Title

A (Bike) Path Forward: How the City of Los Angeles Can Build More Protected Bike Lanes (and why everyone would benefit)

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How the City of Los Angeles Can Build More Protected Bike Lanes (and why everyone would benefit)

A comprehensive project submitted in partial satisfaction of the requirements for the degree Master of Urban and Regional Planning.

June 2026

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Faculty Advisors: Brian D. Taylor, Juan Matute
Client: Hilary Norton, FASTLinkDTLA

REBUILDING CALIFORNIA SB1
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University Transportation Center

Disclaimer

This report was prepared in partial fulfillment of the requirements for the Master in Urban and Regional Planning degree in the Department of Urban Planning at the University of California, Los Angeles. It was prepared at the direction of the Department and of FASTLinkDTLA as a planning client. The views expressed herein are those of the authors and not necessarily those of the Department, the UCLA Luskin School of Public Affairs, UCLA as a whole, or the client.

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I dedicate this project to my grandmother, Marcea Azimov. May her memory be a blessing.

The Institute of Transportation Studies at UCLA acknowledges the Gabrielino/Tongva peoples as the traditional land caretakers of Tovaangar (the Los Angeles basin and So. Channel Islands). As a land grant institution, we pay our respects to the Honuukvetam (Ancestors), ‘Ahiihirom (Elders) and ‘Eyoohiinkem (our relatives/relations) past, present and emerging.

A (Bike) Path Forward

UCLA Institute of Transportation Studies

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Executive Summary

The City of Los Angeles has two transportation entities responsible for building protected bike lanes—bicycle lanes that are physically separated from motor vehicle traffic lanes. Building protected bike lanes is a goal that Los Angeles established in its mobility plan, *Mobility Plan 2035,* that the City Council passed 11 years ago. In 2024, city voters passed an initiative, *Measure HLA,* to prompt quicker implementation of this plan; the initiative's website noted that the city had only completed five percent of the plan. However, even since *Measure HLA's* passage, Los Angeles has not delivered protected bike lanes faster or at scale, nor has it appeared to maintain existing protected bike lanes. For my client, the Downtown Los Angeles transportation management organization FASTLinkDTLA, I investigated how Los Angeles could improve its management and delivery of protected bike lanes. Through my research, which spanned a literature review, interviews with seven planners in more bike-friendly American cities outside Los Angeles, and interviews with four Los Angeles advocates for walking and cycling, I identified nine best practices for bike infrastructure project management. Six best practices concern institutional structure and three concern staff and interpersonal skills:

Institutional Structure Best Practices

1. Dedicated funding: regularly occurring funding, reserved across multiple budget cycles, enables governments to plan multiple projects to be delivered over time.
2. Hierarchy: active transportation goals and deliverables need to be elevated within formal government structures.
3. Standardization: standard designs and standard operating procedures reduce costs and speed project delivery.
4. Asset management strategies: developing a plan for active transportation infrastructure can standardize inspections and maintenance while providing an opportunity to accurately estimate costs.
5. Metrics: governments should collect relevant data in order to create metrics to inform decision-making.
6. Community support strategies: implementing agencies should create and adhere to a plan for positive public engagement.

Staff and Interpersonal Skills Best Practices

7. Communication and coordination: These are critical to have among implementing organizations to reduce friction when jointly delivering and maintaining infrastructure.
8. Leadership and culture: leadership and staff must both be committed to active transportation projects.
9. Staff capacity: staff responsible for planning, engineering, or construction on city streets should have expertise in and resources to build active transportation projects.

I used these best practices drawn from the literature to inform my interviews and my additional research about Los Angeles and each higher performing comparison city. I found that these best practices are an effective lens to assess cities' successes and challenges in terms of the construction and management of protected bike lane projects. While I selected the three cities outside Los Angeles because of their reputations for bike infrastructure best practices, transportation engineers, planners, and officials in Los Angeles more often struggled, apart from having a strong community engagement plan. I also discerned from my literature review and interviews three lessons about how to effectively manage protected bike lane projects.

First, four of the best practices act as a foundation for the other five by creating the context in which staff can develop these practices. These four foundational best practices are:

1. Hierarchy—having one government entity focused on streets;
2. Dedicated funding;
3. Leadership and culture; and
4. Community support strategies.

Second, project prioritization processes must be used to coordinate between different entities involved in street maintenance and operations. Third, the emergence of electric bikes has had no major impact on how cities plan or manage protected bike lanes. I conclude my report by making seven recommendations to improve Los Angeles' management of protected bike projects so that it can quickly complete bike projects in *Mobility Plan 2035* and beyond:

1. Expand the Los Angeles Department of Transportation (LADOT)'s power over street design, maintenance, and planning by consolidating Los Angeles' Bureau of Street Services, and the Bureau of Engineering's control over street construction permits, into LADOT;
2. Appropriate dedicated funding for capital, staffing, and maintenance expenses associated with protected bike lane projects;
3. Use trainings, networking events, and new staff goals to create a pro-complete streets departmental culture at this expanded LADOT;
4. Expand the scope of (and resources for) LADOT's Community First Engagement program;
5. Develop a protected bike lane project prioritization system with a focus on coordination with other infrastructure projects;
6. Support CicLAvia through advocacy for state-level insurance policy change; and
7. Support the creation of a joint powers authority for the Los Angeles River Path.

Introduction

The California Air Resources Board (CARB) defines “active transportation” as human-powered forms of travel and notes that the most common forms are bicycling and walking (CARB, n.d.). Bicycles (and to a lesser degree skateboards and kick-scooters) are forms of active transportation that typically go faster than walking or rolling in wheelchairs. Electric bicycles and electric scooters, colloquially called e-bikes and e-scooters, use electric motors to supplement or replace physical effort. In California, legal e-bikes can go 20 or 28 miles per hour, depending on which of the three classifications they meet (Cal. Vehicle Code § 312.5). Although e-scooters have a range of top speeds, Bird’s[1] shared e-scooters in Los Angeles reach 17 or 18 mph.[2] While electric and non-electric bikes and scooters are faster than walking or rolling in wheelchairs, all bikes and scooters are slower—and smaller—than motor vehicles such as cars and trucks.

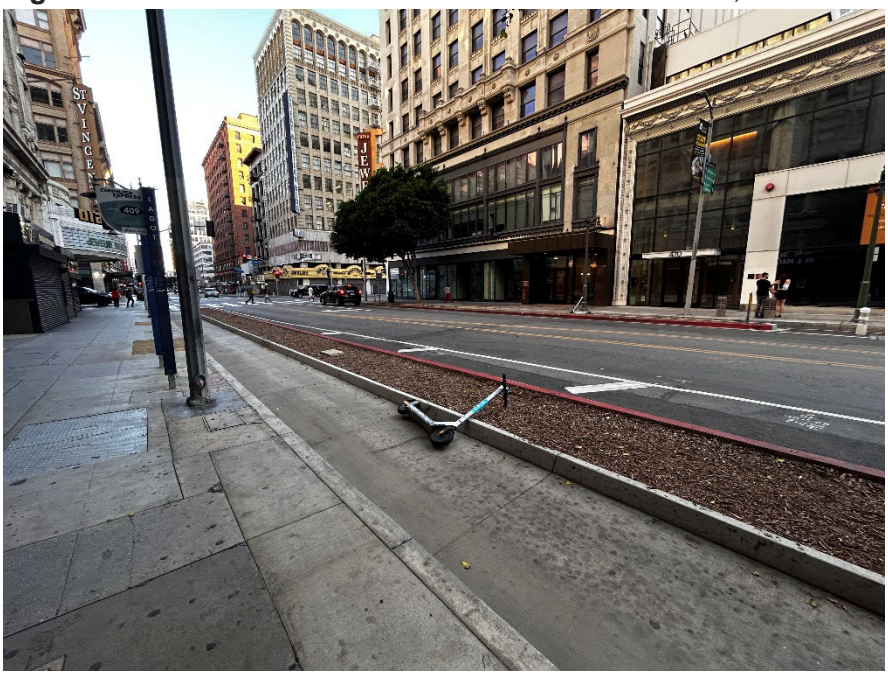
Protected bike lanes reserve space on roads for electric and non-electric bikes and scooters. The National Association of City Transportation Officials (NACTO) defines protected bike lanes, also called separated bike lanes, as bicycle lanes that are physically separated from motor vehicle traffic lanes “with both a [horizontal] buffer and a vertical element;” this vertical element can be a curb, median, or flexible delineators—narrow plastic sticks (NACTO, n.d.-a). Los Angeles primarily uses plastic bollards, cylindrical structures that are thicker than flexible delineators, although it has also implemented curbs and raised concrete barriers known as “‘Toronto barriers’” (Linton, 2025a). Protected bike lanes can also be raised to sidewalk-level; NACTO (n.d.-b) says that raised bike lanes are “not inherently” better than street-level protected bike lanes.” The California Department of Transportation (Caltrans) calls protected bike lanes “Class IV bikeways” or separated bikeways in its engineering resources (Benton, 2022, p. i).

[1] “Bird” is an app-based electric scooter rental provider.
[2] Author’s experience.

Figure 1. Protected bike lane with bollards on 7th Street, Downtown Los Angeles

(Photo by Author, October 5, 2025)

Figure 2. Protected bike lane with concrete on 7th Street, Downtown Los Angeles



(Photo by Author, October 5, 2025)

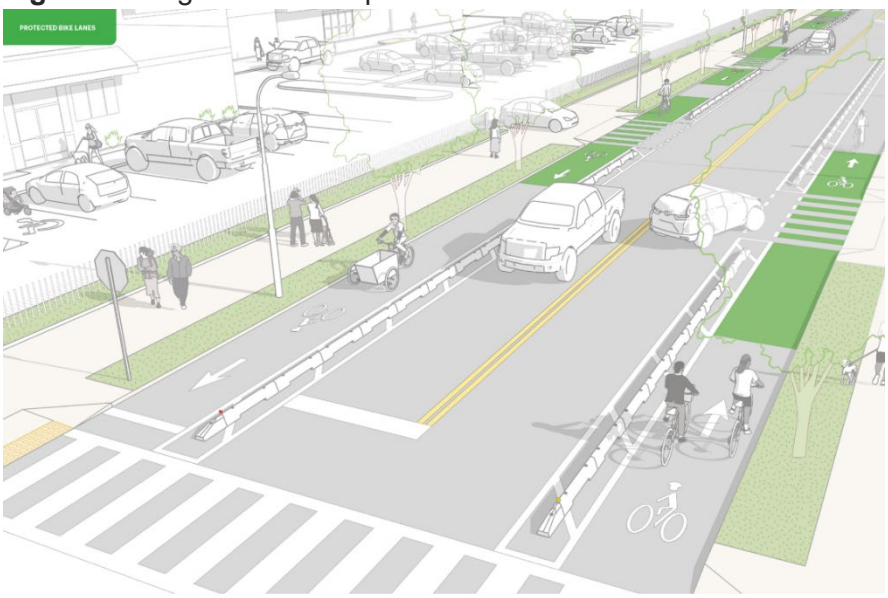
Protected bike lanes are safer than other on-street bicycle infrastructure. In scenarios where existing, “constrained” bike lanes (unprotected lanes, which Caltrans calls Class II bikeways, or just bike lanes) are made protected, NACTO says that protected bike lanes will lower motor vehicle-bike crashes by over 50 percent (NACTO, n.d.-c; NACTO, n.d.-a; Caltrans,

2025, p. 1000-4). Comparing streets with protected bike lanes to those without any bike infrastructure, NACTO (n.d.-a) says that protected bike lanes reduce safety risks for all road users, not just cyclists, by 90 percent. While saying that protected bike lanes are "appropriate for all streets, in all contexts," NACTO (n.d.-a) identifies three scenarios where cities should consider protected bike lanes: streets with a speed limit above 25 mph; streets with more than one travel lane per direction; and streets where daily traffic volumes exceed 6,000 vehicles. By providing safe space to ride off the sidewalk, protected bike lanes also have the potential to protect sidewalk users—pedestrians, people with disabilities, and people with strollers—regardless of age from the risk of a collision with a fast-moving bike or scooter on the sidewalk.

My Applied Planning Research Project client, FASTLinkDTLA, is a transportation management organization in Downtown Los Angeles; its goal is to reduce driving alone by 75 percent by 2030 by shifting these drivers to other modes (FASTLinkDTLA, n.d.). FASTLinkDTLA supports protected bike lanes as a means of improving economic opportunity for those with lower access to autos and driving, including women:[3] a 2021 Los Angeles Department of Transportation (LADOT) report on the Sawtelle, Watts, and Sun Valley neighborhoods of the city called, "Changing Lanes: a gender equity transportation study," noted that the percentage of women with driver's licenses was below that of men (pp. 6–7). Although LADOT also found that men's likelihood of using active transportation exceeded that of women before and during the COVID-19 pandemic, it recommended "[focusing] strategies on increasing walking, bicycling and other active modes" (LADOT, 2021, pp. 7–8). LADOT released "Next Stop: a gender equity action plan" in 2024; the plan cites Dill et al. (2014), which researched five cities (San Francisco, California; Portland, Oregon; Austin, Texas; Chicago, Illinois; and Washington, DC) where protected bike lanes had been built (LADOT, 2024, pp. 38, 82; Dill et al., 2014, p. 1). Dill et al. wrote that women surveyed via intercept method on streets with a then-new protected bike lane "were less likely than men to have been riding on that street prior to the installation of the protected lane, indicating attractiveness of the facilities to women in particular" (2014, pp. 4, 13–14). Among other recommendations, LADOT's Gender Equity Action Plan calls on LADOT to "prioritize new bikeway implementation in low-income, BIPOC [Black, Indigenous, and People of Color] communities, and engage CBOs [Community-Based Organizations] that work with people with marginalized genders to determine routes" (2024, p. 38).

[3] Personal correspondence

Figure 3. Diagram of a complete street



Protected bike lanes with concrete barriers separating the bike lanes from motor vehicles. The presence of sidewalks and bike lanes alongside vehicle travel lanes makes this street an example of a complete street (image from NACTO, n.d.-a).

Figure 4. Protected bike lane with barrier

Third Street (Downtown Los Angeles)'s two-way protected bike lane with a concrete barrier (photo from Linton, 2025a).

Figure 5. Constrained bike lane

A constrained bike lane on 7th Street in Koreatown (photo from Linton, 2021).

Streets with dedicated spaces for people to use different modes[4] safely and comfortably are known among planners as “complete streets” (Smart Growth America, n.d.). In many American cities, including Los Angeles, protected bike lanes are often the missing element on many streets. Eleven years ago, Los Angeles proposed building roughly 300 miles of protected bike lanes in the concept maps for *Mobility Plan 2035,* a decidedly pro-cycling and walking plan passed by the Los Angeles City Council (Los Angeles City Planning [LACP], 2015, p. 134). According to a city document published in 2017, two city departments are collectively responsible for delivering and maintaining protected bike lanes and other complete streets infrastructure in Los Angeles: LADOT and the Los Angeles Department of Public Works (DPW)’s Bureau of Street Services (StreetsLA) (City of Los Angeles, 2017, pp. 14–15). Streets For All, a complete streets advocacy organization focused on Los Angeles, says that StreetsLA repaves streets while LADOT restripes streets (Streets For All, n.d.-a). LADOT lists the bike infrastructure it maintains on one of its webpages (LADOT, n.d.-a). Although it does not appear to play as large a role in delivering bike infrastructure as LADOT and StreetsLA, DPW’s Bureau of Engineering (BOE)’s “Street Improvement” webpage says that its jurisdiction includes a streets program focused on (mainly) grant-funded capital projects, including those that improve safety for cyclists (BOE, n.d.-a); in addition, BOE constructed bike lanes as part of a project to widen the North Spring Street Viaduct, although the bike lanes were delayed by four years due to the opposition of then-Councilmember Gil Cedillo (Linton, 2022).

Both LADOT and StreetsLA are responsible for failing to deliver protected bike lanes that the city identified eleven years ago. Streets For All created and championed a city initiative called *Measure HLA*, passed by voters in 2024, that required Los Angeles to add infrastructure from

[4] Means of transportation

Mobility Plan 2035 to any street StreetsLA resurfaced (Streets For All, n.d.-b; Yes on HLA, n.d.-a; Linton, 2024a). FASTLinkDTLA was part of the effort to pass *Measure HLA*. The initiative's website framed *Measure HLA* as a solution to Los Angeles only delivering five percent of *Mobility Plan 2035* projects (Yes on HLA, n.d.-b). However, Streets For All has accused Los Angeles of "slow walking" *Measure HLA* since its passage (Streets For All, 2026).

