

**IMPROVING THE SAFETY OF BICYCLISTS AND ENHANCING
THEIR INTERACTIONS WITH METROPOLITAN POLICE
DEPARTMENT OFFICERS**



**REPORT AND RECOMMENDATIONS OF THE
POLICE COMPLAINTS BOARD**

TO

**MAYOR VINCENT C. GRAY,
THE COUNCIL OF THE DISTRICT OF COLUMBIA, AND
CHIEF OF POLICE CATHY L. LANIER**

September 29, 2011

POLICE COMPLAINTS BOARD

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I. INTRODUCTION AND OVERVIEW

In February of this year, the Council of the District of Columbia's Committee on Public Safety and the Judiciary heard and received testimony at a public hearing on the topic of police enforcement of pedestrian and bicycle safety laws.¹ A recurring theme throughout the testimony, and in numerous formal and informal complaints received by the Office of Police Complaints (OPC), was that further training of Metropolitan Police Department (MPD) officers in the body of law related to bicycling in the city would be beneficial both to the community and to MPD. The executive director of the Washington Area Bicyclist Association (WABA) testified at the hearing that some persistent problems are ineffective investigation by MPD officers of bicyclist-motor vehicle crashes, lack of adequate training for MPD officers on laws applicable to bicyclists, and officer reticence to enforce the prohibition against vehicular drivers stopping, standing, or parking in bike lanes.² Judging from the testimony at the hearing, there is also a belief that some officers maintain pro-motorist biases due to a perception that some bicyclists recklessly endanger themselves and the lives of others by openly flouting traffic laws.³

To address these concerns, the Police Complaints Board (PCB) makes the following recommendations to better protect bicyclists and improve MPD interaction with the bicycling community. First, MPD should change its method of investigating bicycle-motor vehicle crashes in order to provide appropriate safeguards for bicyclists who are injured. Currently, it appears that some MPD officers are not interviewing injured bicyclists who are taken to the hospital, probably due to the Department's internal written policy requiring officers to complete crash investigation reports before the end of their shifts. Accordingly, MPD should revise its directive to permit officers to leave crash investigations open until all necessary statements have been obtained so that parties involved can be interviewed prior to the report's completion. The officer completing the report should also document the reasons for any missing statements. In addition, to promote better investigation of bicycle-motor vehicle accidents, the traffic crash report form, known as a PD Form 10, should contain more bicycle-specific criteria, so that information pertaining to bicycle-motor vehicle collisions can be more easily identifiable and analyzed.

Second, MPD should better train officers on the applicable bicycling laws in order to prevent and dispel claims that officers are neglecting to enforce traffic laws directly affecting bicyclists and incorrectly citing them for behaviors that are legal. PCB recommends revising the current curriculum used to teach bike-related regulations with the input of local cycling advocacy groups. Third, to address concerns about tension and misunderstanding between bicyclists and police officers, MPD should increase its participation in the District's Bicycle Advisory Council (BAC), a task force established by District law to advise the Mayor, the Council of the District of

¹ *Enforcement of Pedestrian and Bicycle Safety Before the Committee on the Judiciary*, Council Period 19 (D.C. 2011) [hereinafter *Hearing*].

² *Id.*

³ *See id.* *See also* Editorial, *Bicyclists are welcome in D.C., but they, too, should obey the law*, Wash. Post. (May 1, 2011), http://www.washingtonpost.com/opinions/bicyclists-are-welcome-in-dc-but-they-too-should-obey-the-law/2011/04/29/AFHIexUF_story.html (discussing the accusations of fault exchanged between drivers and motorists); James Joyner, *DC Traffic Guide*, Outside the Beltway (Aug. 13, 2010), <http://www.outsidethebeltway.com/dc-traffic-guide> (describing the perceptions of bicyclists and motorists in Washington, D.C.); Shane Farthing, *Resolve, to set the stage for even stronger advocacy in 2011*, Washington Area Bicycle Association (Dec. 22, 2010), <http://www.waba.org/blog/2010/12/resolve-to-set-the-stage-for-even-stronger-advocacy-in-2011> (noting the perception of bicyclists as "scofflaws").

