List of Meeting Materials

Complete Streets Implementation Team
Meeting #8

Wednesday, August 5, 2020, 3:00 pm

GoToMeeting: https://global.gotomeeting.com/join/544479165
Audio is available by computer through the link above or by phone:
571.317.3122, access code 544-479-165

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Sidewalk policy (latest draft).....96

Agenda

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Introduction, roll call, agenda review,
review and approval of July meeting minutes 3:00

Community Engagement Plan 3:05

Project prioritization 3:35

Design Manual 3:55

Brief updates 4:15

- Sidewalk policy

Next steps 4:20

- Next CSIT meeting: Wednesday, September 2 at 3:00 pm
- Action items from this meeting

Adjourn 4:30

HOWARD COUNTY
MARYLAND

Complete Streets Implementation Team Implementation Phase: Meeting #8

August 5, 2020

WRA

Agenda

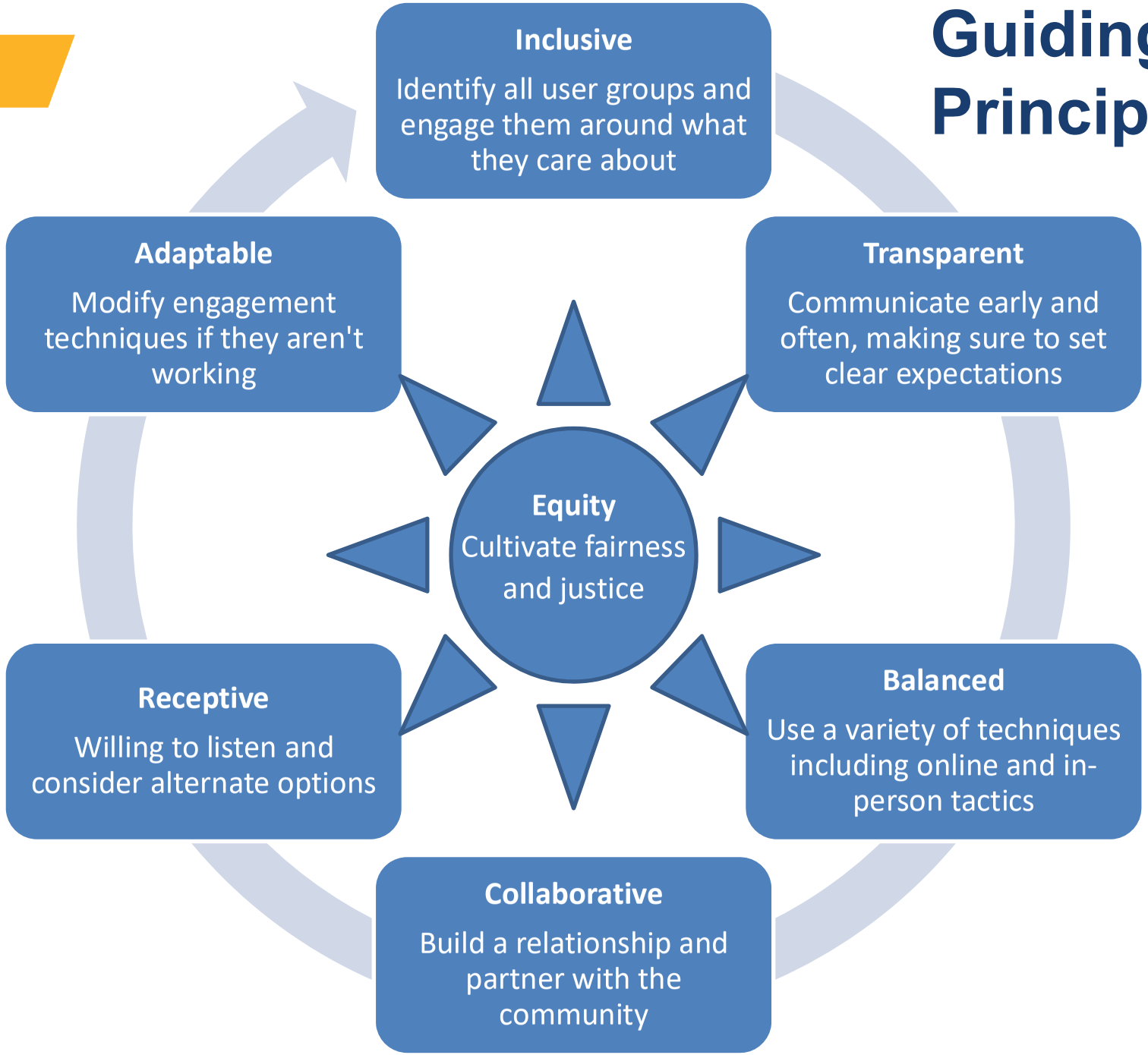
- Introduction
- Review and approval of July meeting minutes
- Community Engagement Plan
- Project prioritization
- Design Manual
- Brief updates
  - Sidewalk policy
- Next steps