Los Angeles' failure to build or maintain protected bike lanes, despite projects having support from members of the public and of the Los Angeles City Council, prompted me to research what practices other cities employ to successfully build and maintain protected bike lanes—more specifically, their project management strategies. I conducted my research in three ways:

1. through a literature review about active transportation project delivery, and project maintenance, around the world;
2. through interviews with planners in three American cities that are more bikeable than Los Angeles today; and
3. through interviews with advocates for active transportation in Los Angeles.

By synthesizing my findings from my literature review and from my interviews with background research on each city, I developed seven recommendations to improve Los Angeles' project management of protected bike lane projects. I believe adopting these recommendations could help Los Angeles translate its plans, and its public and electoral support, for protected bike lanes into completed and well-maintained infrastructure.

The Recent Evolution of Bike and Pedestrian Planning in Los Angeles

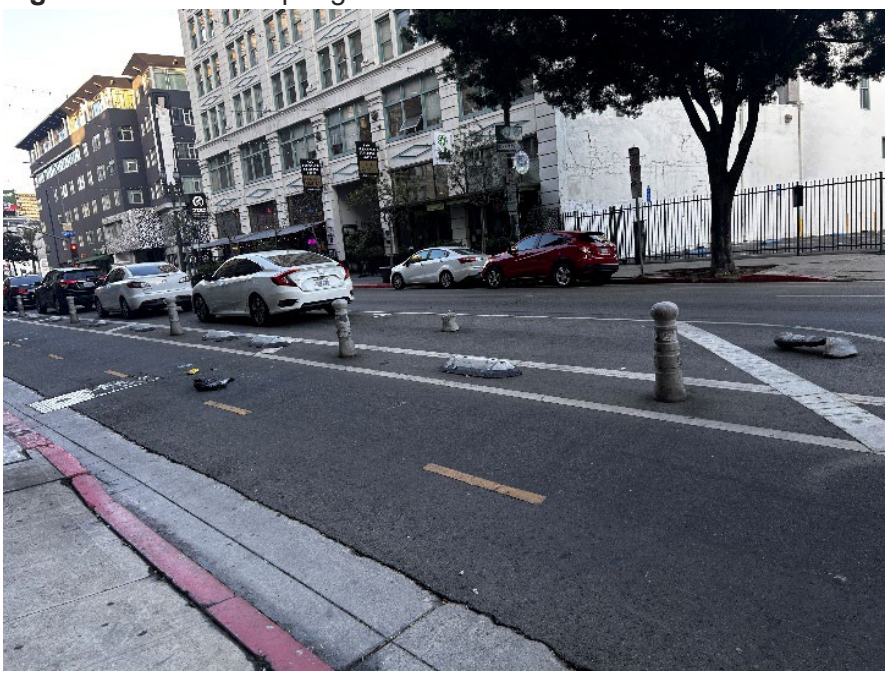
The Los Angeles-based nonprofit CicLAvia has organized temporary street closures across Los Angeles County since 2010; CicLAvia claims these street closures are the United States' largest open-streets events, with over 1.8 million attendees across all events (CicLAvia, n.d.-a). Between 2015 and 2016, two political actions occurred that suggested that both the city and county of Los Angeles supported building active transportation infrastructure like protected bike lanes. First, the Los Angeles City Council passed *Mobility Plan 2035* in 2015 (LACP, 2015, p. 4). Second, voters passed a countywide sales tax increase in 2016—Measure M—to fund an array of transportation projects, including the construction of the Downtown Los Angeles (and City of Vernon) section of the Los Angeles River Path[5] by the Los Angeles County Metropolitan Transportation Authority ([LA Metro], n.d.-a; Linton, 2025b). Eight years later, voters approved *Measure HLA* to push the city to more rapidly implement *Mobility Plan 2035* (Linton, 2024a). That same year, the Los Angeles City Council approved the *Downtown Community Plan*; this plan explicitly removed minimum parking requirements downtown to encourage walking, biking, and "non-vehicular travel" (LACP, 2023, pp. 11, 25, 56). In fact, the goal of the *Downtown Community Plan* is for 75 percent of downtown trips to be made by cycling, walking, and public transit by 2040 (p. 52). Toward that end, the plan names "increasing dedicated bike infrastructure" as a guiding principle (pp. 10–11).

[5] Which currently exists as two segments north and south of Downtown Los Angeles.

Unfortunately, all this popular and electoral support has not resulted in widespread bike, scooter, and pedestrian infrastructure delivery. According to the urban planning blog *Streetsblog Los Angeles*, the 22.5 miles of bicycle lanes installed or upgraded in fiscal year 2023-2024 was the lowest since fiscal year 2018-2019 (11.9 miles), after the intervening fiscal year mileages all exceeded 35 miles (Linton, 2024b). In addition, LA Metro, which is responsible for the downtown Los Angeles section of the Los Angeles River Path, has yet to build a project that was supposed to break ground in 2023 (LA Metro, n.d.-b.; Linton, 2025b). A completed protected bike lane in Downtown Los Angeles—Main and Spring Forward—where the community plan eliminated minimum parking requirements to encourage cycling, was in disrepair in 2025, after being built in 2019 at a cost of $2.3 million (Cota-Robles, 2019). Finally, on May 21, the news website *LAist* published an article titled, “LA says it needs six more years, more staff for mobility projects that got $100M from state.” Author Kavish Harjai wrote that StreetsLA blamed a shortage of staff for the city’s inability to use the funding, which Los Angeles received from the California Transportation Commission in 2022 and 2023 (Harjai, 2026). FASTLinkDTLA’s executive director, Hilary Norton, served as a California Transportation Commissioner between 2019 and 2024 and as its Chairwoman between 2020 and 2021; she expressed dismay that the city was considering giving up these funds. A motion is before the Los Angeles City Council’s Budget and Finance Committee that calls on the city government “to identify funding and report with recommendations to add the position authorities necessary to deliver the Active Transportation Program;” FASTLinkDTLA sent a letter in support of this bill and a representative to speak in support before the City Council[6] (LACityClerk, 2026; LACityClerk, n.d.-a).

[6] Personal correspondence

Figure 6. Main and Spring Forward in 2025



(Photo by author, October 5, 2025)

Figure 7. Main and Spring Forward in 2025

(Photo by author, October 5, 2025)

Figure 8. Main and Spring Forward in 2025

(Photo by author, October 5, 2025)

Figure 9. Main and Spring Forward in 2025

(Photo by author, October 5, 2025)

Project Management and Protected Bike Lanes

The Project Management Institute defines project management as "the practice of planning, organizing, and executing the tasks needed to turn a brilliant idea into a tangible product, service, or deliverable" through "the application of knowledge, skills, tools, and techniques to project activities" (Project Management Institute, n.d.). For urban planners, successful project management transforms planning intentions, demonstrated through plans, through policies, or through expressions of support by stakeholders, into tangible outcomes in the built environment.

What would effective project management of Los Angeles' protected bike lanes look like? The documents reviewed here suggest that more effective project management could transform Los Angeles' *commitment* to build protected bike lanes into meaningful *outcomes*: well-maintained—usable—bike infrastructure. Effective project management would also ensure that city officials adhere to specific plans, budgets, and timelines. Los Angeles already removed minimum parking requirements in Downtown Los Angeles in the *Downtown Community Plan*; that the plan also calls for building bike infrastructure to support mode shift away from cars suggests that Los Angeles expects bike infrastructure to appear relatively quickly to encourage mode shift. Streets For All made Los Angeles' timeline for implementing *Mobility Plan 2035* a part of their campaign for *Measure HLA.* The initiative's website included a statement alleging that it would take Los Angeles nearly 160 years to complete *Mobility Plan 2035* projects at its pre-*Measure HLA* pace (Yes on HLA, n.d.-b). Measure HLA's website also included text that said while the city had control over scheduling, Los Angeles "current rate of repaving" streets (presumably during the 2024 campaign to pass *Measure HLA*) meant that the city could mostly complete the plan by 2035 (Yes on HLA, n.d.-b).

Los Angeles' challenge is that a gap exists between the city's intent to build protected bike lanes, as expressed through *Measure HLA, Mobility Plan 2035,* and the *Downtown Community Plan*, and the city's implementation of these lanes. Los Angeles' failure to build or maintain protected bike lanes at scale suggests that there exist challenges in how Los Angeles' streets-focused entities, LADOT and StreetsLA, manage these projects. Supporting this hypothesis is my project client, FASTLinkDTLA. Hilary Norton has inquired if Los Angeles would be better served by a "ministry of bikes" responsible for managing protected bike lanes' delivery and maintenance. Norton has also inquired how these processes have been changed, if at all, by the advent of e-bikes.[7]

My project investigates what best practices other cities around the world use to successfully build and maintain active transportation projects. My analysis informs my recommendations for how Los Angeles can improve its project management of protected bike lane projects. Excluding my introduction, the rest of my project is divided into seven sections: (1) my methodology explaining how I conducted my literature reviews and interviews; (2) my literature review; (3) my interviews with planners from three American cities that are more bikeable than Los Angeles; (4) my interviews with active transportation advocates in Los Angeles; (5) my analysis of my

[7] Personal correspondence.

research results; (6) my recommendations for Los Angeles; and (7) my conclusion. In these latter two sections, I discuss Los Angeles' charter reform efforts, an ongoing process at the time I am writing this project to make structural reforms to the city's government (City of Los Angeles, n.d.-a, LACityClerk, n.d.-b). The reforms that the city has seemingly settled upon do not address the challenges constraining Los Angeles' delivery and maintenance of protected bike lanes. I introduce readers to proposals made by two advocacy organizations, Streets For All and Investing in Place, before explaining how my research findings relate to their partially aligned, partially competing proposals. I then propose seven recommendations that I believe will enable Los Angeles to translate its intention to become a bikeable city into a reality.

Methodology

I completed four steps to develop my recommendations. First, I conducted a literature review focusing on how governments can build, or have built, active transportation infrastructure; through this review, I identified nine best practices for project management. Second, I interviewed seven planners from three American cities that I identified using an American bicycle advocacy organization's ranking of cities above 300,000 residents by their level of bikeability. All three cities ranked better than Los Angeles. In these interviews, I investigated how these best practices translated from my analysis to real life. Third, I interviewed four active transportation advocates in Los Angeles to compare how Los Angeles manages protected bike lane projects with the strategies employed by the other three cities. Fourth, I synthesized my findings with some background research on each city to identify actionable lessons relevant to Los Angeles so that I could develop recommendations for city policy. Below, I explain how I conducted my literature reviews and my interviews.

Literature Review

I began my analysis by conducting a literature review of scholarly and practitioner-focused studies of project delivery for public transit and active transportation projects. I reviewed two sets of literature. The first set is gray (non-academic) literature and includes three NACTO white papers focusing on organizational structure (NACTO, n.d.-d; NACTO, 2018; NACTO, 2022). I also reviewed a white paper by Raulerson et al. (2018) sponsored by the United States Department of Transportation (USDOT). The second set is academic literature. Using Google Scholar, I searched for academic research on active transportation project delivery using the keywords "city," "infrastructure," and "project delivery." I conducted eight separate searches, pairing these keywords with "active travel," "active transportation," and "active transport;" "bicycle," "bike," and "cycling;" and "walk," "walking," and "pedestrian." I employed related keywords to ensure that differences in terminology did not exclude relevant scholarship. I reviewed about ten pages of results for each search. Some results appeared in multiple searches. My searches ultimately yielded 23 scholarly articles (including an Urban Institute publication, Freemark et al., 2022) and a book excerpt relevant to best practices for active transportation project delivery, as well as the USDOT-sponsored white paper. Finally, I read *New Tricks for Old Bureaucracies: Improving Policy Outcomes in the Public Sector*, a 2026 book co-authored by Joshua Schank, who served as the first leader of Metro's Office for Extraordinary Innovation (or OEI, now Office of Strategic Innovation, or OSI), and two other former OEI employees. In *New Tricks…* Schank and his co-authors focus on best practices to create and implement innovative initiatives in large public organizations. Neither Schank and his co-authors nor NACTO focus on project delivery or maintenance of active transportation infrastructure; however, their observations align with findings I gleaned across the rest of the literature I reviewed.

Interviews: Comparison Cities

Using an American bicycle advocacy organization's ranking of cities above 300,000 residents by their level of bikeability, I selected three American cities that have successfully delivered many protected bike lane projects to create complete streets networks. All the planners I interviewed spoke to me as individuals, not as representatives of their cities; I guaranteed these planners, and the cities they work in, anonymity so that the planners could talk honestly about their work. The cities are City One, where one government department handles transportation alongside sanitation and other infrastructure work; City Two, which has voter-approved local funding available for bike projects; and City Three, where appointed and political leadership has been especially important to building cycling infrastructure. I spoke with seven planners across these three cities. I reached out to planners via email and LinkedIn. I spoke with three planners from City One and from City Two each, and I spoke with one planner from City Three. I refer to planners from City One as Planners 1A, 1B, and 1C; planners from City Two as Planners 2A, 2B, and 2C; and the planner from City Three as Planner 3A. I conducted my interviews virtually, and they each lasted between roughly 30 minutes and 60 minutes. Excluding City Two, where I spoke to all three planners in a joint interview, I conducted my calls one-on-one. Only one person, a former employee of the streets-focused department in City Two, formally declined to be interviewed. Additionally, one planner from City Two and four planners from City Three never replied to emails or LinkedIn messages. For my interviews, I prepared a semi-structured interview guide that readers can find in my Appendix.

Interviews: Los Angeles

Hilary Norton, Executive Director of my project client, FASTLinkDTLA, connected me with four individuals involved in active transportation advocacy or education in Los Angeles: Yolanda Davis-Overstreet; Michael Schneider; Romel Pascual; and Hasan Ikhrata. Davis-Overstreet is a consultant and an advocate for mobility justice who directed and co-produced the documentary "Biking While Black: How Safe Are Black Lives Bicycling?" (LinkedIn, n.d.-a; Biking While Black, n.d.). Schneider is the Chief Executive Officer (CEO) of Streets For All, the complete streets advocacy group that led the campaign for Measure HLA (LinkedIn, n.d.-b). Pascual is the Executive Director of CicLAvia and previously served as Deputy Mayor of Los Angeles for Energy and Environment between 2008 and 2013 (CicLAvia, n.d.-b). Ikhrata was the executive director of the Southern California Association of Governments (SCAG) for ten years and more recently was the CEO of the San Diego Association of Governments (SANDAG); he is now a Senior Fellow at the UCLA Institute for Transportation Studies (UCLA Institute of Transportation Studies, n.d.). All four interviewees had opinions on community engagement and on policy initiatives Los Angeles should consider. Like my interviews with planners from the three cities, I conducted these one-on-one interviews virtually, and interviews lasted between roughly 30 minutes and 60 minutes. Additionally, like my interviews with planners from the three cities, I prepared two semi-structured interview guides for my interviews with these advocates that readers can find in my Appendix. Unlike my interviews with the planners, these latter interviews largely deviated from my guides.

Literature Review

Through reviewing all of one book and part of a second, four gray articles, and 23 scholarly articles, I identified nine best practices for project management that reflect author consensus. Six best practices address how government entities organize themselves (commonly called "structural" factors), while three best practices address staff skills and behavior (commonly called "agency" factors) (EBSCO, 2020). Publication dates for this literature range from 2011 to 2026; this literature focuses on the United States, Europe, Australia, and New Zealand. The literature I reviewed covers two categories. The first category comprises case studies of cities or specific projects, with lessons drawn from delivery of specific active transportation projects. The second category focuses on best practices for project management, articulating policies and practices the authors recommend agencies should adopt. These two categories are not wholly distinct: NACTO includes example cases in its white papers illustrating different best practices in action. However, none of their examples offer the depth found in the scholarly case studies.

Institutional Structure Best Practices

1. Dedicated funding: regularly occurring funding, reserved across multiple budget cycles, enables governments to plan multiple projects to be delivered over time.
2. Hierarchy: active transportation goals and deliverables need to be elevated within formal government structures.
3. Standardization: standard designs and standard operating procedures reduce costs and speed project delivery.
4. Asset management strategies: developing a plan for active transportation infrastructure can standardize inspections and maintenance while providing an opportunity to accurately estimate costs.
5. Metrics: governments should collect relevant data in order to create metrics to inform decision-making.
6. Community support strategies: implementing agencies should create and adhere to a plan for positive public engagement.

