

# EVALUATION

# 6



**Goal: Develop performance measures that track and analyze the effectiveness of policies, programs, infrastructure and events.**

Developing evaluation and monitoring programs are valuable components to analyze the effectiveness of infrastructure improvements, activities and events implemented through the Safe and Healthy Streets Plan. Progress of programs can be tracked through performance measures to enable constituents, lawmakers, and funding sources to see the effectiveness of programs implemented. Adjustments can be made if programs are not performing as desired, while successful policies can be recreated, expanded upon, or implemented elsewhere in the city. Through implementing the evaluation policies described below, Glendale can further reach its goal of becoming a community where it is safer and more enjoyable for all to walk or ride a bicycle.

An important aspect of evaluating progress in implementing the Safe and Healthy Streets Plan is to establish performance measures. Performance measurement is the process of establishing parameters within programs, policies and projects to chart progress that such programs, policies and projects are achieving desired results.

Performance measurement is useful for measuring the success of pedestrian and bicyclist projects, since many are implemented incrementally, along with other capital improvement projects throughout the city. To help ensure that pedestrian and bicyclist facilities are being properly implemented and to chart the City's progress, regular and ongoing review of performance measures are necessary.

## **6.1 - Policy: Establish regular updates to City policies and documents related to bicyclists and pedestrians.**

### **6.1a – Recommend that current and future pedestrian and bicyclist related policies and policy documents such as the Bikeway Master Plan and the Safe and Healthy Streets Plan be updated regularly with specific timelines and measurable goals.**

Policies and their respective documents need to be updated on a regular basis to ensure that they continue to properly serve pedestrians and bicyclists. As plan recommendations are implemented, priorities for improvements may change and new opportunities may be identified. Population growth, demographic changes, intensification of land use, and additional funding sources are all variables that may present an opportunity to update policies. In addition, each document shall contain an implementation plan with specific timelines.

Establishing a framework of frequent and coordinated updates to transportation related documents will ensure that City policies and documents stay relevant. Updating policies regularly will also benefit Glendale by ensuring the City will be eligible for a variety of federal, state and local grants to pay for mobility-related projects. This will set a framework to obtain funding for capital improvement projects that will create additional pedestrian and bicyclist infrastructure in the City, ultimately benefiting Glendale residents and visitors.

## 6.1b – Require that the Bikeway Master Plan be updated every three years to be eligible for most State and Federal Funding Sources.

The Bicycle Transportation Account (BTA) is an annual program through Caltrans that provides state funds for city and county bicycle projects. Through regular updates of the Bikeway Master Plan, the City will be eligible to fund projects that will benefit mobility and safety for bicyclists riding through or within Glendale. Federal agencies also require regular updates of the Bikeway Master Plan to qualify for their funding sources.

## 6.2 – Policy: Establish regular, on-going evaluation and monitoring of engineering projects.

### 6.2a – Incorporate pedestrian/bicyclist project implementation in the regular review of Capital Improvement Projects.

In addition to updating the policy framework on a regular basis, it is important to update the existing review process for capital improvement projects in the City of Glendale. All current and future City of Glendale street improvement projects under the Public Works Department should consider the feasibility of pedestrian and bicyclist infrastructure improvements as part of the regular project planning process. This can be implemented regardless if formal policies have been adopted.



Figure 6-1. All street improvement projects should consider pedestrian and bicyclist infrastructure improvements.

In addition to the Safe and Healthy Streets Plan supporting the potential incorporation of bicyclist and pedestrian improvements into every capital improvement project, the state of California is in support of this policy direction through adopting the Complete Streets Act of 2008. This act requires all jurisdictions to look at incorporating multi-modal options for all users on every street improvement project. More explanation on specific components of the Complete Streets Act are covered in greater detail in Chapter 5, policy 5.3 of this document.

Once respective mobility policies are adopted, capital improvements shall factor infrastructure improvements for all modal users, with regularly scheduled citywide audits on pedestrian and bicyclist infrastructure to ensure that pedestrian and bicyclist infrastructure is being properly maintained for the safety and mobility of all users in the City of Glendale.