Columbia (District Council), and District agencies on matters pertaining to bicycling issues. In turn, BAC should strengthen the effectiveness of the existing task force by taking more steps to engage the public and by actively advising MPD on bicycling matters. By implementing these proposals, PCB believes that officer-cyclist relations will be improved in the city, leading to safer conditions for those who ride bikes and fewer complaints against police officers.⁴

II. POLICIES AND PRACTICES AT ISSUE

A. MPD Investigation of Bicycle-Motor Vehicle Crashes

MPD General Order 401.03 governs MPD investigation of all traffic crashes, including bicycle-motor vehicle accidents. Where a traffic crash occurs on a highway or public space in the District of Columbia, MPD officers are required to investigate and prepare a report, known as a PD Form 10, when a person is killed or injured or where an involved motor vehicle sustains body or mechanical damage that renders the vehicle inoperable so that it must be towed from the scene.⁵ When a PD Form 10 is mandated, an officer is required to locate the operators and witnesses as well as interview all involved operators and witnesses.⁶ If an injured person is transported from the scene of the crash to the hospital, an officer must arrange to interview the individual and the treating physician.⁷ According to the directive, officers are required to complete an investigation and report before the end of their shift.⁸ Officers may also record follow-up information relating to the traffic crash on a supplemental incident report known as a PD 252.⁹ Officers must complete and submit the incident report to the Department by the end of their shift.¹⁰

B. MPD Training on Bicycle Regulations

Currently, MPD officers review bike-related regulations during a four-hour bicycle and pedestrian safety class taught by MPD in conjunction with the District Department of Transportation (DDOT). There is a 52-page PowerPoint presentation used for class instruction. The presentation contains some valuable information on the topics of crash trends; determinations of fault based on crash type; basic traffic laws, including regulations that apply to bicyclists, motorists, and pedestrians; and common enforcement errors by officers. Absent, however, from the training curriculum is any mention of the proper use of bicycle lanes. This is particularly noteworthy given that the installation of bike lanes in the District has increased significantly over the past few years, growing from about three miles of lanes in 2000 to roughly

⁴ PCB is making these recommendations pursuant to D.C. Code § 5-1104(d) (2011), which authorizes the Board to recommend to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of the MPD and the D.C. Housing Authority's Office of Public Safety reforms that have the potential to reduce the incidence of police misconduct or improve the citizen complaint process. PCB is grateful to the following OPC staff members who assisted in developing, researching, and drafting this report: Philip K. Eure, Executive Director, and Nicole Porter, Special Assistant, who both supervised the project; and Jonathan Trevarthen, summer 2011 law clerk, who is in his third year at Michigan State University College of Law.

⁵ MPD General Order 401.03 (effective Sept. 23, 2009), V.A.1.

⁶ *Id.* at V.C.2.

⁷ *Id.*

⁸ *Id.*

⁹ *Id.*

¹⁰ *Id.*

56 miles in 2010.¹¹ The only mention of bicycle lane usage in the PowerPoint presentation is in a statistical graph comparing the number of miles of bike lanes in the District to the number of reported bicycle crashes. After the factual portion of the class, a five-question quiz is introduced via PowerPoint. This quiz contains two questions specifically related to the enforcement of pedestrian regulations and only one question pertaining to bicycle regulation enforcement.

At the February 2011 hearing, MPD testified that as of February 24, 2011, it had used the safety class to train 600 of approximately 3,850 MPD officers.¹² By July 2011, that number had increased to 1,003 officers, which is roughly 25% of the MPD force.¹³ The Department hoped to have an online training system for these laws put in place within a few months of the hearing so that all MPD officers would be required to review bicycle and pedestrian safety laws.¹⁴ MPD also expressed support for increased distribution of the WABA Pocket Guide to D.C.'s Bike Laws (WABA Pocket Guide) to MPD officers. The document provides helpful information about the District's bicycle regulations and can be used as a refresher training tool for officers.¹⁵ However, the Department ran out of copies of the book by February,¹⁶ and DDOT, which previously supplied the money necessary for WABA to print the book, was unable to continue funding the project.¹⁷