Staff and Interpersonal Skills Best Practices

7. Communication and coordination: These are critical to have among implementing organizations to reduce friction when jointly delivering and maintaining infrastructure.
8. Leadership and culture: leadership and staff must both be committed to active transportation projects.
9. Staff capacity: staff responsible for planning, engineering, or construction on city streets should have expertise in and resources to build active transportation projects.

I organize my findings by best practices; I present my observations about the literature review's collective significance in a Literature Review Takeaways section before describing my interviews.

Best Practices: Institutional Structure

1. Dedicated Funding

Scholars and practitioners agreed that access to funding was a determinant of whether projects can be pursued at all as well as what kind and number of projects can be delivered (Braun et al., 2022, pp. 457–459, 462–463; Leland et al., 2022, pp. 328–330; Robartes et al., 2021, p. 495; Hancock and Parkin, 2024, p. 501; Ohlund et al., 2022, pp. 7–8); NACTO (2022) named "reliable [and] recurring funding" as a "[condition] for success" (p. 12). Writing about the United Kingdom, both Hancock and Parkin and White et al. (2020) relayed perspectives that the competitive grant process local governments used to get bike infrastructure funding introduced incentives and constraints that complicated project delivery. Hancock and Parkin reported that interviewees from a rural government expressed concern about the requirements to secure funding as well as the restrictions on project "quantum and quality" that grant amounts imposed (Hancock and Parkin, pp. 498, 501); writing about a local-level bike project, White et al. said the process incentivized proposing projects that seemed competitive but that were "detached from the realities of implementation" (White et al., pp. 185–186).

Writing about an active transportation project in Auckland, New Zealand, Opit and Witten (2025) described a situation where funding concerns hampered project delivery. They quoted someone involved in the project delivery process who said that an absence of funding for project implementation meant that nothing enforced delivering agencies to build specific elements; Opit and Witten referred to this issue as "poor alignment of funding mechanisms needed to achieve sustainable transport objectives" (p. 5). In the same project, Opit and Witten also observed that a lack of funding for proposed active transportation infrastructure made this infrastructure vulnerable to being eliminated or curtailed when implementers experienced design challenges. Finally, Opit and Witten wrote that relying on multiple funding sources "[resulted] in a piecemeal approach to infrastructure delivery," an approach an interviewee said would produce a "fragmented" active transportation network (pp. 6–7).

In contrast, Tuominen et al. (2022) and Witten et al. (2018) each cited funding for active transportation projects as a facilitator of success in making projects possible (Tuominen et al., pp. 1042). Witten et al. wrote about a collaboration between Auckland Transport and a research team seeking to administer a transportation project pilot; Witten et al. credited the availability of funding from New Zealand's national government, among other factors, for helping the project advance through initial challenges related to funding uncertainty (pp. 38–40). NACTO (2022) identified scenarios where funding is split between teams within governments as indicative of a need for institutional structure change to connect the power to make decisions with responsibility for those decisions (presumably by redirecting funding to one team) (p. 20).

2. Hierarchy: Active Transportation Goals and Deliverables Need to be Elevated Within Formal Government Structures

Scholars identified two components of active transportation project management that reflect active transportation's elevation by governments to a priority: codifying goals for active transportation, such as in a transportation plan, and creating teams or roles focused on active transportation (Freemark et al., 2022, pp. 12, 72; Marqués et al., 2015, pp. 32–34, 36–37). NACTO (n.d.-d) and NACTO (2018) concurred with the scholars concerning the value of creating goals for transportation entities (NACTO, n.d.-d, p. 19; NACTO, 2018, p. 2).

2a. Elevating Active Transportation Goals

Scholars focused on the relationship between specific goals for active transportation, or lack thereof, and the outcomes these goals fostered. Witten et al. (2018) wrote that both research team members and AT employees agreed that not creating a memorandum of understanding created mutual friction over timelines and priorities for the pilot project (pp. 38–39). Braun et al. (2022) emphasized the need for infrastructural stakeholders to jointly prepare resources, including best practices documents and money, to improve their compliance with the Americans with Disabilities Act (ADA). Braun et al.'s stated goal was to "make ADA considerations a core component of all pedestrian planning activities and infrastructure investments" (p. 466); this goal suggests to me the importance of both the vision needed to implement active transportation infrastructure and organizing the necessary resources to do so.

Lawlor et al. (2023) conducted a systematic review of efforts related to active transportation infrastructure planning and project delivery, reviewing qualitative studies that included the perspectives of "those with direct experience of developing guidance, planning or delivering changes to the physical environment that aimed to promote AT [active transportation]" (pp. 478–481). Lawlor et al. wrote that "stakeholders felt compliance with AT [active transportation] guidance and policies could be increased by embedding them in higher level legislation" (p. 494). However, two Australian studies identified challenges due to two state governments Down Under having policies and discretion that made it more difficult for cities to pursue bicycle and active transportation projects (Harris, 2022, pp. 52–53; Symons, 2023, pp. 38–40).

Another study indicates the importance of articulating goals with specific outcomes in mind: Freemark et al. (2022) evaluated an American philanthropic program called the Final Mile that occurred between 2018 and 2021 that partnered with Denver, Colorado; Austin, Texas; New Orleans, Louisiana; Pittsburgh, Pennsylvania, and Providence, Rhode Island. The program's goal was to achieve a certain mileage count of bike facilities in each city, but it did not specify what type of infrastructure had to be created; the program's financial backers only "encouraged cities to ensure that as much of the new cycle network was separated and protected as possible" (p. 12). Freemark et al. reported that an active transportation-focused organizer in Pittsburgh said that the city focused on hitting the mileage goal regardless of infrastructure type (pp. 12, 60–61).

2b. Hierarchy

In Europe, dedicated bicycling offices handled cycling improvements in Amsterdam, the Netherlands as well as Seville, Spain's creation of its cycling network (Hahn & te Brömmelstroet, 2021, p. 3). Seville established a dedicated office to implement city officials' vision; it closed the office after 2011 after achieving milestones, including construction of a 77 kilometer (roughly 48 mile) "basic bicycle network" (Marqués et al., 2015, pp. 32–34, 36–37). Tuominen et al. (2022) credited Helsinki and Oulu, Finland's cycling coordinator positions for "[giving] credibility to actions supporting active modes among other modes of transport" (p. 1040). Tuominen et al. described the city-level coordinator's role as (1) advocating for resources equal to those going to other modes of transportation; (2) coordinating among different agencies; and (3) broadly supporting active transportation mode choice (p. 1042). Writing about the Final Mile program, Freemark et al. (2022) celebrated cities' creation of "dedicated city transportation departments, which extended beyond the roads-focused mentality of public works departments common in many US cities" (p. 31); Freemark et al. credited these new departments with helping to build cycling infrastructure in the Final Mile cities (p. 31).

The offices and roles I describe in this subsection focus on active transportation, although the coordinator roles Tuominen et al. (2022) described appear to coordinate project delivery with other agencies. In contrast, NACTO (2022) wrote about the benefits of focusing an entire government entity on transportation. NACTO (2022) identified three ways that transportation is organized in North American cities: "transportation-focused" (a dedicated transportation agency), "transportation-inclusive" (all transportation work is consolidated in larger entities with a broader focus), or "transportation-diffuse" (transportation functions are split among agencies) (p. 27). NACTO (2022) wrote that transportation-focused agencies can more easily define clear goals and connect funding to them, in addition to providing a space for staff-level and appointed "champions" of transportation to operate within government structures (pp. 27–39). NACTO (2022) also wrote that effective project hand-off procedures, influential transportation champions within government, and government flexibility to reform procedures to better accomplish goals can allow project delivery to flourish even without consolidating all work into a transportation-focused organization (p. 27).

3. Standardization

Scholars and practitioners agreed that standards, both for transportation infrastructure and organizational behavior, are important to successful project management.

3a. Standard Designs

NACTO (n.d.-d) credited standard infrastructure designs with "[speeding] project delivery and [reducing] bottlenecks" (p. 5). Scholars illustrate the pitfalls of lacking such standards. Symons (2023) identified the lack of bike-friendly design guidelines as a barrier to delivering bike infrastructure in Melbourne, Australia (pp. 39–41). Writing about an active transportation project in Glasgow, Scotland, Cox (2025) identified a fear of legal liability as a challenge among some stakeholders to implement an active transportation project whose initial design differed from approved engineering standards. Some stakeholders feared the infrastructure would result in

injuries and possible legal issues, although Cox pointed out that the fear of liability was more real than the actual possibility of liability (pp. 10–11). Witten et al. (2018) identified more concrete fears of liability associated with diverging from approved design standards (pp. 40–41). Although they did not discuss liability, Opit and Witten (2025) noted that one stakeholder, Auckland Transport, pushed to utilize standardized designs for active transportation infrastructure; however, Opit and Witten framed Auckland Transport's approach to standardization as less friendly to active transportation than the (non-standard) designs proposed by a project partner (pp. 6–7). In contrast, Hancock and Parkin (2024) suggested that it is possible for pro-cycling standards to be too rigid to be widely implemented: Hancock and Parkin wrote that they received many statements from interviewees expressing uncertainty about the extent to which a local government could adapt the national cycling design guidance to accommodate different physical contexts (pp. 496–497, 501). These scholar and practitioner observations suggest to me that cities seeking to build protected bike lanes and other active transportation infrastructure would benefit most from clear design guidelines, albeit flexible ones, that enable the implementation of complete streets on many different types of streets.

3b. Standard Procedures

NACTO as well as Schank and his co-authors both emphasized that standardized, well-defined processes can help improve project delivery. NACTO (2022) defined "process" as organizational behavior in contrast to an organization's functions, teams, and resources (its structure) (pp. 19–21). NACTO (n.d.-d) referenced specific tasks—"project approvals, changes, and hand-offs [between teams]"—and encourages cities to clarify each process such that no ambiguity remains (p. 5). In addition to frequent hand-offs, or hand-offs that "result in major changes to the project direction," NACTO (2022) identified two additional areas where it recommends rethinking processes: "recurring issues within a specific workflow or around a specific type of project/program" and situations where "staff cannot articulate standard processes for how work is supposed to occur" (p. 21). Schank and his coauthors argued that to ['repeatedly'] generate and implement innovative ideas, agencies need to create durable processes rather than attempting to take "[shortcuts]" around existing processes that may not achieve an agency's intended goal (Schank et al., 2026, p. 224). An example of a standard operating procedure comes from Ibrahim and Bacquie (2013)'s report on the Ontario (Canada) Ministry of Transportation. Ibrahim and Bacquie (2013) described the Ontario Ministry of Transportation's standard procedure for evaluating whether a pilot active transportation project is subject to monitoring over at least three years; one of the conditions is that a proposal breaks with current design standards (pp. 2). While this procedure did not discuss liability, the presence of a framework for testing new ideas may have been useful in the contexts Witten et al. (2018) and Cox (2025) described to address concerns among project stakeholders.

Project selection is part of standard operating procedures, but the publications I reviewed lack consensus about how governments should select projects. Based on interviews with seven cities, NACTO (n.d.-d) identified three strategies to prioritize projects: (1) "opportunity driven" prioritization; (2) "plan driven" prioritization; and (3) "policy [politically] driven" prioritization; they acknowledge that "most cities use parts of all three" strategies (pp. 7, 19).

Wilson and Mitra (2020) suggested two opportunity-driven means of delivering bike infrastructure in Toronto: through incorporating the infrastructure into larger street construction and maintenance projects or through grant funding (pp. 4–5). Several studies, including Srivastava et al. (2025), investigated using cost-benefit analysis (CBA) to evaluate active transportation projects. Srivastava et al. proposed a CBA model that considers "intangible" (not easily monetized) benefits of active transportation, such as improved mental health and increased access to public space that fosters broader social ties, among others (pp. 95–98). Evaluating the merits of Srivastava et al.'s proposal, or of CBA mechanisms more generally as a means of project selection, is beyond the scope of my project.

4. Asset Management Strategies

Of the literature I reviewed, only one paper focuses exclusively on asset management: Spong et al. (2025). Like Los Angeles, Ireland has a plan to encourage mode shift;[8] Spong et al. credited the Irish government's intention to meet this goal for its investment in active transportation infrastructure (pp. 370–371). Spong et al. wrote, "ongoing maintenance and renewal are often overlooked when investing in ATI [active transportation infrastructure], but users and potential users of those networks repeatedly indicate that asset condition is a key factor in deciding whether to walk or cycle;" the authors contended that poorly maintained infrastructure will "inevitably be underutilised" (p. 372). Currently, local governments maintain Irish active transportation infrastructure. Spong et al. listed issues with this localized approach: (1) maintenance is "reactive" (as needed), not planned; (2) no standards exist for maintenance; (3) no standards exist for measuring active transportation infrastructure condition; and (4) no clarity exists on the maintenance concerns for cycleways[9] on Ireland's national road network (p. 373). Spong et al. proposed nine components of an "Asset Management System Element" for Ireland, republished below in Table 1.

[8] *Mobility Plan 2035* says that Los Angeles intends to "increase the combined mode split of persons who travel by walking, bicycling or transit to 50% by 2035" (LACP, 2015, p. 81).

[9] According to Ireland's National Transport Authority, "off-road urban" cycleways are separated bike paths (National Transport Authority, 2022). However, cycleway does not appear to be a standardized term like protected bike lane.

Table 1. Spong et al. (2025)'s Asset Management Plan

ASSET MANAGEMENT SYSTEM ELEMENT	DESCRIPTION
Roles & Responsibilities	Define clear roles and responsibilities for asset management functions and liabilities, especially for assets that are currently owned by third parties
Network Definition	Reliable and consistent data is required about the location and importance of the infrastructure, including a common location referencing system, and hierarchy that enables investment to be prioritised on a consistent basis across the network
Inventory Data	Reliable information is needed about the age and construction of the infrastructure
Maintenance and Standards	Common maintenance standards are needed that reflect the priorities of users and deliver an appropriate level of service, including during winter months
Condition Assessment	An appropriate, condition survey regime is required that enables long-term maintenance management decisions
Programme Development	Appropriate methods should be developed to identify and prioritise planned maintenance schemes
Lifecycle Modelling	Lifecycle modelling capability will support the identification of future funding needs, including the impact of different funding levels
Funding and Resources	Adequate funding and resources are needed that cover reactive and cyclical maintenance including inspections, asset renewal and winter service
Performance Monitoring	Performance Indicators (PIs) should be developed to allow the effectiveness of the management of [active transportation infrastructure] to be monitored and controlled in line with TII's overall asset management objectives

Spong et al. (2025)'s nine asset management components (republished from pp. 373–374).

Across this table, it becomes clear winter maintenance of infrastructure is a particular focus in Spong et al. (2025, pp. 373–374). Funding appears to be a concern as well; of the nine items, only for funding do the authors add an additional section where they estimate the cost of performing different types of inspections and maintenance on active transportation infrastructure (Spong et al., p. 374). I believe that Spong et al.'s focus on funding maintenance is validated when their proposal is compared with the Auckland, New Zealand active transportation project studied by Opit and Witten (2025). They wrote that limited funding for asset maintenance influenced infrastructure decisions, as the two government entities to be responsible for maintaining the project infrastructure pushed for smaller-scale designs compared to what the third project stakeholder proposed (pp. 6–7).

5. Metrics

In the literature I reviewed, no clear consensus exists on using metrics to guide project selection. NACTO and Tuominen et al. (2022) each argued that agencies should utilize appropriate metrics to assess the potential and actual impact of different interventions. Tuominen et al. reported that the Finnish government lacks metrics to evaluate project impacts after supplying funding for its Mobility Management and Walking and Cycling programs, an absence Tuominen et al. reported as a "shortcoming" (pp. 1036–1037, 1040). NACTO (n.d.-d) advocated for the use of "time-bound, direct output metrics" alongside other (unnamed) project management tools to assess benefits and support further project delivery (p. 5). NACTO (2022) emphasized the value of organizational self-evaluation as a factor in organizational success; they wrote that "the most effective agencies… establish processes to routinely track and report on their effort, progress, and impacts" (p. 13).

6. Community Support Strategies

The articles I reviewed described a range of approaches to community engagement. NACTO (n.d.-d) described a successful strategy by which it and the San Jose, California Department of Transportation distributed a survey to determine what messages would help San Jose communicate a bike project to the public; the most popular message was safety (pp. 6–15). Tuominen et al. (2022) celebrated the role community-focused nonprofits have played in elevating active transportation in the Finnish city of Jyväskylä (p. 1039). Siemiatycki et al. (2016) described the community-driven process that resulted in a protected bike lane on Vancouver, British Columbia's Burrard Street Bridge as elected officials handled pro- and anti-cycling perspectives (pp. 226–231). NACTO (2022) enumerated two community-focused best practices: "strategic communications and community engagement" and also organizational transparency, a strategy that enables the public and partner stakeholders to understand how and why an agency makes and executes decisions (pp. 13, 57–58). Adjacent to community engagement, Freemark et al. (2022) emphasized the role that advertising campaigns on social media and billboards played in increasing support for cycling infrastructure in the five cities the Final Mile program partnered with; Freemark et al. noted that increasing support for such infrastructure did not eliminate opposition (pp. 12, 38–46).

