East End
DISTRICT

East End Community Mobility & Safety Initiative (CMSI)

(DRAFT)

2025

Contents

Executive Summary

The East End Community Mobility & Safety Initiative (CMSI) is a data-driven plan to improve transportation safety across Houston's East End. Evolving from a school- and rail-focused strategy, the CMSI now encompasses vital community locations including health clinics, grocery stores, fuel stations, and gathering places. By integrating High Injury Network (HIN) data and insights from community partners, the initiative aims to identify risk zones, implement targeted infrastructure improvements, and elevate safety and accessibility for residents of all ages.

The CMSI aligns local observations with citywide data to reduce crashes, enhance walkability, and support equitable access to care, food, and transportation. Strategic engagement of community members, combined with partnerships with Vision Zero, LinkHouston, METRO, and others, ensures lasting impact and local ownership.

Key Metric	Status/Value
Community Sites Mapped	150+ (clinics, grocers, gas stations, gathering sites)
High Injury Network Corridors Prioritized	10+ key corridors (Harrisburg Blvd, Canal St, etc.)
Projected Annual Community Cost Without Program	$14M – $28M
Estimated Year 1 Program Cost	$327,250
Top Interventions	Crosswalks, signs, speed bumps, pedestrian channelization
Community Engagement Partners	Schools, clinics, PTAs, local businesses, METRO
Toolkits Distributed	Bilingual materials for safety, health access, transit awareness
Annual ROI	38x return if one fatality is prevented

East End District Transportation Safety Plan (TSP)

Mission Statement

The East End District's Pedestrian Safety mission is to foster a walkable, accessible, and safe environment that encourages community connection. By prioritizing pedestrian-friendly infrastructure, thoughtful design, and consistent maintenance, the District will continue to collaborate with governmental officials in support of projects that improve access to commercial corridors and enhance the overall experience for residents and visitors. In partnership with community stakeholders and local businesses, the District is committed to creating a vibrant, culturally rich, and pedestrian-centered community that is both welcoming and secure.

Primary Goal

To enhance traffic safety in the East End District, especially for residents of all ages and abilities commuting to and from schools, clinics, grocery stores, and gathering places, through strategic assessments, education, and data-informed interventions.

Program Objectives

- **Assess and Prioritize Risk Areas:** Identify city centers (schools, clinics, community centers) within high-risk transportation zones
- Track and Improve Conditions: Use SR4S and HIN-integrated tools and community surveys to assess roads and recommend improvements
- **Community Engagement:** Empower school and community stakeholders to lead data collection and safety education
- **Resource Allocation:** Direct funding and advocacy toward the highest-risk areas
- **Awareness and Education:** Implement monthly campaigns aligned with national safety themes
- **Program Monitoring:** Track external transportation projects and integrate with local goals

Implementation Framework

Data Collection & Risk Assessment

1) **Mapping & Inventory**

   - Finalize mapping of 50+ schools and community sites.
   - Prioritize based on:
     - Proximity to rail lines
     - Placement within the Houston Vision Zero High Injury Network (HIN)
     - Crash data
     - Congestion and infrastructure deficits

2) **SR4S and HIN-integrated tools Rating Implementation**

- Train PTA members, school staff, or community volunteers on the iRAP SR4S and HIN-integrated tools app
- Each school completes surveys and submits coded segments for scoring
- Use heatmaps to visually represent danger zones

3) Community Surveys

- Deploy Link Houston's school and parent surveys.
- Record qualitative data (e.g., anecdotes of "creative driving," unsafe rail crossings).

4) Gant Chart – Implementation Timeline

Gantt chart for the East End District Transportation Safety Program, outlining key activities from July 2025 through June 2026. Each bar represents the duration of a major task or milestone, visually aligning with your implementation timeline.