C. The District's Bicycle Advisory Council and MPD's Involvement

The District of Columbia Bicycle Advisory Council (BAC) includes 17 members: a bicycle coordinator from DDOT, a representative from MPD, a representative from the Office of Planning, a representative from the D.C. Department of Parks and Recreation, and 13 community members each appointed by their respective councilmembers.¹⁸ The BAC task force's purpose is to advise the Mayor, District Council, and District agencies on "matters pertaining to bicycling in the District."¹⁹ As part of its mission, the task force is thus empowered to recommend changes to MPD on its enforcement of regulations related to cyclists and the Department's interactions with the bicyclist community. However, the police department's participation in BAC has been sporadic. Additionally, the task force has not recently made any recommendations to MPD, even though it has met at least twice since the February hearing that revealed many of the bicycling community's concerns. Although BAC is required by statute to post on its website a listing of its members, meeting notices, and meeting minutes, in reviewing its website, PCB noticed that only a partial list of members was posted. The website did not list the DDOT bicycle coordinator or any other District agency representatives as BAC members. In addition, there were no posts of prior meeting minutes. All of these issues raise questions about the extent of the task force's activities and the status of any educational efforts regarding bicycle regulation enforcement.

¹¹ See Dist. Dep't. of Transp., District of Columbia Master Plan at 6 (2005); District of Columbia Bike Program Fact Sheet 1(2010).

¹² Hearing, *supra* note 1.

¹³ *Id.*

¹⁴ *Id.*

¹⁵ *Id.*

¹⁶ *Id.*

¹⁷ Telephone interview by Jonathan Trevarthen, OPC law clerk, with Shane Farthing, WABA executive director (July 13, 2011).

¹⁸ D.C. Code § 50-1604(a) (2011).

¹⁹ § 50-1604(d).

III. COMPLAINTS FILED WITH OPC

At least seven people have contacted OPC complaining about officer enforcement of the District's bicycle regulations. In five of those instances, the complaining individuals did not follow up by sending a formal complaint to OPC. In the remaining two cases, complaints were filed but ultimately referred to MPD because their subject matter was outside of OPC's jurisdiction. Four individuals alleged that MPD officers were indifferent to the prohibition against vehicle parking in bike lanes. Another person asserted that an MPD officer "made up" various bicycle laws to stop her, which, according to the cyclist, demonstrated the officer's lack of knowledge regarding the relevant body of law. Similarly, a citizen complained that an MPD officer incorrectly stopped him for riding on the sidewalk in an area where riding on the sidewalk was permitted. Lastly, OPC received a complaint that an MPD officer wrongly faulted him in an accident between his bicycle and a motor vehicle, which was, in the complainant's view, contrary to the traffic code. These seven formal and informal complaints, plus research conducted in connection with this report, reflect the broader sentiments of some in the District's bicycling community that many officers are either unaware of regulations pertaining to bicyclists, maintain pro-motorist biases that negatively impact those who ride bikes in the city, are indifferent to cyclist concerns, or need more thorough refresher training.

IV. POLICY CONCERNS

A. MPD Investigation of Bicycle-Motor Vehicle Crashes

As the witnesses' testimonies at the February 2011 hearing demonstrated, a thoroughly completed PD Form 10 is particularly important to bicyclists involved in accidents. An inaccurate or incomplete form may foreclose the possibility of recovery for a bike rider trying to collect from a motorist's insurance company.²⁰ Because a bicyclist is more likely to be transported to the hospital after a bicycle-motor vehicle crash than an automobile driver, if an officer fails to go to the hospital to take a statement, cyclists usually have less of a chance to tell their side of the story. This may lead to an uphill and costly legal battle for those bicyclists trying to recover legitimate monetary damages from the driver's insurance company.

One factor possibly contributing to such nonreporting is that MPD General Order 401.03 appears to require officers to complete their investigations and reports before the end of their shift. According to testimony provided by MPD at the hearing, an officer may delay the completion of a PD Form 10 where extenuating circumstances exist.²¹ Particularly in cases where a person is taken to the hospital after a crash and an officer is not available to interview the person, the cases are usually left as pending until all the information is collected.²² In addition, if the officer completes the form and later discovers new evidence, he or she may amend the form.²³ However, the testimony given by some bicyclists at the hearing suggests that

²⁰ While police reports are not admissible as evidence in a civil trial, bicyclists have concerns that insurance companies will use these reports immediately after an incident in order to refuse to pay for property damage or medical bills.

²¹ See *Hearing*, *supra* note 1.

²² *Id.*

²³ *Id.*

some officers may be completing these reports even in situations where they have not interviewed those who are taken to the hospital.²⁴ MPD officers may feel conflicted between the written requirement to complete their PD Form 10s before their shifts end and the Department's stated practice to interview all parties involved, including those taken to the hospital.