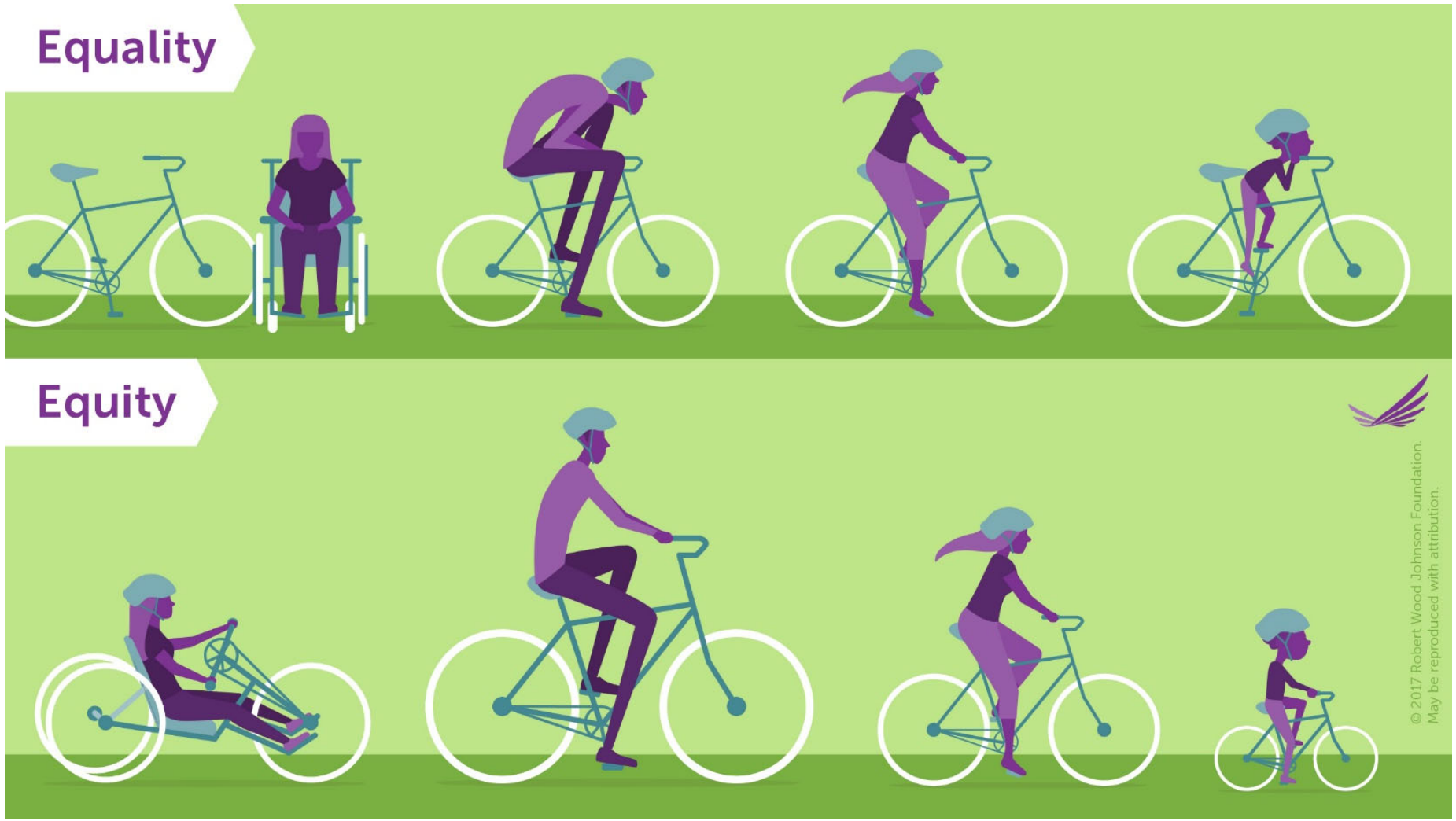
COMMUNITY ENGAGEMENT PLAN

Community Engagement Plan

- Additional content on equity and inclusion
- Guidance on how to identify project stakeholders
- Guidance on how to decide whether a project is major or minor
- Checklists for every phase of capital projects and developer projects