East End District Transportation Safety Program - Gantt Chart (2025–2026)
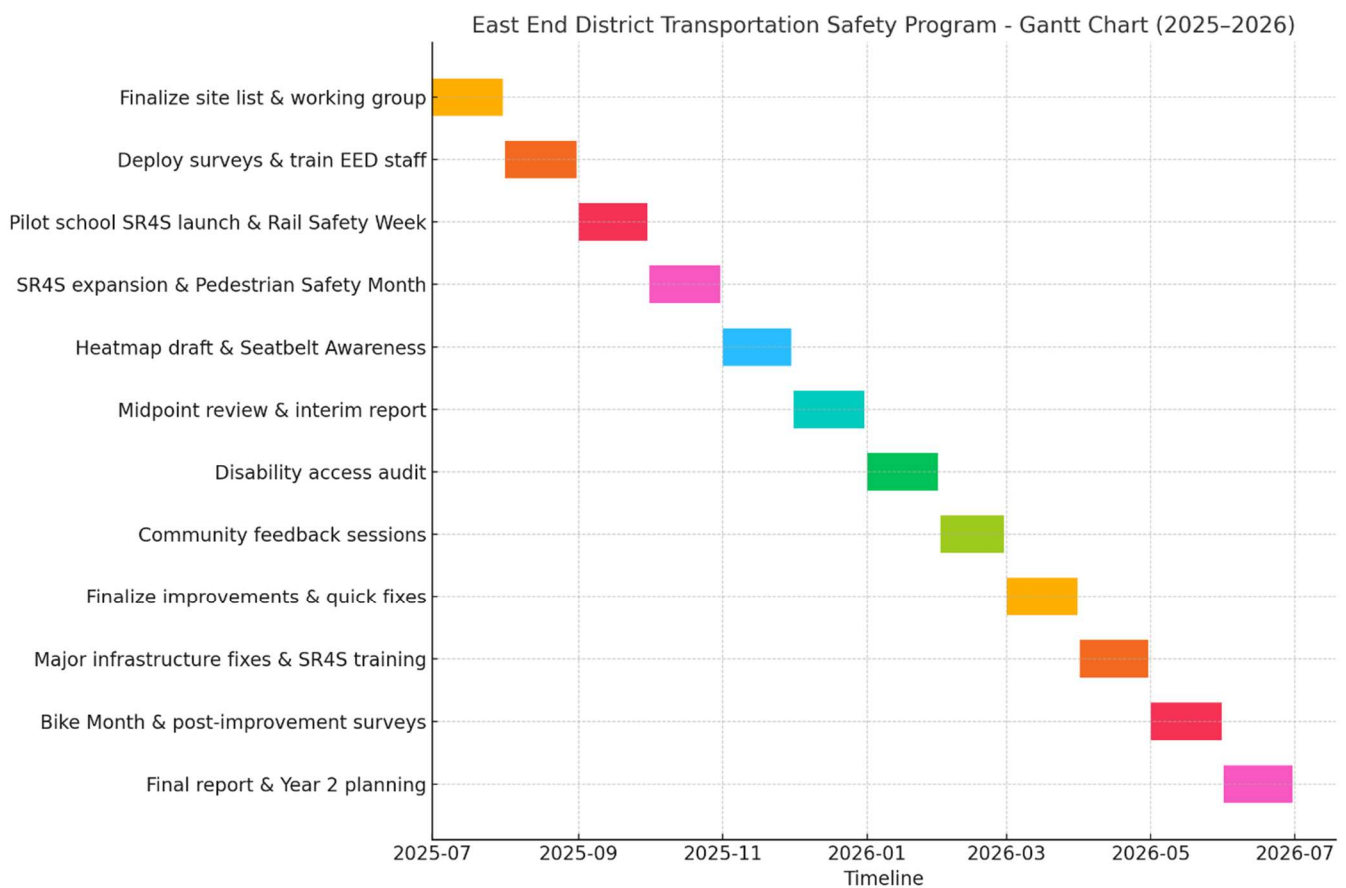
Education & Engagement

1) Monthly Safety Awareness Themes

Month	Campaign	Activities
September	Rail Safety Week	Texas Operation Lifesaver visits, rail line awareness
October	National Pedestrian Safety Month	Walk audits, walking school buses, reflective gear kits
November	Seatbelt Awareness Month	School assemblies, occupant safety games for kids
May	National Bike Month	Bike rodeos, helmet giveaways, bike route mapping

2) Toolkits & Materials

- Distribute bilingual safety flyers and road safety toolkits at schools and clinics.
- Customize toolkits for rail safety, pedestrian safety, and bike commuting.

Route & Infrastructure Improvements

1) Simple, High-Impact Interventions based on SR4S and HIN-integrated tools analysis, prioritize low-cost safety measures:

- Crosswalk striping and signage (~$750/crosswalk)
- Flashing school signs (~$3,000)
- Speed bumps (~$5,000/unit)
- Pedestrian channelization (cones/barriers)
- Crossing guards (~$28,000/year)

2) Coordinate with City of Houston & METRO

- Share findings to advocate for long-term infrastructure changes.
- Encourage enforcement partnerships in key high-risk areas.

Monitoring & Evaluation

1) Scorecards for Each School

- Use SR4S and HIN-integrated tools ratings and survey data to create a transportation safety profile.
- Track year-over-year improvements.

2) Community Reporting Portal

- Implement a simple reporting tool for residents to log unsafe intersections or near-misses.
- Feed this data into future prioritization and project requests.

3) **Dashboard Tracking**

- Track project status, star rating improvements, and awareness event reach.