### **6.3 – Policy: Create an official TPC Pedestrian and Bicyclist Advisory Committee and a Pedestrian and Bicyclist Technical Advisory Team dedicated to the review and implementation of Pedestrian and Bicycle policies.**

#### **6.3a – Officially create a Pedestrian and Bicyclist Technical Advisory Team composed of City Staff to evaluate pedestrian and bicycle policies.**

The City Traffic & Transportation Administrator will officially form the Technical Advisory Team consisting of staff from Public Works Traffic & Transportation and Engineering Divisions, Community Development, Community Services and Parks, and the Police Department. It is important to note that Staff members from these departments have already been actively working together as one coordinated team on implementing pedestrian and bicycle friendly policies, programs and infrastructure. The Safe and Healthy Streets Plan supports continuing this active collaboration through an official formation of a staff team dedicated to the implementation and evaluation of pedestrian and bicycle programs, policies and infrastructure. Additional activities of the Technical Advisory Team are included in Chapter 4, policy 4.1a.

#### **6.3b – Create a TPC Pedestrian and Bicyclist Advisory Committee composed of representatives from the Transportation and Parking Commission, Planning Commission, Parks Commission and Glendale Residents.**

In order to ensure that pedestrian and bicyclist policies are being effectively implemented and for proper review of performance measures, it is recommended that the City of Glendale establish a Committee from the Transportation and Parking Commission to specifically address pedestrian and bicycle issues. This Committee may invite members from other commissions from the city including the Planning Commission, Parks Commission and members from the community including residents and members of the business community. It is recommended that all members of this Committee will have an interest in, and knowledge of, pedestrian and bicyclist issues. The Committee will enable feedback from the community so that unmet needs and future projects can be addressed. Additional activities of the TPC Advisory Committee are included in Chapter 4, policy 4.1a and 4.1b.



### 6.3c – City Pedestrian and Bicyclist Technical Advisory Team to conduct regularly scheduled updates to the TPC Pedestrian and Bicyclist Advisory Committee on the implementation of pedestrian and bicycle policies and the Safe and Healthy Streets Plan.

In addition to establishing a set of performance measures, it is recommended that the City's Pedestrian and Bicyclist Technical Advisory Team present regularly scheduled updates on the implementation of the Safe and Healthy Streets Plan to the City TPC Pedestrian and Bicyclist Advisory Committee. Improvements and implementation of pedestrian and bicycle policies, programs and infrastructure will be presented to stakeholders as a result of these updates. To aid staff in establishing a priority for implementation of items, The Safe and Healthy Streets Plan includes an Action Plan with a set of immediate-term, short-term, medium-term and long-term policies. These items are discussed in further detail in Chapter 9 of this document.

## 6.4 – Policy: Assess pedestrian/bicycle programs, events and infrastructure improvements as recommended by the Safe and Healthy Streets Plan.

### 6.4a – Conduct regular bicycle/pedestrian counts in September.

Through the award of the PLACE Grant, the City of Glendale has conducted counts of bicyclists and pedestrians citywide in September of 2009 and 2010. The primary objective of the 2009 Glendale Pedestrian and bicyclist Count was to establish baseline data, with future counts referencing this data to evaluate the effectiveness of improvements and programs. The counts have been conducted using standard methodology from the National Bicycle and Pedestrian Documentation Project (NBPD) which includes the following:



Figure 6-2. Bicyclist and pedestrian count in Glendale, 2010

- Consistent count days and times – the NBPD consistently takes counts in September of each year for their nationwide research and analysis
- Consistent count methods and materials
- Centralized data collection and analysis
- Open access to all research professionals and public agencies

In addition, the City of Glendale placed additional methodology based on selecting count locations, which is based on criteria below:

- Pedestrian and bicycle activity areas or corridors (downtowns, near schools, parks, etc)
- Locations near proposed major bicycle/pedestrian improvements, particularly the PLACE Grant Physical Project Corridor proposed on Riverside Drive and Maple Street
- Representative locations in the urbanized area
- Key corridors that can be used to gauge the impacts of future improvements
- Locations where bicyclist and pedestrian collision numbers are high

The Safe and Healthy Streets Plan supports continuing these counts on a regular basis under criteria established by NBPD and the City of Glendale in the 2009 and 2010 counts. The information received from counting bicyclists and pedestrians will provide insight into bicycling and walking behavior in the City of Glendale, tailoring programs and infrastructure to the needs of the population.