Two publications I reviewed discussed the process of soliciting community engagement. In their survey of Virginia "transportation planners, engineers, and other governmental personnel at the town, city, county, regional, and state levels," Robartes et al. (2021) reported that a number of participants said that there was no formal way for community members to propose bicycle infrastructure; Robartes et al. concluded that "many localities should consider" expanding their public engagement options (pp. 488, 495). Focusing on timing of engagement, Raulerson et al. (2018) wrote that early public engagement can ensure that community members have the ability to shape transportation projects, addressing people's concerns that they lack chances to provide input (p. 17). These two articles lead me to believe that community engagement techniques should reflect different goals at different stages of the project development process. The advertising campaigns Freemark et al. (2022) described were at the end of the process, where the motive was to secure public approval for already planned projects; Siemiatycki et al.

(2016)'s process of organic engagement marked the beginning of the Burrard Street Bridge project. Describing a process of community engagement for a Vision Zero initiative in Los Angeles,[10] Cáñez (2020) wrote that some community activists involved were concerned that the engagement efforts were too rushed to develop relationships (p. 74). Cáñez's observation suggests to me that the kind of early engagement Raulerson et al. recommends should take longer to build trust with communities so that later engagement is more procedural, focusing on building support for specific initiatives rather than presenting a new policy framework to community members like the Vision Zero engagement tried to do (Cáñez, p. 74). Despite discussing different strategies for community engagement, authors identified public opposition to active transportation projects, particularly over impacts on motor vehicles like losing parking or traffic lanes, as a barrier to project delivery (Cáñez, pp. 78–80; Siemiatycki et al., pp. 226–230; Freemark et al., pp. 45–46, Robartes et al., p. 495). Describing a quick-build bike lane project built in Zapopan, México at the start of the COVID-19 pandemic, Ohlund et al. (2022) noted that building quickly without community input can also engender opposition (pp. 3, 7).

Best Practices: Staff and Interpersonal Skills

7. Communication and Coordination

Scholars and practitioners identified communication and coordination among organizations involved in active transportation projects as integral to successful project delivery. Coordinating partners in active transportation projects can include different teams in an implementing entity or different government entities. Focusing on intra-entity coordination to improve streets to support bus transit, NACTO (2018) emphasized the importance of governments pursuing structural supports for coordination when pursuing "complex system-wide improvements," suggesting governments consider "new project tracking and IT systems to support coordination across divisions" (pp. 1, 9).

Three papers identified challenges associated with communication: Witten et al. (2018); Opit and Witten (2025); and Cox (2025). Opit and Witten observed that the three organizations that cooperated to build an active transportation project lacked a formal structure in their partnership. Opit and Witten wrote that "the lack of a formalised collaborative structure resulted in misunderstandings that potentially damaged trust… and increased the transaction costs of collaboration" (p. 7). Cox wrote that during the implementation of the active transportation project in Glasgow, Scotland, one team "undermined" another stakeholder's work due to a lack of communication about the purpose of specific design choices (p. 10). Witten et al. (2018) and Opit and Witten both discussed staff turnover. Witten et al. wrote that employees within Auckland Transport perceived staff turnover as an obstacle to internal coordination during the government entity's pilot project with a research team (p. 41); writing about inter-entity coordination, Opit and Written said that "individual agreements had not always carried over" after employee turnover (pp. 5–6). Both studies' observations suggest to me that these projects relied on unwritten understandings that were easily disrupted; indeed, Witten et al. wrote that

[10] Vision Zero is a street design and governance approach focused on "[eliminating] all traffic fatalities and severe injuries" (Vision Zero Network, n.d.).

while discussing how stakeholders could have improved the project delivery process in hindsight, interviewees suggested an onboarding procedure for new staff to ensure they understood the project's purpose (p. 42).

In contrast, Witten et al. (2018) also wrote that increased communication can help teams solve challenges together and make teams aware of the unique issues each face while working with one another; when participants from the research team and from Auckland Transport were presented with a report describing their initial interviews with Witten et al., the two stakeholder groups understood each other better and successfully coordinated to secure additional project funding (p. 40). Although no counterfactual exists, I imagine that poor communication between the two stakeholders would have complicated this coordination. Schank and his coauthors mentioned the concept "'relational bureaucracy'—the idea that trust and informal connections to getting things done;" they wrote, "real change happens through relationships" that are built on respect. (2026, p. 61). The coordination between the researchers and Auckland Transport to secure additional funding demonstrated relational bureaucracy in action.

8. Leadership and Culture

Scholars agreed that elected leaders' support for active transportation projects contributes to their delivery (Siemiatycki et al., 2016, pp. 229–231; Wilson & Mitra, 2020, p. 5; Freemark et al., 2022, 30–31). Tuominen et al. (2022), NACTO (2022), and NACTO (2018) also identified the need for empowered advocates (what NACTO (2022) called "champions") for different projects in government (NACTO, 2022, p. 24). Across Finnish cities, Tuominen et al. identified different types of champions for active transportation, ranging from local elected officials to city engineers and to active transportation-focused coordinators, each of whom could secure resources and advance active transportation-related projects (pp. 1039–1040, 1042). NACTO (2018) called on cities to designate a project manager as the champion for all that city's "street-related work on transit," to orchestrate project delivery with different stakeholders (p. 5). NACTO (2022) suggested that agencies elevate "a project champion who oversees a project across all phases" when confronted with poor communication on multi-team projects (p. 20).

Scholars also noted that staff perceptions of active transportation can matter as much as capacity to carry out active transportation projects. Babb et al. (2022) identified staff support for cycling among local government staff in Australia and New Zealand even as they were not given many resources to support such projects (p. 264). Surveying local government staff, Babb et al. wrote that some responses indicated transportation engineering practices "hindered progress towards achieving higher rates of cycling" (p. 264); an example of these practices includes what one planner called a "demand and supply" approach by engineers to providing cycling infrastructure; this planner argued that because people would not ride bikes without infrastructure, there was no biking demand for engineers to respond to in the absence of bike facilities (Babb et al., p. 263). Researching how suburban communities increase first/last-mile access[11] to public transit, Braun et al. (2022) wrote that "'success stories' identified by survey

[11] The American Public Transportation Association defines this term as "the distance between a traveler's origin/destination and a transit station/stop" (American Public Transportation Association, n.d.).

and interview participants suggest the critical importance of a supportive agency culture for multimodal transportation and pedestrian infrastructure" (p. 466). Three articles proposed strategies to change the culture of transportation entities. To create state departments of transportation that were more supportive of active transportation, Dill et al. (2017) recommended networking events to introduce staff of one transportation entity to another with "innovative infrastructure and high rates of cycling and walking" (pp. 169–170). Similarly, Braun et al. talked about developing training for new staff and elected officials focused on the benefits of pedestrian transit access and pedestrian infrastructure to develop a pro-pedestrian agency culture (p. 466). Finally, NACTO (2018) wrote that cities can "signal a commitment to transit reliability by directing, hiring, and promoting staff in both engineering and planning groups in a way that rewards a commitment to better transit" (p. 11). I am convinced that employing all three proposals with a focus on active transportation could build support for complete streets.

9. Staff Capacity

I reviewed four publications focused on staff capacity; all agreed that staff capacity, or lack thereof, is a deciding factor in the ability to build active transportation projects (Hancock & Parkin, 2024, p. 502; Braun et al., 2022, p. 465; Siantos, 2025, p. 84; Freemark et al., 2022, pp. 12, 33–34). Freemark et al. discussed the relationship between funding and capacity; they wrote that the engineering support of the Final Mile program in three cities studied "filled a capacity gap for local officials, especially for the relatively less-funded local governments in New Orleans [Louisiana], Pittsburgh [Pennsylvania], and Providence [Rhode Island]" (in contrast to Denver, Colorado, and Austin, Texas) (p. 12, 33–34). Focusing on a specific type of capacity, NACTO (2018) emphasized the value of transportation entities developing the specific capacity to complete quick-build projects; they described these projects as ones that use temporary materials and current staff or workers available through existing contracts where possible (p. 4). NACTO (2018) wrote that these projects are a useful way to test different intervention elements, such as the intervention design itself and the materials used, and that they can "[prevent] late-stage delays and [save] money in the long run" (p. 4). In addition to these authors, Dill et al. (2017) proposed trainings and university curriculum changes (for future staff) to improve the staff capacity of state departments of transportation as it related to active transportation.

Literature Review Takeaways

Reviewing scholarly and practitioner literature about project management, including examples of both successful and unsuccessful project management, provides the foundation for me to evaluate active transportation project management by providing a basis of comparison between Los Angeles and the three cities I chose to compare it against. Although I identified nine best practices, split between six practices focused on institutional structure and three practices focused on staff and interpersonal behavior, most of the successful case studies I reviewed included most, if not all, of these elements. For example, effective communication depends on clear visions and city organizational structures that explicitly define who is responsible for different tasks. Defined design and process standards and funding to deliver projects must be in place to provide adequate support, while ultimately effective champions are the ones who pull all aspects together. In contrast, the case studies that struggled, such as the Auckland, New

Zealand urban redevelopment project that Opit and Witten (2025) described, demonstrated the consequences of lacking individual or multiple best practices. The project Opit and Witten described lacked funding, a clear delineation of responsibility, effective communication, and design standards; it was, as a result, destined to struggle. Additionally, I found little consensus over how to select projects, even though project selection is an example of a standard operating procedure.

Finally, I found no evidence of a “silver bullet,” or a single best practice or category of best practices that most influence outcomes. While these practices likely support one another, as I indicated above, it may be that something resembling a hierarchy or order of best practices exists, where implementing one makes it possible to implement others. Conversely, identifying nine best practices leads me to ask if governments could succeed without certain best practices and, if so, what circumstances would enable such a scenario to occur.

Results: Interviews With Planners Outside Los Angeles

I organize my findings by best practices, separating planner responses by city where I felt it was necessary for readability. I organized any responses from my interviews that did not fit into the nine best practices into three additional subsections: e-bikes; barriers to project delivery; and unique challenges.

Best Practices: Institutional Structure

1. Dedicated Funding

Planners in all three cities spoke about project funding's importance of funding as both an enabler of and constraint on project delivery. All three cities take different approaches to local funding: City One, which builds many protected bike lanes through road reconstructions, has a formula for increasing its annual street repaving budget over the next decade; City Two has relied on successive property taxes to fund transportation, with voters having passed three taxes this century (each tax has covered nearly one decade); and City Three relies on discretionary funding for its projects. According to Planner 1A, dedicated funding for road reconstruction and for bike projects also exists at City One's county and state levels; Planner 1C described additional local-level funding as matching funds for grants. City Two divides its transportation property tax dollars into set categories, including bikes. Planner 2A credited federal and state grants alongside the property tax with accelerating project delivery in City Two.

Planner 1C said that lower downtown real estate values created cost challenges for City One; although he did not provide details, it is likely that he was referring to post-pandemic downtown struggles' impact on property tax revenue. Planner 1C said these challenges threatened the discretionary funding available for bikeway and traffic calming projects. Planner 2C noted that City Two's securing of their then-largest recurring local transportation property tax over a decade ago roughly coincided with their adoption of a bicycle master plan and with NACTO's addition of protected bike lanes to their street infrastructure typologies. Both planners credited these events with creating the impetus in City Two to build protected bike lanes. Funding influences whether City Two builds protected bike lanes using cheaper—posts and paint—or more expensive—concrete—building materials; "posts" is presumably synonymous with flexible delineators, based on imagery from City Two. Planner 2B said that City Two often builds protected bike lanes using cheaper materials because they cannot always afford to build projects out of concrete. Of the seven interviews, only Planner 1C mentioned disagreements over what infrastructure should be funded; he described guarding money allocated for bike projects from being used for bicycle boulevards. NACTO (n.d.-e) defines bicycle boulevards as shared routes with traffic-calming interventions like speed humps; they describe these corridors as "characterized by low motor vehicle speeds and low motor vehicle volumes," either due to existing street conditions or due to street design interventions. Planner 1C contended that bike boulevards are not (dedicated) bike infrastructure, even if they do improve street safety.

2. Hierarchy

All three cities have plans that detail where they intend to add protected bike lanes, and goals for mode shift by certain dates.[12] Planner 1B specifically noted that City One does no major street projects with unprotected bike lanes. Planner 1B also mentioned City One's mode shift goal, calling it a factor in City One's capital program alongside equity and maintenance goals.

Although all three cities incorporate most transportation functions into a single entity, City One alone resembles NACTO (2022)'s "transportation-inclusive" agency; City One's streets department is also responsible for sanitation, water treatment, and upkeep of city fleet vehicles (p. 27). In contrast, City Two and City Three have departments that resemble "transportation-focused" agencies as explained by NACTO (2022), although City Three's transportation department still reports to intermediary officials between the department and City Three's mayor (p. 27). Within their transportation departments, City Two and City Three have teams that focus on cycling alone or alongside other forms of active transportation. Unlike them, Planner 1C speculated that he holds the only role in City One explicitly focused on active transportation. He explained that bike project delivery falls under the jurisdiction of all capital project leaders rather than being a distinct responsibility or travel mode focus within his department.

3a. Standard Designs

Each city has codified design rules that describe different types of protected bike lanes. Planner 1B specifically highlighted City One's adaptable design standards. He argued that these standards allowed for more effective project delivery because planners in City One could adapt to different street widths that he argued other design guidelines were not designed to accommodate. Planner 1A noted that City One did not experiment with new designs that were not in their design guidelines.

3b. Standard Procedures

Planner 1A and Planner 1C described City One's implementation strategy as one largely reliant on adding protected bike lanes to road reconstruction projects, which are projects where the entire road is retrofitted. City One's local funding system for road reconstruction has a funding system that relies on a quantitative evaluation of projects based on infrastructure condition, utilities concerns, safety concerns, and equity metrics; City One also evaluates projects based on qualitative concerns related to coordinating with other infrastructure projects and other city goals. Of the quantitative project selection metrics, City One weights pavement condition (within the infrastructure condition category) the most; still, equity metrics make up 48 percent of the quantitative score.

Like City One, City Two selects its projects using quantitative and qualitative frameworks roughly every four years. It measures quantitatively six goals for its transportation network, one

[12] City One aims to increase bike trips to ten percent of mode share by 2030; City Three aims to achieve the same goal by 2050. City Two aims to increase its collective walking, biking, and public transit mode share to 63 percent by 2044.

of which is equity. It refines project selection using seven qualitative considerations, including one related to grant suitability. According to its transportation plan, City Three's department defined and ranked three zones across the city based on prior city investment, jobs and population per square mile, and percentages of low-income households and of nonwhite residents to direct investment. This plan also mentions improving how City Three prioritizes corridors to build bike infrastructure.

4. Asset Management Strategies

Across the three cities, asset management generally takes one of three forms: (1) weather-related upkeep; (2) general maintenance of bicycle facilities, specifically bollard and flexible delineator replacement; and (3) maintenance of additional streetscape elements included in reconstruction plans such as urban greening. City One and City Three have weather-focused cleaning plans for protected bike lanes; Planner 3A said that his city's sanitation department handles this work. Planner 1A also mentioned a city bollard replacement program, although he acknowledged that the program is powered in part by citizen requests over email or 311 calls; City Three also handles bollard issues with a 311 system. Planner 1A also mentioned that city crews perform once-to-twice a year drive-by visits of protected bike lanes to replace missing bollards. In addition, he noted that responsibility for maintenance of green infrastructures such as rain gardens are an area of contention with other teams in his department due to uncertainty over who is responsible. Planner 1A noted that it can be difficult to forecast, and thus budget for ongoing maintenance costs when planning projects. City One also plans to develop a written maintenance plan for its protected bike lanes and other bike infrastructure.

Planner 1B noted that responsibility for bike lane maintenance has been an area of contention with external partners. Planner 2B mentioned that they have agreements with their city's parks department concerning maintenance of bike trails on park property. Planner 3A said that City Three needs to standardize its process for bike infrastructure maintenance. He added that City Three loses many flexible delineators each year, something he suggested should be addressed by using more durable materials; this response echoed Planner 1A, who said that City One converts paint and bollard protected bike lanes into concrete within three to five years of building them because of how much damage they would take during winter.