External Program Tracking

1) **Monitor and align with:**

- EED Safe Street Technical Advisory Group

- Union Pacific Railroad – Rail crossing coordination, barrier improvements

- Texas Operation Lifesaver – Rail safety resources

- National Safe Routes to School – Best practices, grant opportunities

- TxDOT & Houston Public Works – HIN projects, local street improvements

- FIA Foundation & RoadwaySafety.org – International best practices and funding

- Traffic Injury Research Foundation (TIRF) – research, data analysis, best practices

- Houston Safe Kids

Governance and Sustainability

Project Lead: East End District Transportation Safety Coordinator

Training Team: SR4S and HIN-integrated tools-certified volunteers or contract trainers

Advisors: LinkHouston, Texas A&M ISEN Capstone teams, Traffic Injury Research Foundation, Texas Transportation Institute

Annual Review: Assess progress, revise risk maps, update priorities

Future Capstone Integration: Maintain a knowledge repository and onboarding materials

12-Month Timeline: East End District Transportation Safety Program

Month	Activities	Deliverables / Milestones
Month 1 (July)	• Finalize school/community site list • Coordinate with LinkHouston for survey customization • Form TSP working group • Safety Sync Up – comprised of several entities	✓ School & clinic list confirmed ✓ Community survey drafts reviewed ✓ District Staff to initiate month 1 ✓ Meet to discuss program implementation
Month 2 (August)	• Deploy school & parent surveys • Train EED reps on SR4S • Identify and meet with priority schools/PTAs	✓ Surveys launched ✓ Training materials completed

Month	Activities	Deliverables / Milestones
Month 3 (September)	• Conduct SR4S training at pilot schools • Launch Rail Safety Week campaign	✓ First 3 schools begin SR4S coding ✓ Rail safety materials distributed
Month 4 (October)	• Continue SR4S rollout • Coordinate with public sector organizations on shared data • National Pedestrian Safety Month events	✓ Half of schools participating ✓ Walk audits & pedestrian visibility kits
Month 5 (November)	• Compile preliminary heatmaps • Host seatbelt awareness activities • Begin short-listing locations for recommendations	✓ Draft heatmaps created ✓ Target intersections identified
Month 6 (December)	• Midpoint progress review • Finalize SR4S ratings & community feedback for 60% of schools • Present interim findings to local stakeholders	✓ Midyear report to stakeholders ✓ Coordination on crosswalk/sidewalk plans
Month 7 (January)	• Launch accessibility audit at 10 sites • Coordinate with disability advocates	✓ ADA checklist completed ✓ List of non-compliant features
Month 8 (February)	• Community info sessions on draft recommendations • List cost estimates and funding options	✓ Feedback integrated into final plans
Month 9 (March)	• Finalize recommendations (crosswalks, signs, channelization) • Start low-cost implementation (cones, signage)	✓ Quick-build fixes installed
Month 10 (April)	• Consider larger-scale infrastructure improvements (speed bumps, flashing signs) • Continue training for new schools	✓ Infrastructure improvements underway
Month 11 (May)	• Celebrate National Bike Month • Conduct post-improvement surveys	✓ Comparison data collected
Month 12 (June)	• Final report & presentation to stakeholders • Publish online dashboard • Plan Year 2 scaling	✓ Public dashboard live ✓ Year 2 expansion plan approved

Stakeholder Coordination Summary

Stakeholder	Role	Engagement Method	Frequency
East End District	Lead agency; program management	Biweekly team meetings	Biweekly
LinkHouston	Survey support, community engagement	Survey development, analysis	Monthly
Texas A&M Capstone Teams	SR4S application & data analysis	Onboarding, knowledge transfer	Quarterly
School/PTA Leaders	SR4S raters & advocates	SR4S training sessions, feedback loops	Monthly
Parents & Students	Provide feedback, report hazards	Surveys, community forums	Periodic
City of Houston Public Works	Infrastructure partner	Coordination for signage/sidewalks	As needed
Texas Operation Lifesaver	Rail safety campaigns	Joint events & materials	Annually (September)
Disability Advocates (e.g. Mayor's Office for People with Disabilities)	Accessibility reviews	ADA audits & guidance	Quarterly
Local Clinics & Community Centers	Material distribution hubs	Drop-off points for toolkits & flyers	Monthly
Union Pacific Railroad / METRO	Rail crossing and traffic collaboration	Data-sharing, mitigation planning	Semi-annually
TIRF			

Mitigating Implementation Challenges

1. Economic Barriers

- **Solution:** Prioritize low-cost, high-impact improvements (e.g., painting crosswalks, distributing signs and cones).

- **Funding Opportunities:** Leverage SS4A grant, Safe Routes to School funding, and explore matching City funds.

- Community Volunteers: Engage PTA and student groups to reduce staffing costs for SR4S and HIN-integrated tools assessments.

2. Disability Access Considerations

- **Solution:** Conduct ADA-focused audits of school entry points and sidewalks; use checklists based on the *Americans with Disabilities Act Accessibility Guidelines (ADAAG)*.

- **Community Partners:** Engage local disability rights groups for walkthroughs and input.

- **Implementation:** Prioritize tactile paving, curb ramp improvements, audible crossing signals where possible.

3. Language and Digital Access

- **Solution:** Provide printed bilingual surveys and handouts (Spanish/English); use school call-outs and texts.