One possible solution is a change to the written policy that requires officers to complete PD Form 10s before their shifts are over. The MPD general order could be revised to explicitly allow officers to leave investigations open until all necessary statements can be obtained. If, despite the officer's best efforts, a statement cannot be taken from a party, the officer could explain the absence on the PD Form 10.

Additionally, to promote better review and analysis of bicyclist-motorist accidents, MPD should revise the form used by the Department to document traffic crashes. The current PD Form 10, which is used for motor vehicle crash reports, is also used for bicycle-motor vehicle accidents. The form collects information about the type of crash; the striking object or person, such as a bicyclist, car, or pedestrian, and the object or person that was struck; the number of people involved in the crash, and any identifiable causes of the accident. The form also allows the officer to diagram the accident, add a narrative describing the crash, and document the road, lighting, weather, and traffic conditions at the time of the event. The PD Form 10 contains most of the necessary information for both motor vehicle and bicyclist crashes. However, MPD should add a category for bicyclists in its "Type of Crash" field, so that data on bicycle-motor vehicle collisions can be more easily identifiable and analyzed. MPD should also add a "riding into the road" category to its "Primary Contributing Circumstance" field in order to specifically document bicyclists riding out from a driveway or sidewalk as a contributing circumstance to the accident. This is important since, according to MPD's training curriculum, such actions are a common cause of at-fault bicyclist crashes.

B. MPD Training on Bicycle Regulations

While MPD has commendably initiated further training of its officers on bicycle regulation enforcement, information pertaining to the proper use of bike lanes is missing from the curriculum used for class instruction. According to testimony at the hearing, vehicular drivers violating the prohibition on bike lane usage pose a serious safety hazard to cyclists because blockages force those on bikes to merge into existing traffic traveling in vehicular lanes. Additionally, a website dedicated to documenting bike lane parking violations features photographs of nearly 250 violations in the Washington, D.C. area, dating back to 2006.²⁵

MPD appears to be doing a better job of issuing bike lane citations to motorists. The number of citations given to drivers stopping, standing, or parking in a bike lane quadrupled to more than 700 tickets from 2009 to 2010.²⁶ However, to ensure that MPD comprehensively addresses this issue in training, the Department should add information about the proper use of

²⁴ See *id.* (statement of David Alpert, Founder and Editor-in-Chief of Greater Greater Washington) (testifying about three separate incidents where officers did not interview pedestrians or bicyclists taken to the hospital before completing the police reports on the crashes); (statement of Douglas Kandt, bicyclist) (testifying he was involved in a bicycle crash with a taxi and taken to the hospital, and the MPD officer investigating and writing a report on the accident never interviewed him).

²⁵ See *Bike Violations in Washington, D.C.*, MyBikeLane, <http://dc.mybikelane.com>.

²⁶ See Hearing, *supra* note 1.

bike lanes to its curriculum. MPD should also add more questions to the PowerPoint training to test officer knowledge of applicable laws, particularly those pertaining to bike lanes. Additionally, a bicycle advocacy group such as WABA should be allowed to review and provide input on the training curriculum to ensure that issues important to the bicycling community are included in the training. Other measures, such as having WABA or similar groups conduct periodic trainings with MPD officers as well as the widespread dissemination of the WABA Pocket Guide to officers, will also help officers conduct better enforcement. In the event that DDOT funding for the printing of additional WABA Pocket Guides is not feasible, the pocket guide could be shared electronically with MPD.

C. Lack of Communication Between MPD Officers and Bicyclists

The perception by some in the bicycling community that there are officers who maintain a pro-driver bias demonstrates a need for not only better training, but also more effective communication between officers and bicyclists. At the February 2011 hearing, WABA's executive director stated that "cyclists are routinely wrongly faulted for legal behavior."²⁷ WABA believes that because many officers are not bicyclists themselves, they lack perspective, which causes an inadequate and unsympathetic understanding of bike-related laws in the District.²⁸ A review of the top three citations issued to bicyclists in 2010 suggests the need for better understanding of biking-related laws on both sides. That year, MPD officers issued 197 citations to cyclists for disobeying a traffic device or officer while on a bike.²⁹ Officers issued 30 citations to cyclists for riding in a manner that created a driving hazard, and an equal number of citations was issued to cyclists for riding on the sidewalk in the District's central business district.³⁰ Stronger and more frequent communication between MPD and bicycle advocacy groups would be helpful in a number of ways. It would help reduce the perception of bias by MPD officers, ensure that MPD officers and bicyclists are fully aware of relevant bicycle regulations and issues affecting bicyclists, and hopefully further reduce the number of bicyclists who do not follow the biking laws.