Maintenance is one of City Two's goals in its transportation plan; the plan includes a metric focused on maintaining bikeway pavement condition to a certain threshold across a majority of its network. City Three's streets plan does not discuss bike maintenance, although it lists coordinating maintenance work with safety in its project delivery approaches.

5. Metrics

Planner 1A described metrics that his department uses to assess how cyclists and other road users interact with infrastructure once it has been delivered; Planner 1A did not describe metrics focused on evaluating aspects of the delivery process itself, such as adherence to a specific timeline or budget. In contrast, Planner 2B described having post-project meetings focused on the delivery process. Planner 2B also noted that there are ongoing efforts to improve cost

estimates as well as to improve community outreach. Although City Three has approaches to project delivery in its transportation plan, none focus specifically on bikes, nor do any appear to have public means of measuring them.

6. Community Support Strategies

Interviewees from all three cities described community engagement strategies.

6a. City One: Strategies and Process

Planner 1A said that community members in City One attend meetings and engage with the city outside of meetings. Noting that community groups will often disagree with each other over priorities, Planner 1A said that his and other planners' role in conducting community engagement is to guide discussions of goals for a given street project.

Planner 1B spoke of the need to nurture community support for bike projects. He said that developing that support and desire for infrastructure is important across categories—cyclists and non-cyclists.

Planner 1C said that City One's department hosts open houses and meets with special interest groups with ties to corridors where major street projects are taking place. Planner 1C noted that his department does extensive public engagement for such projects; he added that they do not present engagement as bike-specific when it is part of broader road reconstruction work.

6b. City Two: Strategies and Process

Planner 2B said that City Two conducts extensive door-to-door outreach to communicate the city's goals for projects to individuals. Planner 2B also said that City Two has partnerships with community organizations to conduct public engagement. Planner 2A said that City Two has lessened its use of in-person (but not virtual) open house events, which he and Planner 2C said resulted in city representatives being shouted at by members of the community; Planner 2C said that City Two uses virtual open houses and that they give planners the ability to better manage meetings. Planner 2A and Planner 2C spoke about a specific project where people complained about the community engagement after one project was built (after this project was delayed). Planner 2A and Planner 2C observed that community members will accuse the city of failing to listen to them and added that these upset community members conflate listening with agreement. City Two also has specific equity-focused outreach processes, including partnership with community organizations as mentioned above and a requirement to develop a public engagement strategy for each project.

6c. City Three: Strategies and Process

Planner 3A mentioned meeting with government officials and hosting workshops; speaking about the latter, he argued that workshops only engage part of City Three's population. Planner 3A said City Three's department employs teams that directly engage with residents at events, on city streets, and even at businesses. Planner 3A returned to the theme of political support,

noting that the current mayor and recent mayors campaigned on building bike infrastructure. He noted that this informed the strategy for engagement, which intends to get community feedback to shape a project with the community's knowledge rather than hold a referendum on whether the project will happen at all. Planner 3A emphasized the importance of messaging the non-bike benefit of protected bike lanes as a means of slowing traffic by narrowing street widths (for cars). He invoked a hypothetical community that dislikes cycling or is opposed to redesigning a street. In this scenario, he talked about leaning into the narrative that the infrastructure is about safety for all people on the corridor, with cycling benefits as an additional benefit.

6d. Community Engagement: Delays

Planner 1A reported knowing of one project in City One that is delaying its construction year by one year because of the community engagement process. He described that delay as a unique circumstance. Planner 1A said that City One generally adheres to the project construction dates that it sets, which are usually two to 2.5 years after the beginning of community engagement, even if there is dissatisfaction by some community members with the outcome of the community engagement process. Planner 1A said that there are some logistical reasons for project delays; he acknowledged that some people consider the reasons to be related to community engagement. He mentioned City One attempting to avoid locating all projects in one area and attempting to avoid closing parts of the road network simultaneously that may cause challenges. Planner 1A also said that City One has delayed projects over funding concerns. Still, he argued that these circumstances were also unique.

In contrast to City One, Planner 2B noted that City Two has cancelled a project and has delayed projects; she said that one project was delayed by two years. Planner 2A said that projects still receive opposition despite having funding, political support, and (general) community support. Planner 2B enumerated three project scenarios that create controversy: protected bike lanes that will (1) impact traffic level of service at signalized intersections (intersections with traffic lights); (2) impact freight routes; or (3) impact a company's way of doing business as scenarios that create controversy.

Planner 3A said that although he has seen some projects cancelled in City Three, he said that his department completed almost all of its projects, adding that his department does too many bike projects for City Three's leadership to intervene and stop all of them.

Best Practices: Staff and Interpersonal Skills

7. Communication and Coordination

Planners in City One and City Two discussed interacting with county (City One) and state (City One and City Two) agencies with jurisdiction over streets in their cities, although Planner 2A has not seen bike projects on their state highways. Planner 1A said that City One utilizes monthly intra-department meetings with one representative of each team to share information, including information regarding county and state projects affecting their city department. Planner 1A also said that teams also use a checklist to stay aligned with complete streets goals. Planner 1A

acknowledged that while his department tries to get each team to sign off on the checklist, completing the checklist can feel more perfunctory than authentic as far as an exercise in coordination.

Planner 1A noted that when county and state teams want to build projects in City One, they will usually include one planner and one engineer from City One in the county or state project teams to incorporate City One's perspective. Planner 1A framed this step as a necessity because county and state projects require city approval. Planner 1B mentioned that City One has supported grant applications on county and state streets projects. He pointed to winter maintenance responsibility on protected bike lanes as a source of conflict with the county, noting that City One has chosen to perform winter maintenance on non-city roads even when Planner 1B argued the county should have.

Planners from City Two said that they do coordinate with the state, with the regional transit operator, and with other city departments. However, Planner 2C said that their department avoids having to coordinate with other government entities when possible to accelerate project delivery timelines. Planner 3A noted that his department must coordinate with City Three's fire department regarding street navigability. Planner 3A observed that rank-and-file firefighters sometimes oppose building protected bike lanes even while firefighter leadership appointed by City Three's mayor supports them.

8. Leadership and Culture

Planners from City Two and City Three highlighted a cultural change in their respective departments that led department staff in each city to grow more supportive of bike projects over time. Planner 2A noted that he had worked at City Two for nearly two decades, primarily on bicycle, pedestrian, and public transit matters, and that he recalled longtime city engineers at the beginning of his time with the city who were not concerned with active transportation. Planner 2A credited policy and philosophical changes, including the city's adoption of Vision Zero guidelines, for making the department culture more pro-active transportation.

Planner 3A spoke about how appointed leadership at City Three's department has been supportive of active transportation for many years now, and that their approach has transformed City Three's transportation department over time. Planner 3A supplied a unique example of widespread public support for cycling infrastructure: elected officials who publicly endorse cycling infrastructure but then will seek to discreetly oppose it in their neighborhoods, rather than publicly opposing cycling infrastructure. He credited this supportive environment to City Three's pro-active transportation activists. While Planner 3A acknowledged that these activists occasionally push his department with their demands, he credited them for creating the context in which City Three could build protected bike lanes. Planner 1A noted that across his department, he frequently encounters active transportation users among staff. He added that department staff take for granted the idea that they are concerned with active transportation infrastructure; Planner 1A also said that active transportation infrastructure and active transportation users are ubiquitous in City One. In addition, Planner 1C said that all capital project leaders in City One's department are familiar with bike project delivery.

Planners from each city mentioned indicators of political support such as approved active transportation plans and funding allocations for active transportation. In addition to crediting appointed leaders over time with influencing his city's streets department to focus on active transportation, Planner 3A praised City Three's current and recent mayors for their support of bike infrastructure, arguing that it strengthened his department's position when working with communities to implement projects. Planner 1C also said his department has support from elected officials, adding that there is synergy in his city among local urbanists and elected officials regarding active transportation.

9. Staff Capacity

Interviewees from City One and City Two highlighted their internal crews' ability to construct protected bike lanes. Planner 1A highlighted that City One has teams that can add curbs to painted bike lanes, which he described as less than full road reconstruction. While Planner 1A said city teams can do full road reconstruction projects, he noted City One selects specific roads for that task. The city has a procurement process for other projects, including those where either the funding requirement or lead agency requires procurement of outside contractors and a bidding process. Planner 2B described the work that city crews do most often as temporary or interim in material, such as protected bikes lanes delineated with posts and paint as opposed to concrete. Planner 2B noted that many interim construction are demonstrations of specific interventions; as noted in my Funding section, Planner 2B noted that City Two crews also build post and paint-based protected bike lanes that are functionally permanent because City Two lacks the funds to build concrete infrastructure for each protected bike lane. Planner 3A noted that his city had hit its limit to build protected bike lanes in terms of available staff and facilities; this capacity constraint has impeded City Three from meeting its protected bike lane construction goals.

Additional Observations

E-Bikes and E-Scooters

Planner 1A notes that people are buying their own e-bikes, noting people are especially fond of cargo bikes and what he described as kid-carrying bikes. With regards to infrastructure, Planner 1A mentioned that some people have suggested making bike lanes slightly wider, but he said that the sidewalk-level (raised) bike infrastructure accommodates e-bikes and e-scooters. He said that in his experience, people telling him that others are riding too close to them usually indicates that additional bike infrastructure is warranted. Planner 1C said that his city has built its bike lanes wide enough to enable passing, noting that he had heard some complaints about people going too fast on park trails. Planner 1C expected his state to adopt e-bike laws regarding speed, age limits, and modifications to address injury concerns. He noted that there is public and elected support for e-bikes and cargo e-bikes, adding that parents like them. Regarding e-scooters, he noted that people complain about poor parking practices and added that the city failed to make a difference with using paint to delineate parking spaces for scooters.

Planner 2B and Planner 2C noted that they design protected bike lanes to support riding at a comfortable speed and that faster cyclists in their city will use motor vehicle travel lanes. Observing that people had issues with fast cyclists prior to the widespread availability of e-bikes, Planner 2C added that one would have faith that people exercise good behavior while using a bicycle.

Planner 3A acknowledged that injuries and fatalities associated with e-bikes have increased with their uptick in usage. Noting that people are going fast through stoplights and through crosswalks, he said that both issues created reputational challenges for cycling. Planner 3A added that City Three has also grappled with non-street legal vehicles that resemble e-bikes.

Barriers to Delivery

Planner 1C described time and money as barriers, while Planner 1B argued that project delivery itself is not difficult. Instead, he noted that some corridors have constrained rights-of-way that require balancing priorities, something he said is the role of staff to do through engagement with community members and elected officials. Planner 1A also noted money, saying that it results in certain projects being done in stages. He added that occasionally parts of the bike network are left incomplete and that the city lacks projects to address those gaps. He added that there is some internal resistance to unorthodox thinking. Planner 2B named funding as a barrier to project delivery of active transportation and bike infrastructure. Planner 2B also mentioned materials acquisition and storage as a challenge. Planner 2C said that the level of opposition City Two's department receives when they attempt to do a project that would remove a lane of traffic, or parking, or lower a signalized intersection's level of service (or all three) constitutes a barrier. Planner 3A cited staff and facility capacity constraints.

Unique Concerns

Planner 1A noted that many cities in the US are older and that there will potentially be a need for a national conversation about repairing old infrastructure. All three planners in City One discussed the way their city is building its network. Planner 1C described City One's projects, including non-road reconstruction bike projects, as beginning to coalesce into a network of protected bike lanes as opposed to individual projects, arguing a true system will take shape in five years. As I mentioned above, Planner 1A expressed concern that the way City One chose and phased projects led to small network gaps that were never fixed. Planner 1B argued that the city's focus on creating individual complete streets prevented them from creating a broader bike network, regardless of other infrastructure. Planner 1B cited the urban planner Gil Penalosa to argue that perhaps City One should focus on creating a basic, coordinated network first that allows cyclists to get around as opposed to a larger but uncoordinated network. He suggested that perhaps such a network should be implemented independent of other complete streets efforts, such as improving sidewalks, while acknowledging that community will and funding are finite resources.

Results: Interviews With Advocates in Los Angeles

I organize my interviews by content area and by interviewee. Because my interviews are with advocates, rather than with planners, I am unable to directly assess Los Angeles' approach to managing protected bike lanes. As a result, it is worth considering additional context about Los Angeles' status quo as measured by my nine best practices. I created a table that incorporates my additional research with information from my interviews to visualize how Los Angeles is doing on each of the best practices.

Table 2. My Evaluation of Los Angeles' Performance Across the Nine Best Practices

BEST PRACTICE TYPE	#	BEST PRACTICE	MY EVALUATION	EXPLANATION FOR MY EVALUATION
Institutional Structure	1	Dedicated Funding	Deviates from Best Practice	Los Angeles relies on discretionary funding, meaning that budget problems have led to reductions in road work (Deng, 2026).
Institutional Structure	2	Hierarchy	Deviates from Best Practice	Los Angeles has goals for its protected bike lanes in *Mobility Plan 2035*. However, Los Angeles splits responsibility for bike project management between LADOT and StreetsLA.
Institutional Structure	3a	Standardization: Standard Designs	Conforms with best Practice	Los Angeles has a complete streets design guide. They also say that NACTO's Urban Bikeway Design Guide and its Street Design Guide can be used as "guidance references," although LADOT has a supplemental guide that supersedes NACTO's guidance where they conflict (BOE & LADOT, 2020, p. 6).
Institutional Structure	3b	Standardization: Standard Procedures	Somewhat aligns with best practice	Measure HLA ties implementation of *Mobility Plan 2035* to street repaving (Yes on HLA, n.d.-b).

BEST PRACTICE TYPE	#	BEST PRACTICE	MY EVALUATION	EXPLANATION FOR MY EVALUATION
				However, safe streets advocate and *Streetsblog Los Angeles* editor Joe Linton has sued the City of Los Angeles, arguing that they are attempting to avoid implementing *Measure HLA* (Newton, 2026).
Institutional Structure	4	Asset Management Strategies	Somewhat aligns with best practice	LADOT lists 12 bikeways that they maintain (LADOT, n.d.-a). A draft motion to consolidate maintenance responsibility for all protected bike lanes into Board of Public Works is before the Los Angeles City Council's Public Works Committee (LACityClerk Connect, 2025; Lattimore & Viramontes, 2026).
Institutional Structure	5	Metrics	Unknown	No public information concerning evaluation of project management systems is available.
Institutional Structure	6	Community Support Strategies	Conforms with best Practice	Advocate Yolanda Davis-Overstreet praised LADOT staff's approach to the Adams Boulevard Safety Project (see below). Additionally, LADOT's Community First Engagement approach for Vision Zero efforts include engagement efforts outside of traditional meeting structures, including by deploying "outreach specialists" and by enlisting local "community ambassadors" to conduct engagement, among other strategies (LADOT, n.d.-c).

BEST PRACTICE TYPE	#	BEST PRACTICE	MY EVALUATION	EXPLANATION FOR MY EVALUATION
Staff and Interpersonal Skills	7	Communication and Coordination	Deviates from Best Practice	The Los Angeles-focused infrastructure advocacy organization, Investing in Place, and Michael Schneider (CEO of Streets For All) have both criticized the coordination between LADOT and StreetsLA (see below; Investing in Place, n.d.; Investing in Place, 2025, p. 6). In addition, *Streetsblog Los Angeles* editor Joe Linton wrote in February that LADOT and StreetsLA have failed to produce a joint *Measure HLA* implementation strategy despite committing to publishing a plan two years ago (Linton, 2026).
Staff and Interpersonal Skills	8	Leadership and Culture	Deviates from Best Practice	Mayor Karen Bass did not endorse Measure HLA (Uranga, 2024). Linton's lawsuit against the city, coupled with *Streetsblog Los Angeles*' writer Damien Newton's statement that Los Angeles has “done little to actually implement [Measure HLA]” suggests complete streets champions are not in leadership positions (Newton, 2026).
Staff and Interpersonal Skills	9	Staff Capacity	Somewhat aligns with best practices	Los Angeles has delivered protected bike lanes with both bollards and paint as well as concrete barriers. However, Michael Schneider argued they are overly reliant on outside teams in the design phase (see below).

I organize my four interviews into four categories: (1) reflections on Los Angeles' status quo; (2) opinions on community engagement; (3) perspectives on e-bikes; and (4) policy ideas for Los Angeles. Aside from the policy ideas section, I subdivide each section by speaker.