Additional performance measures recommended by the Safe and Healthy Streets Plan can further measure the success of pedestrian and bicyclist related policies through the data obtained from regular counts of bicyclists and pedestrians in Glendale. The data received can be incorporated into the analysis and results of future Bicycle and Pedestrian Count Reports. The following are goals the Safe and Healthy Streets Plan is hoping to achieve:

- Increasing the number of bicyclists and pedestrians recorded during the annual bicycle/pedestrian count
- Increasing the mode share of bicyclists in the City of Glendale
- Increasing the rate of school children walking or bicycling to school
- Increasing the rate of residents walking or bicycling to work, for errands, and recreation
- Decreasing the mode share of single-occupancy vehicular riders in the City of Glendale
- Coordinating with other programs, such as Safe Routes to School, to include schools as part of the yearly count
- Incorporating a Mode of Travel survey into schools as part of the City's yearly pedestrian and bicycle count

#### 6.4b - Conduct a review of pedestrian/bicycle collision reports on a regular basis. Establish safety goals.

As part of the city's Traffic Collision Analysis Program, a series of analyses should be performed on a regular basis to identify if there are locations with high collisions for pedestrians and cyclists. It is highly recommended that the analysis factor the types of collisions that occur and the behavior responsible for the crashes.

From the results of this analysis, the City should develop engineering measures with focused enforcement to improve the safety of pedestrians and cyclists. Analyzing crash data is a positive first step in improving safety of bicyclists, pedestrians and motorists alike.

The Safe and Healthy Streets Plan recommends that the City work to secure funding to administer this program, with City Staff or outside consultants available to analyze results of the data. The Technical Advisory Team will work collaboratively with the City's TPC Pedestrian and Bicyclist Advisory Committee to present results of the report to the public.

The review of collision reports is also discussed in Chapter 4, policy 4.1a, of this document.

### 6.4c - Conduct an inventory of bike racks, lanes, shared lane markings, etc. on a regular basis to chart the progress of implementing this infrastructure. Adopt performance measures for Capital Improvements as a result of this inventory.

An inventory should be completed for pedestrian and bicyclist infrastructure on a regular basis. Upon available funding, variables recommended for analysis include but are not limited to the following:

- The number of bicycle parking racks installed
- The number of pedestrian and bicyclist maps distributed
- A percentage (or number) of bicycle network or pedestrian facilities completed
- A comparison to the prior year's data (measuring increases and decreases in the amount of pedestrian and bicyclist infrastructure)
- An assessment of the condition of bicyclist and pedestrian infrastructure, quantifying these conditions as excellent, good, fair or poor

This inventory can be integrated as part of the analysis for the yearly Bicyclist and Pedestrian Count or yearly report conducted for crash data, or presented as a separate report. The goals behind collecting this data are to:

- Increase bicycle infrastructure, quantifying infrastructure by type (shared lane markings, bicycle lanes, bicycle paths, bicycle lockers, bicycle racks, etc...)
- Increase and Improve pedestrian infrastructure, quantifying infrastructure by type (sidewalks, crosswalks, parks, etc...)
- Increase the quality of maintenance of pedestrian and bicyclist infrastructure

This data can be presented by the City's Pedestrian and Bicyclist Technical Advisory Team as part of a regular update to the City's TPC Pedestrian and Bicyclist Advisory Committee. Due to limited funds and staff time currently available, dedicated funding sources outside of the City's general fund will be required for evaluation of these performance measures. Opportunities for funding are discussed in further detail in Chapter 8, Funding Sources.



Figure 6-3. The condition of bicycle and pedestrian infrastructure should be assessed regularly.

## 6.4d - Adopt performance measures and benchmarks for the implementation of education, encouragement and enforcement programs.

The Safe and Healthy Streets Plan recommends that all education, encouragement and enforcement be assessed on a regular basis for their effectiveness. While this is not a complete list, the following are some possible measurements to track the success of programs and policies:

- Assess the percentage of targeted City staff who participate in training on pedestrian and bicyclist issues
- Assess the number of pedestrian and bicyclist project grant applications submitted and obtained
- Measure the obesity rate for City of Glendale residents, with the goal of decreasing this rate through improved infrastructure and programs
- Measure the life expectancy of City of Glendale residents, with the goal of increasing this number through improved infrastructure and programs
- Track the number of people reached through education programs.
- Track the number and type of promotional events and the number of participants.
- Track the number of bicyclist and pedestrian related crashes, notating increases or decreases.
- Review the most common violations that lead to crashes.