MPD is already part of BAC, the task force that aims to work with the local government to improve bicycling in the nation's capital. However, because MPD's participation in BAC has been intermittent, and because the task force has not recently made any recommendations to MPD regarding the enforcement of bike-related laws, the group's potential has not been fully realized.³¹ To foster bicycle advocates' input into MPD training and establish ongoing dialogue between the two groups, MPD should become more involved in BAC so that representatives of bicycle advocacy groups and MPD officers can regularly share concerns with one another. Representatives of MPD should attend each BAC meeting ready to discuss any issues, including training, enforcement, or new MPD policies, and gather input from interested stakeholders who

²⁷ *Id.*

²⁸ *Id.* MPD disputes this perception. According to the Department, it has over 50 MPD bicycles in each police district, with 50 to 80 officers conducting law enforcement from those bikes daily. Additionally, MPD points out that its officers regularly engage in city-wide biking activities and events held in the District, such as the District's Bike to Work Day and the National Police Week Law Ride.

²⁹ Dist. Dep't of Motor Vehicles, *Infractions Issued Against Bicyclists* (2011), http://dccouncil.us/media/fy12budgetresponses/publicworksandtransp/April%2015/fy12budget_dmv_FY09_11_Bicyclists_and_Pedestrians_Issuance_and_Revenue.pdf.

³⁰ *Id.*

³¹ *Id.*

are present at the bimonthly meetings, such as WABA representatives. In turn, the task force should make targeted recommendations to WABA, MPD, and DDOT that will help promote awareness and understanding between bicyclists and police officers. Moreover, to increase its public visibility, BAC should also publish a full list of committee members and post its meeting minutes on its website. The creation of a BAC listserv that generates messages informing interested individuals of task force meetings and other developments can also help strengthen the task force's ties with the public. Although the infrastructure for a strong MPD-bicyclist community relationship is already in place, it can be used more effectively.

V. BEST PRACTICES

A. Bicycle Crash Reports in Other Jurisdictions

Other bicycle-friendly jurisdictions do not have written policies that require traffic crash reports to be completed by the end of an officer's shift. One of the top ten most bicycle friendly cities in the United States, according to *Bicycling Magazine*,³² Minneapolis, requires its police officers to turn in reports only after an investigation is completed.³³ Officers must explain "missing or refused statements" in their collision reports for crashes that result in a critical injury or a fatality.³⁴ In Portland, Oregon, officers are required to take the statements of "drivers, passengers and witnesses," and if a person is transported from the scene to the hospital before a statement is taken, an officer must "follow-up" as many times as necessary at the hospital in order to obtain a statement.³⁵ MPD officers and cyclists would both benefit from changes in the Department's written directive that would allow officers to leave reports as pending until statements are obtained from all witnesses and would require officers to explain in the final report any missing or refused statements.

B. Exemplar Bicycle Advisory Groups

In order to reach its maximum potential and help increase understanding between officers and cyclists, the District-led task force, BAC, may wish to consider adopting measures from the bicycle task force in Los Angeles. After a few high profile incidents involving the Los Angeles Police Department (LAPD) and the Los Angeles cycling community, the LAPD formed a bicycle task force.³⁶ The chief of police formed the group after the Los Angeles City Council inquired about the bicyclist community's perception that LAPD officers were pro-motorist and anti-bicyclist.³⁷ The task force meets with bicycle advocacy groups monthly and includes a commander from the LAPD, which demonstrates to the cyclist community that they are interacting with police department members who have the authority to make a difference in LAPD.³⁸ The group seeks to foster better understanding between the LAPD and bicyclists by

³² *Bicycling's Top 50*, *Bicycling Mag.* (May 26, 2010), <http://www.bicycling.com/news/featured-stories/bicyclings-top-50>.

³³ Minneapolis Police Department Policy and Procedure Manual 7-502, Accident Investigation Responsibility (effective Oct. 27, 2005).

³⁴ *Id.*

³⁵ Portland Police Bureau Manual of Policy and Procedure 640.50, Traffic Crash Investigations (effective Jan. 2010).