Reflections on Los Angeles' Status Quo

Michael Schneider (CEO, Streets For All)

Schneider argued that Los Angeles lacks internal capacity to begin the design process before engaging with the public and then constructing infrastructure; he criticized what he called the city's reliance on consultants. Focusing on Westwood Village nearby UCLA, he highlighted former Councilmember Paul Koretz's efforts to remove Westwood Boulevard north of Wilshire Boulevard from the Mobility Plan; as a result, bike lanes were planned on Gayley Avenue (where unprotected (constrained) bike lanes now exist).[13] Additionally, he named two streets—Pershing Drive and Vista Del Mar—where drivers have hit and killed people since political backlash in 2017 led Los Angeles to remove improvements that the city had added to the streets (Linton, 2017). Schneider argued that politicians, more than government entities, are the source of problems with project delivery. Still, Schneider said that the city has a "huge bias… towards driver convenience," even as he called LADOT more progressive than other parts of city government.

Schneider contended that the bifurcation of street responsibility between LADOT and StreetsLA is a serious challenge; he argued that in the absence of mayoral direction on transportation matters, the entities disagree and deliver nothing. With regards to maintenance, Schneider noted that Los Angeles employs plastic bollards that are easily damaged; he does not think Los Angeles does a good job with maintenance. While Schneider noted that Los Angeles has run out of funding for bollards and green paint for bike lanes, he did not think the city had historically prioritized maintenance even in better fiscal times. He mentioned the Ballona Creek Bike Path, running through Culver City and Los Angeles, saying that Los Angeles is responsible for the path's maintenance but that he does not think the city has repaved it since its construction in the 1970s. (LADOT's Livable Streets website announces it is responsible for two segments of the path, although the webpage, which does not appear to have been updated since 2019, does not state when maintenance has occurred (LADOT, n.d.-a)). Los Angeles did receive state funding in 2025 to expand the trail (Sharp, 2025).

Schneider praised Los Angeles for implementing, and then not withdrawing bike infrastructure on Venice Boulevard in Mar Vista (Linton, 2019). Schneider said that the project demonstrated that adding protected bike lanes would not destroy businesses. He pointed to Times Square and Central Park in New York City, both areas that have been closed to cars, as examples where being pedestrian-oriented is now the status quo, after policymakers were willing to endure controversy when they made those decisions. Schneider suggested Venice Boulevard's protected bike lanes were similar.

[13] Author's observation on Gayley.

Romel Pascual (Executive Director, CicLAvia)

Pascual talked about the need for "targeted leadership" in government to prioritize tasks and assemble relevant stakeholders to complete them. Pascual, who was tasked by then-Mayor Antonio Villaraigosa with helping organize the first CicLAvia as Deputy Mayor for Energy and Environment, noted that he had to play that targeted leadership role, partnering with LADOT, sanitation, the police department, and other teams to do something Los Angeles had never done before. Pascual used his experience organizing the first CicLAvia to argue that bike lanes must exist as a citywide priority, not just one within LADOT.

Pascual built on this idea of targeted priority, noting that many different organizations do street work yet fail to coordinate with one another; he also noted that these road reconstruction projects tend to end with institutions recreating the street, rather than adding improvements such as a protected bike lane. Pascual argued there needs to be more coordination between stakeholders to time road work to add in new infrastructure, as opposed to different stakeholders doing work on their own.

Hasan Ikhrata (Formerly: SANDAG CEO, Currently UCLA ITS Senior Fellow)

Ikhrata credited available funding from the federal and state governments with enabling projects to happen during his time at SCAG and SANDAG. He identified "fragmented decision-making" as a challenge to project delivery, albeit one he saw as surmountable in the context of available funding and the desire of both Los Angeles and San Diego to embrace multimodality. He framed active transportation's viability as a matter of getting past public perception that active transportation removes traffic lanes.

Speaking about his time in San Diego, Ikhrata said that SANDAG's structure as a single agency planning and delivering infrastructure eliminated a lot of bureaucracy in the project delivery process. Describing SANDAG's work collaborating with transit agencies and community activists, Ikhrata argued that convening all stakeholders early on helps with collaboration. Speaking about maintenance, Ikhrata said that SANDAG knew how projects would be funded for five to ten years at least if they were going to invest funding. He argued it should be a requirement to not build projects without delineating the parties responsible for operations and maintenance. Ikhrata noted that capital projects are popular, as are ribbon-cuttings at project completions, but that it is a "[waste]" of capital to build without a plan to maintain it.

Opinions on Community Engagement

Yolanda Davis-Overstreet (Advocate And Consultant)

Davis-Overstreet said that *Mobility Plan 2035* was "far removed" from conversations with and explanations to communities of color. She talked about using *Measure HLA* as a means of conducting those conversations. She noted that Michael Schneider came to the West Adams Neighborhood Council when Davis-Overstreet was a vice president and chair of the safety

committee; they discussed a then-upcoming road repaving and the need educate community members about both the process and about reconfiguring the road. She described the perspectives of bicycle advocates as disconnected from some people's lived experience as non-cyclists. In contrast, Davis-Overstreet argued that street safety and reducing traffic violence is universally understandable. Davis-Overstreet said that this latter framing was her angle when she consulted with Schneider. She talked about the need for "intense, intentional education that might be three years before the seeds [of planning] really start to sprout" to "introduce these ideas and conversations." She criticized *Mobility Plan 2035* for not including that kind of outreach and community education. Davis-Overstreet also discussed the difficulty of building protected bike lanes at a time when gentrification is happening in Los Angeles; she said that advocates need "a strong campaign and… education" to focus on the transportation benefits of bike infrastructure while acknowledging things beyond their control in the built environment.

Davis-Overstreet highlighted the Adams Boulevard Safety Project, which yielded a constrained, buffered bike lane,[14] as an example of this kind of engagement (LADOT, n.d.-b). She credited project leaders from the city for developing community relationships; Davis-Overstreet mentioned that she provided these leaders with contact information for stakeholders whom the leaders could engage with. Describing the project engagement work as "intentional," she acknowledged that the engagement took "a lot more time" than what she described as a standard LADOT engagement, praising one project leader specifically for "[going] the extra mile" in her outreach work.

Davis-Overstreet credited CicLAvia as contributing to this kind of engagement, "making sure that these conversations can take place at their events;" LADOT had a table at the most recent CicLAvia, on April 27 (LADOT, 2026). She acknowledged that in West Adams, some people are still unhappy that the road reconfiguration took place at all. She talked about focusing on communicating the street safety element, returning to the universality of traffic violence for cyclists and non-cyclists. Davis-Overstreet described the bike benefits as a long-term outcome of the infrastructure, noting that people have begun to utilize the infrastructure; she mentioned seeing multigenerational groups and families using the bike lane.

Michael Schneider (CEO, Streets For All)

Schneider argued that the city conducts too much outreach to the point that they delay projects such as Westwood Boulevard's protected bike lanes, which he noted have had funding to build for two years. He argued that Los Angeles far surpassed the required level of engagement that it needed to do on projects; this required level was set by Los Angeles' settlement with a group, Fix the City, that had sued over *Mobility Plan 2035* (Exhibit "A" to Settlement Agreement for *Fix the City v. COLA*, n.d.; O'Sullivan, 2020). Schneider blamed a backlash against city efforts to build more bike infrastructure in 2017 for slowing the outreach process. Schneider also argued that LADOT could reduce its outreach timelines substantially, suggesting a reduction from two years to two months, without triggering backlash.

[14] A buffer means additional space between the bike lane and the street, even though there is no barrier (NACTO, n.d.-b).

Additionally, Schneider suggested that the way the city structures its engagement focuses on the wrong questions. He compared asking residents to weigh in on best practices for street design and safety to a restaurateur tasking him, an amateur, with handling the recipes for a high-end restaurant. He argued that framing projects as “non-negotiable” and then soliciting community feedback about priorities for the redesigned street—do people value a turn lane more than street parking on a given segment, for instance—would allow for more productive community engagement.

Reflecting on Venice Boulevard’s road diet in Mar Vista, Schneider noted that advocates and planners can move too quickly and engender a backlash, including one that can threaten allied elected support. At the same time, he argued in favor of ambition driving policy to achieve real impacts, such as the Venice Boulevard project.

Romel Pascual (Executive Director, CicLAvia)

Saying that “everyone has a stake in how infrastructure gets made,” Pascual framed CicLAvia as a form of participatory planning: he talked about CicLAvia generating a “sense of curiosity” about the built environment. He explained the role that CicLAvia plays in Los Angeles by describing policy as being two-dimensional, arguing that the third dimension is physical infrastructure and government services as well as “behavioral change;” Pascual said CicLAvia helps facilitate that latter process by changing how people experience and understand infrastructure. Pascual talked about educating people about what exists or what should be created from an infrastructure standpoint, describing CicLAvia as providing that “connective tissue” between people and the built environment that their taxes create.

Echoing Davis-Overstreet, Pascual talked about creating an inclusive coalition to support active transportation infrastructure. He talked about the first CicLAvia’s framing as an environmental event because it was promoting movement without cars; discussing the 2025 CicLAvia that occurred on Melrose Avenue, Pascual said that the business community there asked for an event, noting that small businesses can be partners in pushing for “walkability [and] safe communities” including through protected bike lanes. Noting budget constraints, Pascual talked about creating a narrative that centers the multijurisdictional benefits of bike lanes beyond mobility and bikes, mentioning economic development, public health, street beautification, and even moving electricity lines underground as reasons to support bike projects (and, by extension, comprehensive road reconstruction projects).

Pascual suggested that there is an overabundance of commissions and councils where people can offer their thoughts, and that people can only engage with so many. He framed CicLAvia as an answer to the question of how to “create a meaningful process for something good happening” as opposed to providing a forum only to engage when something has gone awry.

Hasan Ikhrata (Formerly: SANDAG CEO, Currently UCLA ITS Senior Fellow)

Ikhrata talked about using community outreach to communicate that bike infrastructure "[adds] value to the whole community," not just that of cyclists, because it makes it safer for children to ride bikes. Noting that one cannot convince people that their children are safe while cycling in lanes that are shared with cars, Ikhrata framed separated bikeways (protected bike lanes) as essential to communicating that message. Ikhrata said that there is a need to create a culture around active transportation usage among youth, mentioning as his initiative to make public transportation free for youth 18 years old and under as an example of how SANDAG shifted the culture around youth usage of public transit.

Perspective on E-Bikes

Yolanda Davis-Overstreet (Advocate and Consultant)

Describing e-bikes as "here to stay," Davis-Overstreet discussed racial profiling and over-policing of Black and brown e-bike owners as a challenge to be addressed. She suggested that expanding Metro Bike Share, as a form of public infrastructure, could result in less racial profiling while expanding access to the system's bikes and e-bikes.

Michael Schneider (CEO, Streets For All)

Schneider said that e-bikes, including e-bikes with cargo storage, have improved to the level that they can act as "true car replacements." However, he noted that electric motorcycles with higher maximum speeds than legal e-bikes harm e-bikes' reputation.

Hasan Ikhrata (Formerly: SANDAG CEO, Currently UCLA ITS Senior Fellow)

Ikhrata described e-scooters and e-bikes as "game [changers]" for active transportation in the context of hilly areas such as San Diego. He said that they do not change the challenge of building separated bikeways (protected bike lanes) and complete streets on roads with constrained space.

Policy Ideas for Los Angeles

Funding

Noting the minimum budget allocation that both Los Angeles' parks and libraries receive based on a percentage of assessed property values, Schneider argued that street infrastructure should receive the same kind of funding.

Government Structure

Asked to consider a scenario where he had a city government position with power to change Los Angeles' status quo, Schneider described "culture change and [a] shock to the system" as

necessary to do so. He argued that the city should focus on moving quickly to improve street safety and that staff not aligned with that speed should leave the government. He proposed integrating StreetsLA's control of streets and sidewalks into LADOT. Schneider also suggested making LADOT a chartered department with a mission to focus on safe streets, adding that LADOT's jurisdiction should be increased from curb-to-curb to property line-to-property line.

Davis-Overstreet sent me a policy brief from the UCLA Lewis Center for Regional Policy Studies titled "Prioritizing Black Lives in L.A.'s Traffic Safety Efforts, Revisited." This paper, written in 2024 by Madeline Brozen and tamika l. butler, included in its policy recommendations an endorsement of Investing in Place's call for a capital infrastructure plan (CIP). Investing in Place is a policy research organization in Los Angeles; Investing in Place and its executive director, Jessica Meaney, are focused on "[strengthening] how Los Angeles understands, finances, and governs its public infrastructure so that decisions reflect care, access, and the realities of daily life" (Investing in Place, n.d.; Investing in Place, 2025). A CIP is a plan "that would inventory all aspects of the public right-of-way and provide a budget and strategic vision for improving infrastructure" (Brozen & butler, p. 6). Brozen and butler highlighted Investing in Place's research on best practices for a CIP, including a participatory element for people to propose CIP projects, the creation of a project prioritization process concerning "equity and need," and "[ensuring] that racial equity departments and teams have explicit roles in development [of the CIP]" (p. 6).

Pascual argued that there needs to be a mandate for change that continues beyond individual leadership. He invoked the example of LA's BEST, which is a nonprofit afterschool program started under Mayor Tom Bradley that Pascual described as a "cultural institution" today (LA's BEST, n.d.). He argued that high-level leadership and authority is needed, such as in the mayor's office, to assemble relevant parties to execute priorities such as with bike lanes. Pascual described one potential outcome as a "council of streets" that assembles stakeholders to address the isolated planning and project delivery efforts that result in the frequent, uncoordinated street work that he notes often leaves the street configuration untouched.

Analysis

Los Angeles, Compared

Through conducting my literature review and my interviews, I identified nine best practices for active transportation project management and observed how all nine translated into reality across three cities. I then compared these three cities with Los Angeles; due to Ikhrata's professional history, I also compared Los Angeles with San Diego. I did not interview planners from the City of Los Angeles; however, the Los Angeles advocates' comments, along with publicly available information about how Los Angeles currently approaches protected bike lane project management, indicates the Los Angeles struggles to measure up against the other cities. Except for community engagement, Los Angeles flounders when assessed using the nine best practices; in contrast, each of the other three cities perform strongly across almost all nine best practices (based on Ikhrata's interview, San Diego also appears to perform strongly on some of these best practices, such as hierarchy).

My research yields four lessons focused on successful project management of protected bike lane projects: (1) all nine best practices translate from the literature review into my empirical research; (2) four of the nine best practices that I identified are foundational to the others' implementation; (3) project prioritization processes must be used to coordinate between different entities involved in street maintenance and operations; and (4) e-bikes and e-scooters necessitate no specific changes in how protected bike lanes are implemented beyond perhaps wider lanes, even as they demand education and policy changes. Each of these lessons informs my seven recommendations for how Los Angeles can improve its management of protected bike lane projects.

Lesson One: Nine Best Practices Model Translates Well

All best practices translate from my literature review into the reality of the three comparison cities and Los Angeles. I believe a source of the model's strength is that the three comparison cities are not beyond critique. In each city, funding is a challenge; in City Two and City Three, staff capacity is a concern. In City One and City Two, planners identify community backlash as a barrier. The debate among the three planners in City One, along with Davis-Overstreet's support for a new way to prioritize projects, suggests that although standardized processes are a best practice, there is no true consensus on the best way to select or prioritize projects themselves. While some ideas are transferrable, such as a focus on equity and on infrastructure condition, how they are applied is ultimately a reflection of local concerns.

Lesson Two: Four Best Practices are Foundational to the Other Five

While I could not cleanly extrapolate a hierarchy among the nine best practices in my literature review, applying them to both my comparison cities and Los Angeles led me to conclude that four best practices act as foundations for the other five: (1) organizational hierarchy as a means

of providing a place for protected bike lane champions (hierarchy); (2) dedicated funding for protected bike lanes; (3) a culture where leaders and staff prioritize protected bike lanes (leadership and culture); and (4) a plan for community engagement that goes beyond traditional meetings (community support strategies).