To implement this recommendation, it will be important to secure outside funding sources to collect and analyze the data for these performance measures. Several sources are available for analyzing these measurements. The effectiveness of walking and bicycling around schools can be analyzed through continued efforts to implement components of the Safe Routes to School Program, of which approximately 12 schools within the City of Glendale have been awarded grants as of 2009 and 2010 to participate in the program. Opportunities to assess programs on a City-wide basis can be analyzed as part of the Wellness Campaign administered by the Los Angeles County Department of Public Health.

	Performance Measure	Baseline Measurement	Performance Target	Data Collection Frequency	Data Collection Responsibility
<b>Goal 1</b>	Number of bicyclists observed at counting locations throughout Seattle	To be counted in 2007	Triple the number of bicyclists between 2007 and 2017	Every two years	SDOT, Volunteer groups, Bicycle advocacy organizations
<b>Goal 2</b>	Number of reported bicycle crashes per total number of bicyclists counted and annual traffic volumes	To be calculated in 2007	Reduce the bicycle crash rate by one third between 2007 and 2017	Every two years	SDOT, Law enforcement agencies, Volunteer groups, Bicycle advocacy organizations
<b>Objective 1</b>	Percentage of Bicycle Facility Network Completed	65 miles of existing facilities	Provide 450 miles of recommended facilities by 2017 (includes existing)	Every two years	SDOT Policy and Planning Division & SDOT Pedestrian and Bicycle Program

Figure 6-4. Performance measure example from Seattle, WA



## 6.4e Support and coordinate with outside agencies and consultants to assist the City in evaluation programs

The City of Glendale should support assistance from outside agencies and consultants in evaluating pedestrian and bicycle programs, policies and infrastructure improvements. Outside groups may include the Los Angeles County Bicycle Coalition or a vested City of Glendale stakeholder group. The organizations may help the City in gathering volunteers for a Pedestrian and Bicyclist Count, or assist in research and gathering data on a number of evaluation programs. They may also be of assistance to provide funding for the City to implement the various policy recommendations listed in this chapter.

The Safe and Healthy Streets Plan highly recommends that outside groups collaborate with the Technical Advisory Team when assisting the City with evaluation programs. Working with non-profits, regional and national organizations and community groups will not only be beneficial for possibly funding many programs and policies for Glendale, but it will also bring greater support for walking, bicycling, safety and health initiatives for all residents and visitors to the City.

## 6.5 – Policy: Support alternatives for measuring level-of-service.

The Safe and Healthy Streets Plan supports alternative measurements for level of service (LOS) as mentioned in the Street Typology chapter of the Downtown Mobility Study. Through designating streets to prioritize all transportation modes, modifying the existing level of service measurement to assess the movement of people at intersections versus the movement of cars will have beneficial impacts to pedestrian and bicycle friendly development and infrastructure. Level of Service measurement is also mentioned in Chapter 5, policy 5.3a.

## 6.6 – Policy: Once a framework has been established funding and implementing pedestrian and bicyclist policies, programs, and infrastructure, seek promotional opportunities.

### 6.6a – Pursue Bike Friendly Community Status from the League of American Bicyclists

The League of American Bicyclists' Bicycle Friendly Community Program provides incentives, hands-on assistance, and award recognition for communities that actively support bicycling. A Bicycle Friendly Community welcomes cyclists by providing safe accommodation for cycling and encouraging people to bike for transportation and recreation. There are two application periods per year, with no application fee. The application itself can be used as an evaluation tool, effectively assessing Glendale through



identifying areas of needed improvements as well as celebrating accomplishments. The Bicycle Friendly Community status would place Glendale in the national spotlight as a progressive leader in bicycle policies, leading to positive press in the media, as well as potentially creating eligibility for additional grants.

For more information, go to:

<http://www.bikeleague.org/programs/bicyclefriendlyamerica/communities>

## 6.6b – Apply for a Walk Friendly Community Designation

Established by the U.S. Department of Transportation Federal Highway Administration, Walk Friendly Communities (WFC) is a national recognition program developed to encourage towns and cities across the country to establish or recommit to high priority for supporting safer walking environments. The WFC program will recognize communities that are working to improve a wide range of conditions related to walking, including safety, mobility, access and comfort. Communities that are awarded with a Walk Friendly Community designation will receive national recognition for their efforts to improve a wide range of conditions related to walking. The application process is of no cost and occurs twice a year. As with the Bicycle Friendly Community application, the WFC application can be used as an evaluation tool, effectively assessing Glendale through identifying areas of needed improvements that can form a framework for pedestrian improvements or a pedestrian-oriented policy document.



For more information, go to: <http://www.walkfriendly.org>