- **Low-Tech Access:** Offer in-person meetings and paper forms for families with limited internet access.

4. Lack of Stakeholder Engagement

- **Solution:** Use school-based champions (principals or PTA leaders) to serve as liaisons and motivators.

- Incentives: Recognize participating schools with banners or "Community Safety Star" awards.

5. Inconsistent SR4S and HIN-integrated tools Data Collection

- **Solution:** Provide refresher trainings and office hours; utilize standardized photo checklists to ensure quality.

- **Redundancy:** Encourage multiple raters per site to cross-validate and mitigate errors.

6. "Creative Driving" Behaviors

- **Solution:** Use targeted education campaigns and collaborate with HPD for periodic enforcement during peak travel times. Visual deterrents (flashing signs, crossing guards) have proven impact.

Community Map

The map in figure 1 shows the CMSI's key asset categories in the East End: schools, clinics, grocers, and gas stations. Figure 2 is the official Houston Vision Zero High Injury Network (HIN). It highlights critical nodes where safety, health access, and traffic risk intersect. These maps can guide targeted partnerships and interventions.

East End Key Assets

Gas Stations

🔵 All items

Grocery

🟢 All items
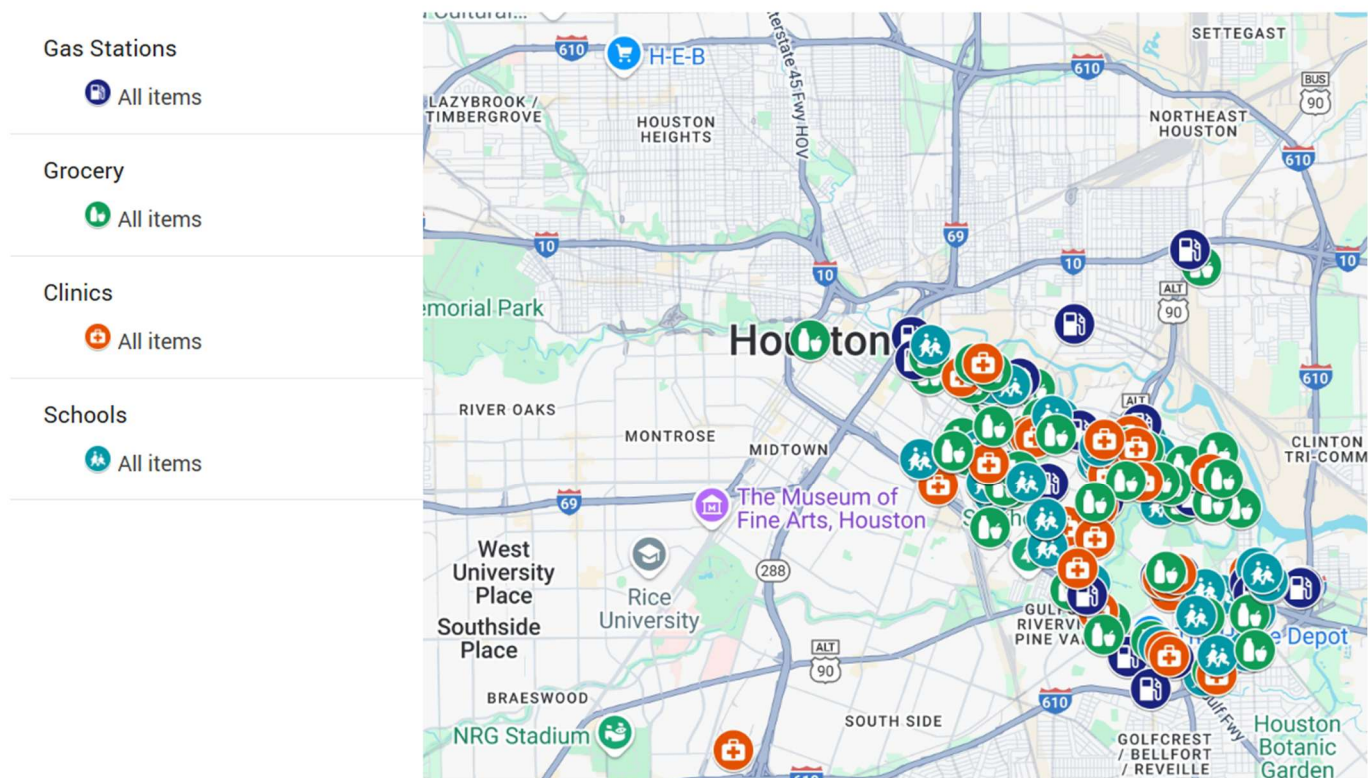
Clinics

🟠 All items

Schools

🔵 All items

Figure 1. Click on the map to open it in a web browser, or use this link:
https://www.google.com/maps/d/u/0/edit?mid=1uM15gBa_rsSTwo5ZmYDJ-MkW3suQhtA&usp=sharing

Cost-Benefit Analysis Projections

Implementation Costs (Over 1 Year)

The purpose of this chart is to provide a transparent, itemized view of what it would cost to implement the CMSI in its first year, focusing on high-impact, community-centered safety interventions.