Hierarchy

Planners from the three cities, and Ikhrata when talking about SANDAG, each described government entities that corresponded with either the "transportation-focused" or "transportation-inclusive" structures as defined by NACTO (2022, p. 27). In contrast, Los Angeles' status quo resembles what NACTO (2022) calls a "transportation-diffuse" structure (p. 27). While the varying internal structures of City One, City Two, and City Three suggest that there may not be a strong benefit from having (or not having) dedicated teams focused on cycling, having a single entity with authority over all streets work matters greatly to build and maintain protected bike lanes at scale. Having a single entity means no deadlock between stakeholder agencies, as Schneider alluded to when describing LADOT and StreetsLA, meaning governments can deliver infrastructure without internal friction. The difference between Los Angeles and the three comparison cities also suggests that consolidating transportation functions is a way for transportation goals to be made tangible. Like the three cities, Los Angeles has goals for its protected bike lanes in *Mobility Plan 2035*; these goals do not appear to be a priority for the city even after *Measure HLA*'s passage by city voters. NACTO (2022) wrote that consolidating transportation work in transportation-focused or transportation-inclusive agencies provides a home for transportation project champions in government; the contrast between Los Angeles and the three cities I studied suggests to me that changing how Los Angeles organizes transportation work could increase Los Angeles' prioritization of its goals for the city's protected bike lane network.

Dedicated Funding

Protected, recurring funding should be available for all "life cycle" components of a protected bike lane: its planning and construction, including community engagement activities; multiple years of maintenance; and the processes of hiring and of training new and existing staff, in addition to addressing other delivery capacity needs. Dedicated funding for these categories ensures that projects are "truly" funded to support the staffing and maintenance costs that exist alongside a capital expense—allowing agencies to avoid the value engineering that occurred due to limited maintenance funding in the Auckland, New Zealand project Opit and Witten (2025) studied. Recurring funding for hiring and training, as well as equipment and facilities, helps forestall the capacity crunch that Planner 3A described as a constraint on City Three's ability to build. It also addresses Romel Pascual's argument in favor of institutionalizing Los Angeles' support for protected bike lanes such that it lasts beyond the tenure of a single agency head or elected official. By design, recurring funding pulls money out of discretionary decision-making and pre-allocates it for a given purpose, achieving that goal. Without it, agencies end up in the circumstance Schneider described, where Los Angeles lacks funding currently for bollards or green paint. Dedicated funding also ensures that the funding can only be used for protected bike lanes, addressing the circumstance in which Planner 1C had to guard bike funding from

being used for infrastructure he perceived as not true bike infrastructure. While City Three's funding is discretionary and has been subject to debates over its amount, both City One and City Two have dedicated local funding for protected bike lanes. City One's funding comes from road reconstruction funds, while City Two's funding comes from a dedicated portion of a property tax; these two cities should serve as guides for how Los Angeles funds protected bike lane projects.

Leadership and Culture

Government entities where staff and leadership support complete streets as their mission provide the foundation for prioritizing protected bike lanes and other active transportation projects. Planners from City Two and City Three spoke about the process of that culture taking shape in their departments over time; Planner 2A talked about policy change influencing the culture in City Two's department, while Planner 3A specifically named leadership appointments as a factor in driving the cultural change in City Three's department. I believe this culture of support is the catalyzing factor: from that support comes a desire to take additional steps to support protected bike lanes and other complete streets priorities. While it is reasonable to suggest that skeptical employees of a transportation department could still do complete streets work if ordered, support that permeates a team likely helps to create good work. As a contemporary counterexample, StreetsLA and LADOT's perceived unwillingness to implement *Measure HLA* suggests that support for complete streets does not permeate either organization as far as the work being a priority.

Community Support Strategies

Across my interviews, I identified three strategies that translate the best practice of having a successful community strategy into specific strategies: (1) emphasize protected bike lanes' non-bike safety impacts; (2) build relationships with active streets advocates; and (3) send representatives into the community to conduct community engagement.

Pascual, Planner 3A, Ikhrata, and Davis-Overstreet all emphasized the importance of conveying the benefits of protected bike lanes to non-cyclists to connect with the broader, non-cycling population. Planner 1B said that cities need to nurture community will in favor of protected bike lanes; he added that this demand in City One has come in part from safety-conscious residents who are not cyclists themselves. Planner 3A talked about the value of cultivating support and pointed to the activist community in his city as an asset in galvanizing complete streets work. In Los Angeles, Pascual frames CicLAvia as fulfilling a similar role as a way of building grassroots demand for active transportation infrastructure like protected bike lanes for non-bike reasons such as street safety and economic benefits for small businesses. Planner 3A and the planners from City Two talked about strategies for more direct community engagement; Planner 2B mentioned door-to-door engagement, while Planner 3A identified streets, events, and business as forums where City Three dispatches representatives to engage with residents. Both planners' approaches are similar in style to the direct engagement that Davis-Overstreet described project leaders as doing as part of the Adams Boulevard Safety Project, where city officials sought out community leaders to build relationships. Moreover, LADOT's Community Ambassadors are

similar to City Three's engagement teams, providing a pre-existing mechanism to conduct engagement efforts outside of city meetings.

My interviewees lack consensus on the appropriate timeline for community engagement. Yolanda Davis-Overstreet praised LADOT for a project engagement strategy that she said took far longer than what she perceived as standard LADOT engagement efforts. This approach contrasts with Schneider's argument that Los Angeles could do outreach in less time than it currently does, along with his sense of urgency to build protected bike lanes. Davis-Overstreet and Schneider's different perspectives relate to the discussion about the purpose of community engagement that I observed in my literature review. Schneider frames a better approach to community engagement as one that secures community support for planned projects so that they can proceed quickly; how does such a perspective coexist with Davis-Overstreet's argument that *Mobility Plan 2035,* the source of Los Angeles' planned projects, failed to consider certain community perspectives? Adding context is the fact that *Measure HLA* could be interpreted as a citywide form of engagement, demonstrating that voters—65 percent of them—want *Mobility Plan 2035*'s projects built as quickly as possible.

The publications I read for my literature review led me to suggest that community engagement serves one of two purposes based on when it occurs. Engagement efforts early in a project timeline focus on incorporating community perspectives into a proposal, while engagement efforts later in a project focus on building public support for project implementation. My observation suggests that there is room for both Davis-Overstreet and Schneider's preferences for engagement in an effective community support strategy. For something like an already-approved, voter-endorsed plan like *Mobility Plan 2035,* the role of community engagement should be to keep community members informed on what is happening and when it is happening, while reminding them why it is happening. Planner 1A mentioned that his department is clear that it will meet its planned construction schedule, even if the project is controversial; this bounded approach seems more appropriate for quickly following up on *Measure HLA* if a project is not already designed and ready to be implemented. Such a fast-paced approach is different from a longer-term approach to secure community input, to design the next mobility plan, or to design a bespoke project for a specific community. There, slower, more deliberate efforts to build trust and solicit ideas are appropriate because there is no expectation of immediate, voter-endorsed, quick project delivery. In communities where there is a sense of distrust between Los Angeles' government and its residents, such longer-term engagement can also build trust, following Raulerson et al. (2018)'s argument that engagement efforts early in a project timeline ensures that governments "can identify community values and concerns proactively" (p. 17).

Los Angeles can do both types of engagement while following the three lessons I extrapolate from my interviews. Ultimately, both types are necessary: shorter-term engagement can help deliver the infrastructure people are expecting from *Measure HLA,* while longer-term engagement can focus on incorporating more residents into the planning process to create additional, community-informed projects. Both approaches, coupled with the three strategies I

identify, can help create a Los Angeles that gives its leaders permission to continue supporting agencies to deliver those streets.

Why These Best Practices are Foundational

These four best practices provide the conditions under which teams can implement the other five best practices; two of the remaining five best practices focus on staff and interpersonal skills, while the remaining three practices, which focus on institutional structure, concern technical details: developing metrics to evaluate project management; developing an asset management strategy; and developing standard design guidelines and procedures to manage project delivery.

All five of these remaining best practices depend on a well-resourced government organization having clear jurisdiction over streets work and a desire to do complete streets work. One government body focused on streets provides planners with the ability to change streets without friction, unlike in Los Angeles today; dedicated funding relieves planners from having to search for various funding sources on a per-project basis, while widespread staff and leadership support provide the motivation to develop other best practices, such as staff capacity and an asset management strategy. Finally, widespread community support creates a positive feedback loop between members of the public, elected officials, and the government entity responsible for streets that enables this entity to build and maintain protected bike lanes. The political support that Planner 3A credited with helping his department build projects reflects such a feedback loop in action. In contrast, if elected officials see the public as opposed, then they will retreat from protected bike lanes, as Los Angeles did in 2017 with the Vista Del Mar and Pershing Drive projects.

Of these four foundational best practices, having a single government entity responsible is perhaps the most important for Los Angeles, as the other three practices are predicated on successfully creating an organization with the funding, culture, and jurisdiction to build and maintain protected bike lanes. Maintaining three organizations—LADOT, StreetsLA, and also BOE, where it is involved in bike projects—means that bike project delivery and maintenance will continue to be split between organizations with structural and (based on Schneider's argument) cultural differences. It also means that dedicated funding for protected bike lanes would likely be split between the three teams, should the Los Angeles City Council boost bike project funding with this status quo. While NACTO (2022) frames disputes over funding as a procedural issue rather than a structural issue, maintaining a divided system for project delivery seems like a way to create disputes (p. 20).

Lesson Three: Project Prioritization Processes Must be Used to Coordinate Between Different Entities Involved in Street Maintenance and Operations

Romel Pascual's observation that many entities have infrastructure on or under streets raises an important consideration for this project: advocates for any type of infrastructure could

reasonably argue that Los Angeles should focus on them rather than on protected bike lanes. Los Angeles prioritizing the delivery and maintenance of protected bike lanes could mean that advocates of other types of infrastructure, such as streetlights or bus lanes, could see their goals limited when they conflict with bike lane buildout and maintenance. Because of *Measure HLA*, protected bike lane project prioritization is tied to StreetsLA's road resurfacing schedule; in theory, whatever street is resurfaced will get the infrastructure planned for it in *Mobility Plan 2035* (Yes on HLA, n.d.-a). Due to funding concerns, this process does not appear to be occurring and is the source of a lawsuit against StreetsLA (Linton, 2026; Newton, 2026). That funding is impeding implementation suggests that if Los Angeles funds bike infrastructure, then funding will not go to other infrastructure concerns. In this context, this critique raises a relevant point: cities have many priorities. However, City One and City Two's project prioritization systems indicate that prioritization systems can be used to mediate between different infrastructure priorities.

Both cities have project prioritization frameworks that include project relationships with other projects and priorities as a selection criterion. Both cities' funding strategies reflect balance, City One by funding road reconstructions, and City Two by earmarking its transportation property tax to fund specific issue areas, including but not limited to bikes. By building many protected bike lanes through road reconstruction, City One suggests that Los Angeles can avoid a zero-sum relationship between protected bike lanes and other infrastructure when it comes to scheduling street work, even if Los Angeles prioritizes building protected bike lanes. Road reconstruction provides a means of coordinating various infrastructure interventions while ensuring the intervention adds a protected bike lane—something Pascual critiqued uncoordinated road maintenance in Los Angeles for not doing. City Two indicates that planning can be done to determine project priority based on a broad range of concerns. Planner 2B said that sometimes City Two has had to balance public transit needs with bike network priorities. She mentioned a hypothetical scenario where they would move planned bike infrastructure to a parallel corridor to avoid interfering with a bus route. Planner 1C described a discussion where he and his colleagues investigated whether they could add bike infrastructure to a street (independent of their other planned bike infrastructure) before concluding that they could not make it work with their other infrastructure priorities on that corridor. Such coordination indicates that even cities that are focused on building protected bike lanes do not ignore other infrastructural needs.

Planner 1B's critique of City One's for not prioritizing the construction of a bike network above other priorities suggests that balancing infrastructure priorities is not only a common concern, but that it cuts both ways, given that City One is a jurisdiction that already appears to prioritize bike infrastructure when compared to Los Angeles. However, both City One and City Two suggest that cities can balance funding and implementing multiple priorities with project selection frameworks that align priorities—building and maintaining protected bike lanes—with other city goals as opposed to ignoring them.

Lesson Four: Protected E-Bike Lanes are Just Protected Bike Lanes

Neither e-bikes nor e-scooters precipitated specific changes in protected bike lane design or project delivery. Planner 1A mentioned hearing some requests to widen protected bike lanes, although Planner 1C said that lanes were designed to allow for passing. Ultimately, the challenges I identified concerning e-bikes are unrelated to infrastructure: issues concerning safe behaviors, over-policing of communities, and illegal modification and non-street legal vehicles are complex and require study and action independent of the project delivery process for protected bike lanes.

Recommendations

Los Angeles has approved language for its charter reform process to change the city's institutional structure. The approved charter reform language does propose a two percent allocation of city budget funding annually for Los Angeles' Department of Public Works; that this proposal is in the approved language suggests to me that there is a consensus about funding infrastructure (City of Los Angeles, 2026a). However, the approved language leaves untouched the current bifurcation of street responsibility between LADOT and StreetsLA (City of Los Angeles, n.d.-b). The approved funding language also lacks a provision dedicating funding for specific goals, such as building protected bike lanes. In its current form, Los Angeles' proposed charter reforms miss the opportunity to align Los Angeles' government with complete streets. My recommendations would ensure that the city recognizes protected bike lanes as a priority.

Two other organizations have proposed reforms: Streets For All and Investing in Place. Streets For All made four recommendations: (1) "Make LADOT a chartered department that has responsibility to construct, excavate and maintain streets property line to property line - functionally moving the duties of the Bureau of Street Services inside LADOT;" (2) "Shore up street operational funding with a regular percent of city assessed property values, similar to the Library and Parks;" (3) "Change the City budget to a 2 year cycle and formalize a 5 year Capital Improvement Plan to support long term planning;" and (4) "Replace the board of public works *[sic]* with a director position similar to other City departments" (Streets For All, n.d.-c). Schneider reiterated Streets For All's first recommendation to me in our interview. Investing in Place proposed 16 interventions for Los Angeles in a white paper called "A City That Works: Public Space as a Civic Promise;" I republished the recommendations below in Table 3. The document focuses on infrastructure and public space more generally, but it does cover transportation; recommendation six is "explore LADOT consolidation into Public Works" (Investing in Place, 2025 p. 16).

Table 3. Investing in Place's 16 Recommendations from "A City That Works"

	PROPOSAL	**BARRIER**	**EXPECTED IMPACT**
1	Adopt a clear, citywide vision centered on outcomes, not activities or department checklists	Lack of shared outcomes across departments	Aligns agencies, funding, and public expectations around common goals
2	Amend City Charter to require a 5-year comprehensive Capital Infrastructure Program (CIP)	No existing requirement for coordinated capital planning and maintenance	Establishes a predictable, long-term investment framework for public realm infrastructure

	PROPOSAL	BARRIER	EXPECTED IMPACT
3	Amend City Charter to dissolve Board of Public Works; establish a Director of Public Works	Fragmented executive leadership	Creates a single accountable leader for infrastructure coordination and delivery
4	Create an Office of Public Space and Infrastructure Management	No unified leadership or shared priorities across departments for funding, development, and implementation	Improves coordination, strengthens accountability, and enables long-term, cross-agency planning and maintenance for public space investments
5	Clarify Department of City Planning's role in public infrastructure strategy	Planning roles are siloed and unclear	Ensures land use and infrastructure decisions are aligned
6	Explore LADOT consolidation into Public Works	Redundant and uncoordinated departments	Aligns leadership, reduces duplication, and improves coordination across street and sidewalk infrastructure for more consistent project delivery
7	Clarify Recreation and Parks' role in capital planning and coordination	No clear integration of parks into citywide capital planning	Ensures parks are included in citywide strategies: improving coordination, delivering major upgrades more efficiently, and advancing goals around access, shade, climate resilience, and neighborhood livability
8	Establish local hire and workforce development	Without a clear list of upcoming projects, it's difficult for job	Creates job pathways and supports

	PROPOSAL	BARRIER	EXPECTED IMPACT
	goals as part of CIP implementation	centers and labor groups to align training and hiring efforts with future infrastructure work	equitable economic development
9	Commit to no new taxes related to public space without Charter reform requiring adoption of a 5-year Capital Infrastructure Program (CIP)	New revenue without reform risks inefficiency	Ensures any new funding is guided by a long-term CIP framework
10	Transition the City budget to a two-year cycle and ensure adequate staffing to support CIP implementation	The current process combines operating and capital budgets but doesn't align them—leaving departments unclear about future projects while fighting for staffing	Improves project planning, coordination, and workforce stability
11	Implement a citywide asset management system	No comprehensive data on infrastructure conditions	Supports better decision-making and resource allocation
12	Establish a 'State of Good Repair' policy with enforceable standards and maintenance funding	No consistent standard for asset condition or care	Improves transparency, extends lifespan of assets, and reduces long-term costs
13	Require Life-of-Project Cost Estimates	Capital projects often underestimate true costs	Reduces budget shortfalls and improves fiscal discipline
14	Integrate climate resilience and equity benchmarks into project selection and design	Projects often ignore environmental risks and historical disinvestment	Builds safer, more adaptive, and community-responsive infrastructure
15	Implement a metrics-based project delivery system	Project delivery is inefficient and opaque	Improves project tracking, timeliness, and transparency

	PROPOSAL	BARRIER	EXPECTED IMPACT
16	Mandate annual Controller audits of CIP projects	Lack of independent oversight and performance review	Strengthens accountability and public trust

"A City That Works" by Investing in Place makes 16 recommendations for the City of Los Angeles (republished from Investing in Place, 2025, pp. 20–22).

