	High Ln at Multi-family complex	Open multi-family housing complex gate and add mid-block crosswalk	0	2	0	2	0	1	6	2	6	1	5	13
17	Johnson Elementary	17th Ave at 41st St	Relocate school zone signage closer to school	0	2	0	2	0	1	5	2	7	1	5	13
18	Jordan Vocational High, Johnson Elementary	Woodlawn Avenue at S of 38th st	Add midblock crossing, crosswalk, HAWK or RRFB	0	2	0	2	0	1	5	2	6	1	5	13
19	Jordan Vocational High, Johnson Elementary	17th Ave at 39th St	Evaluate all way stop control	0	2	0	2	0	1	5	2	6	1	5	13
20	Kendrick High, East Columbus Magnet, Georgetown Elementary	Winfield Ln/Mill Branch Rd from Olivia Rd to Amber Dr	Add sidewalks on both sides, install limited sight distance warning sign at Luna Dr	3	4	2	4	0	1	6	2	7	1	0	12
21	Carver High, Rainey McCullers	Lawyers Ln from Bell St to 9th St	Add sidewalks on missing sides	1	2	2	4	0	1	6	2	9	2	0	11
22	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from East Lindsay Dr to Norris Rd	Add sidewalks on north side of Edgewood	1	2	0	2	0	1	9	3	12	3	0	11
23	Wynnton Arts Academy	Hilton Ave at 17th St	Crosswalks, RRFB, address skew	1	2	0	2	0	1	8	3	10	3	0	11
24	Wynnton Arts Academy	Wildwood Ave at Wynnton Rd	Prohibit southbound to eastbound left turns from Wildwood Ave to Wynnton Rd during school drop-off and pick-up	1	2	0	2	1	3	7	2	9	2	0	11
25	Allen Elementary, Arnold Middle	Woodruff Rd/51st St from 45th Rd to 23rd Ave	Add sidewalks on missing sides, crosswalks	0	2	1	2	0	1	10	3	11	3	0	11
26	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from Norris Rd to University Ave	Add sidewalk on north side of Edgewood	0	2	0	2	0	1	10	3	12	3	0	11
27	Wynnton Arts Academy	Cherokee Ave at 17th St	Crosswalks, RRFB, address skew	1	2	1	2	0	1	6	2	10	3	0	10
28	Hardaway High, Richards Middle, Clubview Elementary	Edgewood Rd from Hilton Ave to Clubview Dr	Add sidewalk on north side of Edgewood	1	2	0	2	0	1	5	2	9	2	0	9
29	Jordan Vocational High, Johnson Elementary	12th Ave from 29th St to 35th St	Add sidewalk on missing side, crosswalks	1	2	0	2	0	1	6	2	8	2	0	9



Proj ID	Schools Served	Project Area	Potential Safety Countermeasures	School Related KSI Crashes		School Related Bike/Ped Crashes		High Injury Network		Pedestrian Risk Factor		Bicycle Risk Factor		High Benefit Score	Priority Score
				Total	Score	Total	Score	Rating	Score	Rating	Score	Rating	Score		
30	Rothschild Leadership Academy, Lonnie Jackson Elementary	Hunt Ave from Langdon St to Gardiner Dr	Install sidewalk on west side of road	1	2	0	2	0	1	6	2	8	2	0	9
31	Hardaway High, Richards Middle	Cross Country HI from Preston Drive to Auburn Ave	Add sidewalks on both sides of Cross Country Hill	1	2	0	2	0	1	6	2	7	1	0	8
32	Jordan Vocational High	12th Ave at 29th St	Cul-de-sac on Waverly	1	2	0	2	0	1	5	2	7	1	0	8
33	Jordan Vocational High, Johnson Elementary	14th Ave at 35th St	Repaint crosswalks and pavement markings	2	2	0	2	0	1	3	1	7	1	0	7
34	Georgetown Elementary	Georgetown Dr from Driveway to High Ln	Add sidewalk on south side of Georgetown Drive	0	2	0	2	0	1	4	1	7	1	0	7
35	Hardaway High, Richards Middle	Armour Ave from Apartment Driveway to Trail Crossing	Add sidewalk on west side of Armour Ave	0	2	0	2	0	1	4	1	7	1	0	7