This chart breaks down the estimated $327,250 total program cost into 6 key categories.

- Training and staff coordination
- Low-cost infrastructure (crosswalks, signs, cones)
- Crossing guards at key sites
- ADA-compliant improvements
- Community education materials
- Administrative oversight and contingency planning

Category	Details	Estimated Cost
Training & Staff Time	SR4S onboarding, outreach coordination	$35,000
Low-cost infrastructure	Crosswalk striping, cones, signs, paint	$50,000
Crossing guards	For 3–5 schools (~$28k/year each)	$85,000
Flashing school zone signs	~$3,000/sign for 10 schools	$30,000
Pedestrian channelization devices	Barriers, cones, curb guides	$10,000
Community materials/toolkits	Printing, translation, flyers	$7,500
ADA-related improvements	Tactile paving, curb ramps, signage	$40,000
Program administration	Oversight, stakeholder engagement, evaluation	$40,000
Contingency (10%)	Budget buffer for overages	$29,750

Total Estimated Cost (Year 1): $327,250

Estimated Community Costs Without the Program

The purpose of this chart is to quantify the financial and social toll of *not* implementing the CMSI, based on real-world crash data, injury statistics, and quality-of-life losses.

This chart estimates the total annual burden of inaction to the East End community to be between **$14 million and $28 million**, including:

- Pedestrian injuries and fatalities

- Emergency response and crash cleanups

- Property damage from crashes

- Lost school time and mental health impacts

- Long-term disability care costs

Preventing a single pedestrian fatality would recoup the program's full cost many times over.

Cost Area	Assumptions	Annual Estimate
Traffic Injuries (non-fatal)	Avg. cost per pedestrian injury: ~$90,000 [CDC, 2023]; Est. 10–15 annually	$900,000 – $1.35 million
Traffic Fatalities	Avg. value of statistical life (VSL): $12.5M [[USDOT, 2024]]; Est. 1–2 per year	$12.5M – $25M
Vehicle damage (train/street crashes)	Property damage, towed vehicles, insurance	$150,000
Emergency response	EMS, police, cleanup (~$8k per event x 15)	$120,000
School impact (missed time, fear, anxiety)	Lost learning, mental health impacts	$100,000+
Long-term medical/disability costs	For 2–4 permanent injuries	$400,000 – $800,000

Total Annual Cost Without Program: $14.17M – $27.52M

Cost Summary and Return on Investment

Comparison	Estimated Cost
Implementing the Safety Program	$327,250
Community Cost Without Program	$14M–$28M annually

Return on Investment (ROI) Conclusion

Even preventing 1 pedestrian death (~$12.5M value) would justify 38x the entire program's annual cost.

Implementing the East End TSP is an exceptionally high-ROI investment:

- It is cost-effective, with primary costs in training, signage, and education.

- It will reduce loss of life, injuries, and financial burden on families and taxpayers.

- It helps foster a healthier, safer, and more walkable community, especially for children and vulnerable populations.

Implementation Costs – Details and Sources

While the charts above summarize implementation cost figures for quick reference, this section offers a deeper look at cost assumptions, unit pricing (e.g., cost per crosswalk or speed bump), and alignment with funding opportunities. Together, they show how a relatively modest investment of $327,250 can yield significant safety and equity benefits particularly when contrasted with the much higher community cost of inaction.

1. **Crosswalks, Signs, Speed Bumps, and Channelization Devices**

    - Estimates:

        o Crosswalk: ~$750 per unit

        o Signage: ~$160 per sign

        o Speed bumps: ~$5,000 per bump

        o Flashing school signs: ~$3,000

        o Channelization devices (cones/barriers): ~$330–$560

Source: Team 22. (2024). *Capstone Project Report: Star Rating for Schools*. Department of Industrial and Systems Engineering, Texas A&M University.

2. **Crossing Guard Salaries**

    - Estimated Cost: ~$28,000/year for part-time crossing guards

Source: Glassdoor, Houston city job postings, and estimates from Safe Routes Partnership

3. **ADA Improvements**

    - Tactile paving, ramps, detectable warning surfaces estimated from ADA compliance cost calculators and city project budgets

Sources:

U.S. Access Board (https://www.access-board.gov/)

National Complete Streets Coalition ADA cost estimates

4. **Program Admin & Community Materials**

    - Estimated based on average costs for small-scale program coordination and printing

Source: Internal budgeting models used by Vision Zero initiatives and Safe Routes to School grantees

Community Costs Without the Program – Details and Sources

1. **Pedestrian Injury Cost**

- Average per pedestrian injury (medical, lost wages, reduced quality of life): ~$90,000