³⁶ Telephone Interview by Jonathan Trevarthen, OPC law clerk, with Sergeant David Krumer, LAPD Bicycle Task Force Member (July 22, 2011).

³⁷ *Id.*

³⁸ *Id.*

allowing each group to discuss bicycle issues and offer recommendations.³⁹ To date, these meetings have produced two training modules for LAPD officers regarding bicycle safety laws, which biking advocacy groups had a hand in developing.⁴⁰ The task force also directs its educational programs at motorists so that they understand that cyclists are rightful users of the road.⁴¹ If an issue brought up by bicyclists is outside the scope of the LAPD's authority, then the police department will work in conjunction with the appropriate body to find a solution. One such example was the parking of motor vehicles in bike lanes. While LAPD does not enforce parking violations, after receiving this complaint during a task force meeting, LAPD reached out to the Los Angeles Department of Transportation to ask why cars were not being cited and towed when blocking bike lanes.⁴²

VI. RECOMMENDATIONS

Accordingly, PCB makes the following recommendations to better protect cyclists and improve MPD relations with the District's bicycling community:

A. **Revise MPD General Order 401.03, which covers crash reporting procedures.**

The MPD general order requiring officers to finish crash reports by the end of their shifts is unfair to both officers and bicyclists. MPD should revise its directive to allow officers to leave crash reports as pending until all necessary statements are obtained. MPD should also require that officers explain in the final report any missing statements from those involved in the crash, similar to the policy in Minneapolis.

B. Include a bicycle-specific field on the PD Form 10. MPD should add a category for bicyclists in its "Type of Crash" field, and add a "riding into the road" category in its "Primary Contributing Circumstance" field. The ability to select specific actions and possible risk factors makes reporting collisions more efficient and ensures accurate data are captured in a manner that allows officer discretion only in the initial recording of the data rather than allowing for an additional interpretive step when the statistics-collecting body tries to deduce these actions or factors from an officer's narrative in a report form. The resulting, more detailed statistical report of crash data will allow targeted action to be taken to address the problems identified therein.

C. Continue training MPD officers on bicycle safety. MPD has commendably launched efforts to establish better understanding of cyclist behavior and concerns through its bicycle and pedestrian safety class. However, some vital subjects are missing from the curriculum, such as the proper use of bike lanes. Moreover, officers who take the bicycle and pedestrian safety course are not rigorously tested on the regulations that they review in the class. MPD should allow for outside bicyclist advocates, such as members of WABA, to contribute to the class by reviewing and providing input on the curriculum and providing additional training where needed. Also, the District should provide funding for the printing of more WABA books so that MPD officers may quickly and easily look up particular bicycle laws while in the field. At a minimum, DDOT, which has the source material for the WABA book on its website, should make sure to

³⁹ *Id.*

⁴⁰ *Id.*

⁴¹ *Id.*

⁴² *Id.*

provide this information to MPD electronically, so that MPD could disseminate the information to all officers responsible for enforcement of the bicyclist and traffic laws.

D. MPD's involvement in the Bicycle Advisory Council (BAC) should increase and BAC should be strengthened. While a District government-led task force, BAC, already exists, MPD's involvement has not been consistent and the group has not recently issued any recommendations regarding MPD enforcement of bicycle regulations. Therefore, MPD and the city's bicyclist community could both benefit from an increased MPD presence in BAC, similar to the way the bicycle task force operates in Los Angeles. Because there are perceptions that some officers are pro-motorist and that a certain percentage of bicyclists openly flout the traffic laws, bringing together MPD and various representatives of the District's biking community more often would promote greater understanding of relevant concerns and allow BAC to directly address them. MPD and bicyclist advocacy groups could also use this forum to make targeted recommendations to MPD, DDOT, and WABA that would educate police officers and cyclists and promote awareness and understanding between the two groups, similar to how the bicycle task force functions in Los Angeles. Since BAC has already been given the authority to provide advice to the District on matters pertaining to bicycling issues, the task force should exercise that power when faced with concerns from the cycling community, such as those discussed at the February 2011 hearing. Finally, to increase its visibility and encourage more public participation, BAC should publish a full list of committee members, post its meeting minutes on its website, and establish a listserv that generates messages notifying interested parties of upcoming meetings and other important developments.