Appendix C: Detailed Cost Estimates for Recommended Projects



Project ID	Countermeasure	Qty	Unit Cost	Total Unit Cost	PE	ROW	UTL	CST	Total Cost
1	Sidewalk with drainage	1.1	\$1,100,000	\$1,252,138	\$187,821	\$250,428	\$187,821	\$313,034	\$2,191,241
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
									\$2,192,991
2	Sidewalk with drainage	1.3	\$1,100,000	\$1,437,561	\$215,634	\$287,512	\$215,634	\$359,390	\$2,515,732
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
									\$2,517,482
3	Sidewalk with drainage	1.1	\$1,100,000	\$1,250,229	\$187,534	\$250,046	\$187,534	\$312,557	\$2,187,901
	Advance Warning Flasher (Limited Sight Distance Ahead)	2	\$10,000	\$20,000	\$3,000	\$4,000	\$3,000	\$5,000	\$35,000
									\$2,222,901
4	Sidewalk with drainage	0.1	\$1,100,000	\$109,662	\$16,449	\$21,932	\$16,449	\$27,416	\$191,909
									\$191,909
5	Rectangular Rapid Flashing Beacon (RRFB)	1	\$30,000	\$30,000	\$4,500	\$6,000	\$4,500	\$7,500	\$52,500
	High-Visibility Crosswalks	1	\$250	\$250	\$38	\$50	\$38	\$63	\$438
									\$52,938
6	Rectangular Rapid Flashing Beacon (RRFB)	1	\$30,000	\$30,000	\$4,500	\$6,000	\$4,500	\$7,500	\$52,500
	High-Visibility Crosswalks	1	\$250	\$250	\$38	\$50	\$38	\$63	\$438
									\$52,938
7	Sidewalk with drainage	0.6	\$1,100,000	\$700,169	\$105,025	\$140,034	\$105,025	\$175,042	\$1,225,295
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
									\$1,227,045
8	Sidewalk with drainage	0.0	\$1,100,000	\$31,282	\$4,692	\$6,256	\$4,692	\$7,820	\$54,743
									\$54,743
9	Warning Sign (flashing/edge-lit)	1	\$8,500	\$8,500	\$1,275	\$1,700	\$1,275	\$2,125	\$14,875



Project ID	Countermeasure	Qty	Unit Cost	Total Unit Cost	PE	ROW	UTL	CST	Total Cost
	High-Visibility Crosswalks	1	\$250	\$250	\$38	\$50	\$38	\$63	\$438
									\$15,313
10	Sidewalk with drainage	0.6	\$1,100,000	\$648,006	\$97,201	\$129,601	\$97,201	\$162,001	\$1,134,010
									\$1,134,010
11	Sidewalk with drainage	0.3	\$1,100,000	\$332,163	\$49,824	\$66,433	\$49,824	\$83,041	\$581,285
									\$581,285
12	Sidewalk with drainage	0.5	\$1,100,000	\$557,579	\$83,637	\$111,516	\$83,637	\$139,395	\$975,763
									\$975,763
13	Sidewalk with drainage	0.3	\$1,100,000	\$305,614	\$45,842	\$61,123	\$45,842	\$76,404	\$534,825
									\$534,825
14	Sidewalk with drainage	0.0	\$1,100,000	\$41,929	\$6,289	\$8,386	\$6,289	\$10,482	\$73,375
									\$73,375
15	Signal Modification	1	\$20,000	\$20,000	\$3,000	\$4,000	\$3,000	\$5,000	\$35,000
	Restriping and RPMs	0.1	\$10,000	\$758	\$114	\$152	\$114	\$189	\$1,326
									\$36,326
16	Add median section (raised)	65	\$250	\$16,250	\$2,438	\$3,250	\$2,438	\$4,063	\$28,438
	Prohibited Movement Sign (static)	1	\$3,000	\$3,000	\$450	\$600	\$450	\$750	\$5,250
									\$33,688
17	Rectangular Rapid Flashing Beacon (RRFB)	1	\$30,000	\$30,000	\$4,500	\$6,000	\$4,500	\$7,500	\$52,500
	High-Visibility Crosswalks	1	\$250	\$250	\$38	\$50	\$38	\$63	\$438
									\$52,938
18	Rectangular Rapid Flashing Beacon (RRFB)	1	\$30,000	\$30,000	\$4,500	\$6,000	\$4,500	\$7,500	\$52,500
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
	Restriping and RPMs	0.2	\$10,000	\$1,515	\$227	\$303	\$227	\$379	\$2,652



Project ID	Countermeasure	Qty	Unit Cost	Total Unit Cost	PE	ROW	UTL	CST	Total Cost
27	Sidewalk with drainage	0.5	\$1,100,000	\$576,817	\$86,523	\$115,363	\$86,523	\$144,204	\$1,009,430
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
									\$1,011,180
28	Sidewalk with drainage	0.3	\$1,100,000	\$287,540	\$43,131	\$57,508	\$43,131	\$71,885	\$503,195
29	Sidewalk with drainage	0.4	\$1,100,000	\$478,815	\$71,822	\$95,763	\$71,822	\$119,704	\$837,926
30	Sidewalk with drainage	0.4	\$1,100,000	\$450,505	\$67,576	\$90,101	\$67,576	\$112,626	\$788,384
31	Sidewalk with drainage	0.3	\$1,100,000	\$287,392	\$43,109	\$57,478	\$43,109	\$71,848	\$502,935
32	Sidewalk with drainage	0.1	\$1,100,000	\$107,213	\$16,082	\$21,443	\$16,082	\$26,803	\$187,622
33	Sidewalk with drainage	0.6	\$1,100,000	\$644,171	\$96,626	\$128,834	\$96,626	\$161,043	\$1,127,299
34	Sidewalk with drainage	0.6	\$1,100,000	\$648,527	\$97,279	\$129,705	\$97,279	\$162,132	\$1,134,922
	High-Visibility Crosswalks	4	\$250	\$1,000	\$150	\$200	\$150	\$250	\$1,750
									\$1,136,672
35	All-Way/Side Street Flasher	2	\$50,000	\$100,000	\$15,000	\$20,000	\$15,000	\$25,000	\$175,000
	Intersection Lighting	4	\$8,000	\$32,000	\$4,800	\$6,400	\$4,800	\$8,000	\$56,000
									\$231,000
									\$19,964,079

POND