So far, Los Angeles has taken steps to adopt two of the recommendations. Supplementing the role of the Board of Public Works (BPW) with a Director of Public Works is in the approved charter language (City of Los Angeles, 2026b, pp. 2–5). Los Angeles released what it is calling a Capital Infrastructure Program focused on infrastructure for the 2028 Olympics and Paralympics earlier this May (City of Los Angeles, 2026c; Walker, 2026); creating a Capital Improvement Program via ordinance is also among the approved charter reform language (City of Los Angeles, 2026d). Most interesting for my proposals is the divergence between Streets For All and Investing in Place on organization: Investing in Place recommends exploring the absorption of LADOT into the Department of Public Works (DPW) while Streets For All recommends expanding it, even while Streets For All's other recommendations align with those of Investing in Place. Both advocacy groups are trying to address the same problem—Investing in Place cited coordination failures between LADOT and StreetsLA to implement *Measure HLA* infrastructure as the reason behind their recommendation (2025, p.16).

Based on the analyses I have conducted for this report, I support all of Investing in Place's recommendations save for its call to consider merging LADOT into DPW. Recall that NACTO argues that Transportation-Inclusive agencies can effectively deliver transportation projects; City One's transportation-inclusive department demonstrates that it can effectively manage protected bike lane projects. Similarly, City Three's transportation department still reports to an intermediary between the department and City Three's mayor. However, I conclude the visibility and independence of a transportation department tasked with building and maintaining complete streets infrastructure is useful in a city like Los Angeles, where the project delivery record suggests that it has not been a priority for DPW; additionally, BPW's rejection of administrative appeals arguing that the city failed to follow *Measure HLA* on specific roads projects suggests that moving LADOT into DPW could make it harder for champions to emerge, even if BPW is replaced with a director (as both Investing in Place and Streets For All support) (Newton, 2026). An independent, empowered department could change that, while still coordinating with Public Works and other departments on a citywide Capital Improvement Plan. With that said, I propose seven recommendations:

1. Expand LADOT's Power Over Street Design, Maintenance, and Planning

Los Angeles splits responsibilities for bike infrastructure, street infrastructure, and approval of street construction requests across LADOT, StreetsLA, and BOE (BOE, n.d.-b). Although LADOT has released a gender equity action plan and is working on what it calls a Mobility Action Plan, Los Angeles City Planning (LACP) authored *Mobility Plan 2035* and Los Angeles'

Complete Streets Guidelines; LADOT's Mobility Action Plan says it is focused on implementing "the big-picture goals in the Mobility Plan 2035" (BOE and LADOT, 2020, p. 6; LADOT, n.d.-d). Los Angeles should aggregate all these infrastructure planning and management responsibilities into LADOT, following Streets For All's proposal to give LADOT property line-to-property line control and add LADOT to the city charter. Control of transportation without control of streets is an untenable position for LADOT. Among the responsibilities transferred to LADOT would be full responsibility for protected bike lane maintenance that a current draft city council ordinance would give to DPW (LACityClerk Connect, 2025). My recommendation would not only give LADOT the ability to control street maintenance and repaving, but it would also incorporate street planning and design efforts into the entity that delivers them. In addition, by giving LADOT the power to issue street excavation permits (a power that currently rests with BOE), my proposal would give LADOT the ability to issue permits contingent on combining multiple infrastructure projects (BOE, n.d.-b). For example, LADOT could issue permits to combine repaving, sewer refurbishment, and protected bike lane implementation projects into one effort.

2. Appropriate Dedicated Funding for Capital, Staffing, and Maintenance Expenses Associated With Bike Projects

Such an expanded LADOT will only be successful if it has the resources to build and maintain protected bike lanes. Following City Two's example, Los Angeles should reserve funding for protected bike lanes within any increase in guaranteed transportation funding. I propose that the Los Angeles City Council, while setting the budget for LADOT, should reserve funding for three sub-items concerning protected bike lane delivery and management: (1) capital project delivery; (2) at least five years of project-specific maintenance, following Hasan Ikhrata's observation that that SANDAG had five to ten years of maintenance funding planned for projects; and (3) hiring, training, and other staff capacity-building elements related to protected bike lanes. By proposing Los Angeles reserve funding for maintenance and staff capacity related to protected bike lanes, I seek to address the issues I observed in my research concerning a lack of maintenance funding while also helping ensure that an expanded LADOT can seek out talent, new best practices, and necessary facilities and equipment to deliver protected bike lanes.

3. Use Trainings, Networking Events, and New Staff Goals to Create a Pro-Complete-Streets Departmental Culture

If Los Angeles merges StreetsLA as well as certain BOE and LACP functions into LADOT, the city will create an opportunity for the leadership of this expanded LADOT to shape a new organizational culture. To make complete streets, and by extension, protected bike lanes, a priority, Los Angeles' mayor should appoint a pro-complete streets individual to lead the expanded department. From there, LADOT should hire staff for specific technical roles associated with protected bike lane planning, engineering, and construction. It should also work to increase support for complete streets among current staff through trainings and through networking with other pro-complete streets transportation departments across California and beyond. LADOT should even consider incentivizing existing staff to develop complete streets-focused skills such as bike project planning.

4. Expand Resources for, Scope of LADOT's Community First Engagement Ambassadors Program

LADOT's Community First Engagement method appears to offer an effective mechanism to communicate with community members and informal settings. This program relies on both neighborhood-based "community ambassadors" and "outreach specialists," in addition to preparing for different forums of community engagement including but not just formal public participation forums (LADOT, n.d.-c). If carried out by all stakeholders effectively, this program could be a way to institutionalize the relationship-building Davis-Overstreet described taking place during the Adams Boulevard Safety Project while creating support for more immediate project efforts. With my proposed expanded funding that would include money for community engagement, LADOT should expand its use of this method[15] as their primary engagement mechanism for protected bike lanes and other elements of *Mobility Plan 2035.* To deliver protected bike lanes, LADOT should prioritize more frequent engagement efforts surrounding *Measure HLA* repaving projects while also conducting more open-ended efforts to solicit input for future projects and mobility plans. While *Measure HLA* project engagement should be the focus, building long-term trust with neighborhood stakeholders across the city is essential to develop future projects and plans that are representative of community goals. Expanding Community First Engagement, particularly its numbers of outreach specialists and community ambassadors, can help achieve both goals. LADOT should make sure at least some efforts over recurring time intervals are focused on these long-term planning efforts and to make sure to clearly delineate that they are different from *Measure HLA* projects to avoid confusion. Internally, LADOT should make sure to document engagement efforts and relationships so that the knowledge is institutionalized; for LADOT to succeed, community members must feel like they can trust LADOT itself.

5. Develop a Coordinated Project Prioritization System With a Focus on Coordination

Echoing Investing in Place, and the strategies of City One and City Two, Los Angeles should develop a project prioritization strategy that balances a desire to build its protected bike lane network with other citywide priorities. Like other cities, this strategy should consider when projects can be done together, such as through road reconstructions, while also considering equity concerns, infrastructure age and condition, and demands on street space. As with City Two, LADOT's project prioritization strategy should also synthesize information and projects from multiple sources, given that Los Angeles now has a Vision Zero strategy (albeit one focused on ending traffic deaths by 2025, which it did not (City of Los Angeles, 2015; Turner, 2025)), *Mobility Plan 2035,* the *Downtown Community Plan*, as well as a Capital Improvement Program. As recommendation 14 from Investing in Place's "A City That Works" suggested, this

[15] LADOT's *Strategic Plan 2025–2030*, released in December 2025, discusses the Community First Engagement Strategy and "strategy guidelines" as well as "Community First Engagement goals," suggesting that the method is now their primary plan for engagement (LADOT, 2025, pp. 6, 33, 51).

prioritization process should also incorporate climate resilience concerns (Investing in Place, 2025, p. 22). While Los Angeles develops this process, it should continue to select and do projects based on road repaving alone, as required through *Measure HLA* to avoid delaying project delivery.

What Los Angeles ultimately chooses to prioritize, and by what evaluation it chooses to measure different project elements is beyond my project's scope. However, I believe that coordination between LADOT and other streets stakeholders is an especially important consideration to prevent uncoordinated, repeat work on streets.

6. Support CicLAvia Through Advocacy for State-Level Insurance Policy Change

Romel Pascual was quoted in a column in Torched, a newsletter written by Alissa Walker that focused on "the civic investments and policy decisions that Los Angeles is making in preparation for its megaevent-hosting era," where Pascual said that insurance costs for CicLAvia have grown dramatically (Walker, 2025; Torched, n.d.). He pointed to state liability rules as a source of concern. State insurance liability reform is beyond my realm of expertise. However, my final recommendation is that the city partner with CicLAvia to advocate for state-level solutions to lower insurance costs. CicLAvia serves an important role in Los Angeles for building community understanding of and support for protected bike lanes and other active transportation infrastructure; as Davis-Overstreet noted, it is also a forum where Los Angeles can engage community members about infrastructure projects. CicLAvia embodies Planner 1B's argument that cities must nurture relationships with community members to build support for projects. Making it easier for CicLAvia to operate means that they can continue to act as a partner in building support for protected bike lanes, event by event.

7. Support the Creation of a Joint Powers Authority for the Los Angeles River Path

The Festival Trail is an organization focused on creating a "network of car-free, multi-modal transit corridors" in advance of the 2028 Olympics and Paralympics (Festival Trail, n.d.-a); FASTLinkDTLA's Executive Director, Hilary Norton, is a co-founder (Festival Trail, n.d.-b). On May 28, LA Metro's board passed a motion instructing its staff to work with the City of Los Angeles and other stakeholders to explore matters of project delivery, including creating a joint powers authority (JPA) to complete the project; a JPA is the Festival Trail's preferred approach (Linton, 2026b; LA Metro, 2026, pp. 2–3; Festival Trail, n.d.-c; Festival Trail, 2026). A JPA could give the City of Los Angeles influence over a bike infrastructure project that, despite having the potential to greatly benefit Downtown Los Angeles, is currently outside the city's control. Both the city and LA Metro should pursue a JPA to quickly complete this project.

Conclusion

The City of Los Angeles has two entities, LADOT and StreetsLA, that are primarily responsible today for delivery and management of protected bike infrastructure. These entities have struggled to build or maintain protected bike lanes at scale, even as city voters and City Councilmembers pass plans and policies calling for protected bike lanes to be built. In this project, I present evidence that Los Angeles has struggled to successfully manage protected bike lane projects, especially when compared to best practices employed in three American cities. Drawing on both my literature review and the findings from my interviews, I propose seven recommendations to better align Los Angeles with these best practices that I believe could enable Los Angeles to build and maintain protected bike lanes at scale.

Romel Pascual argued that the City of Los Angeles' centrality creates a circumstance where people who live in the Los Angeles region, but not the city itself, have strong opinions about its infrastructure. I believe that Los Angeles' centrality also gives it an ability to set the metropolitan agenda. By following my recommendations to improve protected bike lane project management, Los Angeles can signal to the rest of the region, and to the rest of California, that southern California's center sees protected bike lanes as a priority worth committing resources to. However, Los Angeles' current proposals for charter reform do not address the project management issues that have prevented the city from translating public and political support for protected bike lanes into well-maintained infrastructure. Active transportation advocates cannot miss this opportunity to reform the city government. I believe that supporters of charter reform should push for continued discussion of the proposed infrastructure language to incorporate reforms like my first two recommendations, along with those proposed by Investing in Place (aside from their conflicting recommendation on LADOT). Active transportation advocates should also push the Los Angeles City Council to support my other recommendations, which concern city policy rather than the city's organizational structure. Ultimately, implementation of all seven recommendations hinges on political support. But Los Angeles today illustrates the limits of political support without project management follow-through. My research and recommendations propose a (bike) path forward for Los Angeles, its current and would-be cyclists, and all other road users.

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The city and county are working together to form a Joint Powers Authority (JPA), a key step that will allow an in-channel path to move forward. Help us get this across the finish line!

Tell Mayor Bass to #finishthepath

#LARiver #LARiverPath #bikela #LARiverBikePath." https://www.instagram.com/p/DWr8GQrkkFn/

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Appendix

My appendix includes my semi-structured interview guides that I prepared for the interviews I conducted.

Planners / Practitioners: Comparison Cities

General Questions

1. How has your city's delivery of bicycle infrastructure over the past decade or so changed your city? Socially? Economically? Safety-wise? Mode-shift?

2. How has Los Angeles falling short of its mobility plans impacted the city?

3. Think back to the past decade or so. What factor or factors have been most important to reducing timelines for active transportation infrastructure delivery or increasing the volume of projects?

4. How, from start to finish, does your city identify the need for and deliver a protected bike lane? What teams are involved?

5. What works well when coordinating between departments in your agency? What could use improvement? What about when coordinating with other agencies?

6. I'm curious, what factor or factors would you say have been the biggest barriers to project delivery of active transportation infrastructure over the past decade or so?

7. Is there anything I have not asked about that influences project delivery?

Specific Questions

8. I'm interested to know — how do you use metrics to evaluate the process of delivering the infrastructure for active transportation projects?

9. How have electric vehicles, e-scooters and especially faster e-bikes changed the utility of cycling infrastructure like bike lanes?

10. How is active transportation understood, valued, and organized across your agency?

11. How do you handle community engagement for active transportation projects?

12. Is active transportation a dedicated project area or office within your agency?

13. Can you give me an example of efforts to make the agency more pro-active transportation, if any?

14. I'm curious, how does your agency approach implementing quick-build active transportation projects or pilot projects?

Advocates

General Questions

1. How has your city's delivery of bicycle infrastructure over the past decade or so changed your city? Socially? Economically? Safety-wise? Mode-shift?

2. (For LA advocates instead of Question 1): From your perspective, what are the consequences of Los Angeles not implementing the 2035 Mobility Plan?

3. Tell me, how is X agency at delivering active transportation infrastructure projects? At maintaining?

4. Think back to the past decade or so. From your perspective, what factor or factors have been most important to reducing timelines for active transportation infrastructure delivery or increasing the volume of projects?

5. I'm curious, what factor or factors would you say have been the biggest barriers to project delivery of active transportation infrastructure over the past decade or so?

6. How does X agency's public engagement for active transportation projects influence the project delivery process?

7. What would you change about the current status quo and why?

Specific Questions

8. To what extent can X agency's operating procedures be easily followed by those outside the agency?

9. How has the advent of e-scooters and e-bikes changed your advocacy?

10. How has your organization interacted with X agency?

11. How do you feel about the way your city funds active transportation in general?

12. How do you feel about the way your city's agency prioritizes different types of active transportation projects?

13. Is there anything I have not asked about that influences project delivery?

Southern California Association of Governments (Hasan Ikhrata)

General Questions

1. What is SCAG's vision for active transportation in Los Angeles and Southern California?
2. What is SCAG's role in active transportation project delivery in the City of Los Angeles? Is it financing, advisory, or delivery?
3. Think back to the past decade or so. From your perspective, what factor or factors have been most important to reducing timelines for active transportation infrastructure delivery or increasing the volume of projects?
4. I'm curious, what factor or factors would you say have been the biggest barriers to project delivery of active transportation infrastructure in the City of Los Angeles over the past decade or so?
5. How can/could SCAG help overcome barriers to project delivery in Los Angeles as well as other cities in Southern California?
6. Is there anything I have not asked about that influences project delivery?

Specific Questions

7. I'm interested to know — how do/did you use metrics to evaluate the process of delivering the infrastructure for active transportation projects in LA and other cities in the SCAG region?
8. Is/was active transportation a dedicated project area or office within SCAG?
9. How is/was active transportation understood, valued, and organized across SCAG?
10. Can you give me an example of efforts to make SCAG more pro-active transportation, if any?
11. How has SCAG's approach to active transportation changed as a result of the advent of e-bikes and e-scooters?
12. What works/worked well when coordinating with city agencies in Los Angeles to facilitate active transportation project delivery? What could use improvement? What about internal coordination within SCAG?
13. How does SCAG approach quick-build/pilot active transportation projects?