Source: CDC WISQARS Cost of Injury Reports Centers for Disease Control and Prevention (CDC). (2023). *WISQARS (Web-based Injury Statistics Query and Reporting System)*. https://www.cdc.gov/injury/wisqars/index.html

2. **Value of Statistical Life (VSL)**

- USDOT Recommended VSL (2024): $12.5 million per fatality

Source: U.S. Department of Transportation (USDOT). (2024). *Guidance on Treatment of the Value of a Statistical Life in Economic Analysis*. https://www.transportation.gov/office-policy/transportation-policy/revised-departmental-guidance-on-valuation-of-a-statistical-life-in-economic-analysis

3. **Vehicle/Property Damage from Crashes**

- Estimated $10,000–$15,000 per serious crash (repairs, tows, lost wages)
- 10–15 incidents annually due to congestion/rail interaction

Sources:

AAA Foundation for Traffic Safety. (2022). *Cost of Vehicle Crashes*

FHWA Highway Safety Manual crash cost averages

4. **Emergency Response Costs**

- EMS, police response, and road closures per crash: ~$8,000 per serious incident

Source: National Highway Traffic Safety Administration (NHTSA) and city budget averages

5. **Mental Health / Missed Learning Impacts**

- **Although hard to quantify precisely, repeated exposure to unsafe environments reduces academic performance and increases anxiety.**

Source (estimates)

Kleszczewska et al. (2020). *Active transport to school may reduce psychosomatic symptoms...* Int J Environ Res Public Health

CDC's Adverse Childhood Experiences (ACEs) framework

6. **Long-Term Disability**

- Based on Social Security and insurance data, a severe injury requiring long-term care may cost $250,000–$500,000+ in lifetime healthcare and assistance.

Sources:

National Safety Council Injury Facts

Council for Disability Awareness

Conclusion

The East End Community Mobility & Safety Initiative (CMSI) represents a bold yet practical approach to protecting lives, improving infrastructure, and enhancing quality of life for all residents of the East End. By expanding the programs focus beyond schools and rail crossings to include clinics, grocery stores, fuel stations, and other essential destinations, the CMSI reflects the true complexity of how people move through and depend on their community.

Through data-informed decision-making, strategic partnerships, and meaningful engagement with residents and frontline organizations, this initiative lays the groundwork for a safer, more connected, and accessible neighborhood. The costs of inaction, measured in lives lost, injuries sustained, and long-term community harm are too high to ignore. In contrast, CMSI is a high-return investment with measurable outcomes and deep local value.

Moving forward, this plan offers a scalable and replicable framework for urban districts seeking to merge grassroots insight with system-level strategy. Together, we will strengthen, protect and empower the East End community.

Appendix A - Community Transportation Safety Engagement Workflow

Roles and Responsibilities for The Traffic Safety Coordinator (TSC)

Position Overview: The Traffic Safety Coordinator oversees outreach and data collection activities to assess and improve student and community transportation safety in proximity to high-risk intersections and railroad crossings, with a focus on East End Houston schools and nearby facilities.

Key Responsibilities:

1. Preparation & Resource Management

- Maintain and distribute printed and digital versions of:
    - Project overview / summary flyer
    - Transportation safety surveys (with QR code and short URL)
    - Contact log templates (digital + clipboard-ready)
    - Spanish/English bilingual materials
- Keep updated versions of:
    - Interactive GIS maps showing schools, high-risk intersections and railroad crossings, clinics, and community hubs
    - School list with address, enrollment numbers, mode of transportation, and assigned contact persons

2. Contact Zone Planning

- Use GIS layers and project maps to:
    - Prioritize schools near high-risk intersections and railroad crossings
    - Identify nearby medical clinics, daycares, businesses, community centers, gathering spots, metro and school bus routes
- Document identified zones and updated routing plans weekly

3. Engagement & Site Visits

- Conduct in-person visits and phone outreach to:
    - Schools (principals, safety officers)
    - Clinics (directors or intake personnel)
    - Local businesses and community organizations
- Explain project objectives:

    "We're identifying how children and residents travel near train tracks and intersections to improve transportation safety and reduce risk."

- Leave behind or send:
    - QR-coded survey flyer

o Printed version for posting in high-traffic areas

4. Data Collection & Logging

- Log each contact made, including:
    o Date, location, contact name/title
    o Type of facility (school, clinic, business, etc.)
    o Noted safety concerns (e.g., speeding, blind crossings, blocked sidewalks)
    o Willingness to share surveys with community
    o Interest in future meetings or partnerships

5. Survey Monitoring & Weekly Review

- Monitor digital form submissions weekly
- Digitize and enter all paper surveys
- Review for:
    o Most common transportation modes (walkers, bikers, parent drop-offs, bus riders)
    o Rail crossing interactions
    o Reported safety hazards or near-miss locations
- Flag locations needing urgent follow-up

6. Follow-Up & Coordination

- Revisit or call back high-priority sites
- Organize safety walkthroughs as needed
- Coordinate with:
    o HISD safety and transportation
    o City of Houston Public Works
    o METRO transit reps
    o TxDOT and local rail partners

7. Reporting & Analysis

- Maintain up-to-date records in centralized database or Google Sheet
- Produce a weekly dashboard showing:
    o Contacts made
    o Survey response rates
    o Top issues reported
    o Locations needing intervention
- Compile data summaries by:
    o School name
    o Rail crossing proximity
    o Mode of travel distribution

8. Community Liaison

- Attend community meetings, civic clubs, or parent groups to present findings when appropriate
- Share feedback loops with partners who participated in the data collection
- Assist in identifying solutions (e.g., signage, sidewalk repair, rail crossing alerts)

Appendix B – Roles and Responsibilities

East End Transportation Safety Plan: Data Collection Workflow & Roles

Position Title: Community Transportation Data Collector

Objective: Support the CMSI by collecting accurate, location-specific transportation safety data from East End residents to inform safety improvements for pedestrians, cyclists, and public transportation users.

Weekly Workflow Summary

Day	Task	Description
Monday	**Planning & Prep**	Review assigned locations (schools, clinics, community sites); ensure survey tools (QR codes, forms, tablet) are ready.
Tuesday–Thursday	**Field Data Collection**	Visit assigned areas to distribute and collect surveys. Engage residents, parents, business staff, and METRO users.
Friday	**Data Entry & Notes**	Submit completed surveys, upload data, log field notes (concerns, patterns, anecdotes).
Ongoing	**Community Feedback**	Identify residents willing to share more; report community input about hazards or frequent train delays.

Responsibilities

1. Survey Distribution & Collection

- Distribute bilingual surveys at:
    - Schools during drop-off/pickup times
    - Clinics and grocery stores
    - Community centers and bus stops
- Encourage digital submission using QR code
- Provide paper copies if needed
- Answer participant questions

2. Site Observations

- Observe unsafe crossings, train delays, or near-misses

- Record notes with date/time and location

- Photograph or sketch if safe and relevant

3. Resident Interviews (optional)

- Ask simple questions if the resident is willing:

    - "Have you ever been delayed by a train here?"

    - "Do you feel safe walking or biking in this area?"

- Record verbatim quotes or concerns when possible

4. Documentation & Upload

- Upload digital survey responses to designated platform

- Return completed paper forms to supervisor

- Log field activities: location, number of surveys completed, and any major observations

Tools Provided

- iPad/tablet or clipboard

- Printed bilingual surveys

- QR code flyers

- Reflective vest & badge

- Area assignment sheet

- Training materials on Vision Zero & CMSI goals

Reporting Structure

- **Reports To:** CMSI Program Manager or Safety Coordinator

- **Weekly Check-ins:** Required (in-person or virtual)

- **Escalation Contact:** Project Lead for East End District or METRO liaison if rail issue is observed

Success Indicators

- Minimum 25 survey contacts per week

- Documented notes from at least 3 community sites

- Participation in 1 campaign event per month (e.g., Rail Safety Week, Bike Month)

- Consistent and timely data upload

Appendix C – Year 1 Milestone Tracker

Traffic Safety Coordinator Milestone Tracker & Evaluation Tool (Year 1)

For Use: August 2025 – July 2026

Getting Started: First 30 Days

Task	Description	Completion Indicator
Orientation & Review	Review the CMSI program plan, HIN corridor maps, school/clinic lists, and partner roles	Completed orientation checklist
Safety Sync-Up Meeting	Convene with LinkHouston, PTA reps, and East End staff	Meeting notes filed
Survey Tools Prep	Customize and finalize parent and school surveys with LinkHouston	Surveys approved and ready
Stakeholder Contacts	Introduce self to schools, PTAs, METRO, City of Houston partners	Intro emails sent, contact list compiled

Monthly Milestones Overview

Month	Key Priorities	Deliverables
August	Finalize site lists, form working group, prep surveys	Confirmed lists, kickoff meeting held
September	Launch surveys, train reps on SR4S tools	Surveys deployed, training logs
October	Start SR4S coding at pilot schools, lead Rail Safety Week	First 3 schools coded, event materials shared
November	Expand SR4S, coordinate data, lead walk audits	50% schools coded, Pedestrian Safety event
December	Analyze early results, start recommendation shortlist	Draft heatmaps, intersection shortlist
January	Midpoint report & partner presentations	Mid-year report delivered
February	Conduct accessibility audits, engage disability advocates	ADA audit checklist completed
March	Host community info sessions on proposed improvements	Community feedback summary

April	Finalize safety improvement plan, start "quick build" fixes	Quick-fix installations documented
May	Begin infrastructure upgrades, continue training	Larger projects underway
June	Celebrate Bike Month, conduct follow-up surveys	Event photos, post-improvement data
July	Prepare Year-End Report, launch dashboard	Report delivered, dashboard published

Quarterly Evaluation Rubric

Domain	Metrics & Indicators	Meets Expectations
Data Collection	% of schools/sites completed with SR4S/HIN ratings	≥ 75% coded
Community Engagement	# of events led, stakeholder meetings held	≥ 4 community events; biweekly meetings
Education Campaigns	Toolkits distributed, safety weeks executed	≥ 3 campaigns completed
Infrastructure Changes	Quick fixes installed, plans advanced	≥ 3 quick fixes completed
Reporting	Midyear and Year-End reports submitted on time	All reports submitted & shared
Stakeholder Coordination	Active engagement of at least 5 key partners	Monthly partner check-ins recorded
Problem-Solving	Demonstrated response to barriers (e.g., ADA gaps, volunteer shortages)	Documented challenges and solutions

Ongoing Weekly Workflow Plan

Day	Task	Purpose
Monday	Planning & Scheduling	Organize meetings, prep materials, review partner needs
Tuesday–Thursday	Fieldwork	Site visits, survey oversight, training support
Friday	Admin & Reporting	Upload data, log site observations, submit weekly summary

Success Indicators for Year 1

- 100% of schools and clinics coded with SR4S/HIN data
- At least 3 low-cost infrastructure interventions implemented
- Midyear and final reports shared with stakeholders
- Active public dashboard displaying outcomes
- High satisfaction among community partners (informal end-of-year feedback survey)

Appendix D – Ripple Effect Map Program Evaluation Plan

Purpose: To identify and visually document the direct and indirect impacts of the CMSI project across individuals, systems, and the community.

Goals of REM

- Capture community and stakeholder perceptions of project outcomes (intended and unintended).
- Illustrate how education, infrastructure, and engagement efforts ripple into broader systems change.
- Support program evaluation, storytelling, and sustainability planning.

REM Process Overview

Phase	Activities
1. Preparation	Identify 8–12 key stakeholders: PTA leaders, school staff, METRO reps, community members, clinic partners, etc.
2. Group Mapping Session	Host a 1.5–2 hour facilitated session (in person or virtual). Use a whiteboard or digital tool (e.g., Miro or Jamboard). Start with a central question: "What has changed as a result of CMSI efforts?"
3. Storytelling & Probing	Participants share examples; facilitator probes using Appreciative Inquiry: "What happened next?", "Who else was impacted?", "What made that possible?"
4. Mapping the Ripples	As participants talk, the facilitator maps effects into four ripple categories: Individual, Organizational, Community, Systems/Policy
5. Documentation & Theming	Transcribe the map. Identify patterns and themes. Use the map to support reports, presentations, and funding proposals.

Ripple Categories

- Direct Impacts (e.g., improved safety, increased awareness)
- Behavioral Changes (e.g., parents using crosswalks, schools requesting audits)
- Relationship Changes (e.g., METRO-school partnerships)
- Policy Shifts (e.g., new ADA standards adopted at schools)

Example Ripple: "Rail Safety Week"

Central Action: CMSI hosts Rail Safety Week with Texas Operation Lifesaver at 3 pilot schools.

Example Ripples:

1. Individual Level
   → Students learn safe rail crossing habits
   → Parent volunteers increase safety patrols

2. Organizational Level
   → School PTA allocates funds for safety vests and signs
   → Clinic across the street starts distributing rail safety flyers

3. Community Level
   → METRO installs new signage near rail stop based on student feedback
   → Local businesses join the next campaign with coupons for safe commuters

4. Systems/Policy Level
   → Union Pacific Rail adds East End to its priority education route
   → City includes school rail crossing in its annual safety audit

Sample Visual Ripple Effect Map
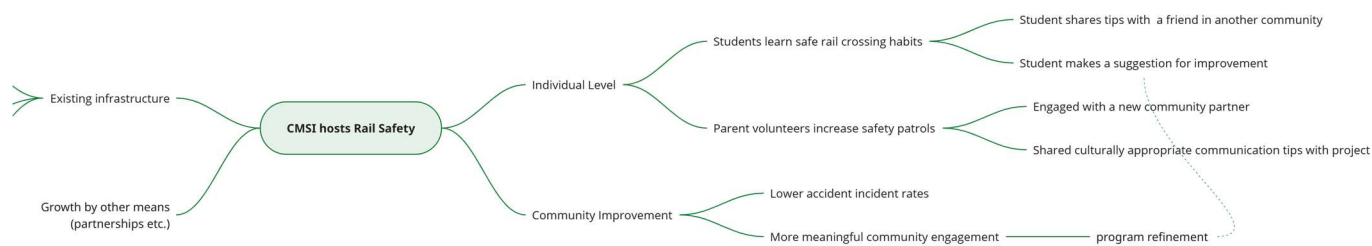
Tips for Success

- Use visuals and sticky notes during mapping.
- Record quotes for powerful storytelling.
- Revisit the map 6–12 months later to identify new ripples.