Guiding Principles




Equality
Equity
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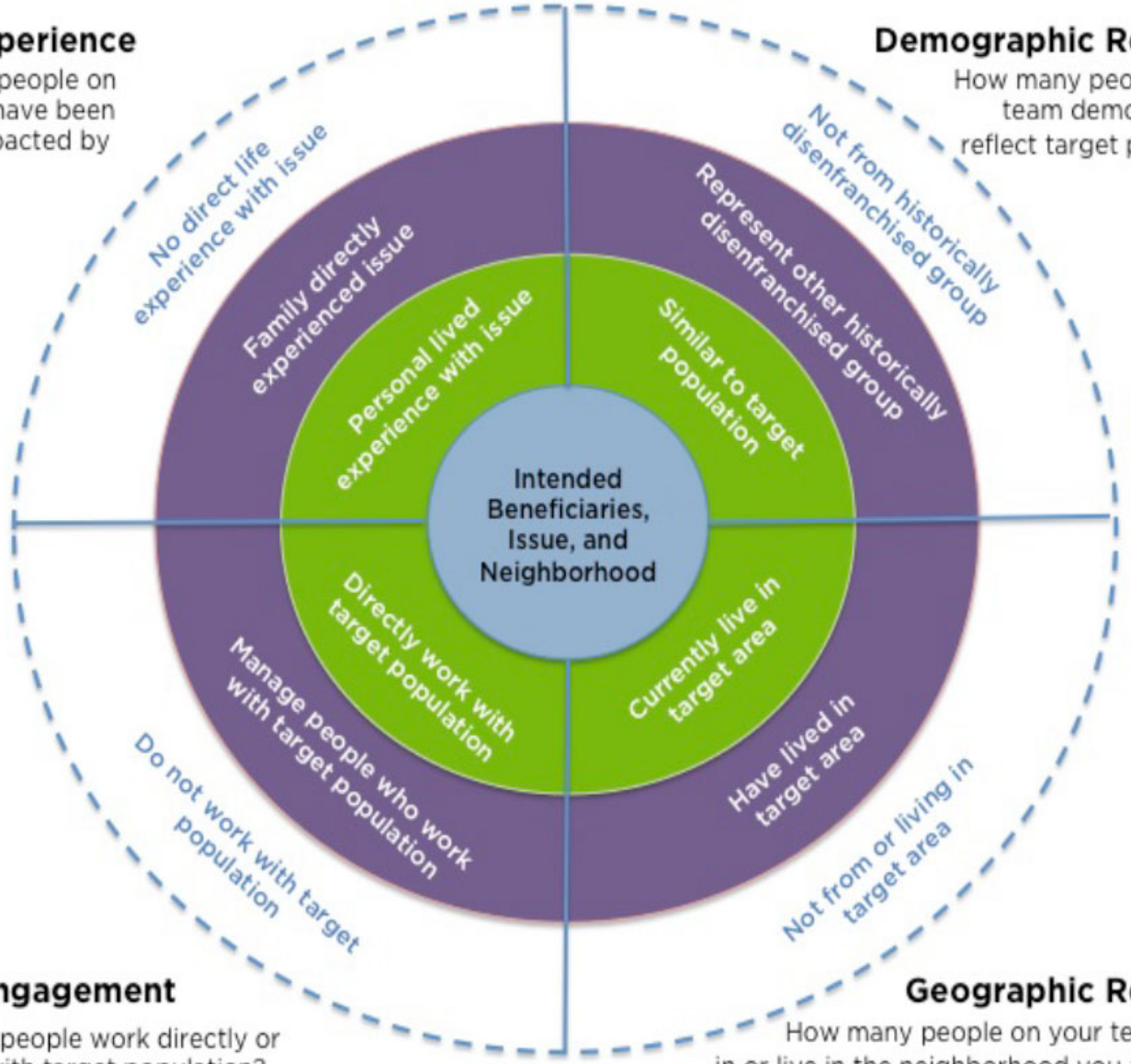

regular road user/potential users

Vulnerable Population

Advocates, community organizations

project adjacent/ neighborhood

Major Capital Project Process

Minor Project Process

Major or Minor Capital Project?

- Major
  - All bridge projects (B) and road construction projects (J)
  - Some road resurfacing projects (H), sidewalk/curb projects (K), and traffic/intersection projects (T)
- Minor
  - Some road resurfacing projects (H), sidewalk/curb projects (K), and traffic/intersection projects (T)

Major or Minor Capital Project?

Simple (Minor Projects)	Complex (Major Projects)
Decision already made	Decision still needs to be made
Implementation stage, when government can implement on its own	Design and development stage
Routine	Potentially controversial
Based on accepted, known values	Based on values in conflict
Technical analysis provides clear answer	Technical analysis does not provide clear answer
Stakeholders: small number, defined/known, homogenous	Stakeholders: large number, undefined/unknown, diverse

Complexity of decision matrix for designating a project major or minor for purposes of public engagement, adapted from Hurley-Franks Associates, 2009

Major Capital Project Preliminary Design (Checklist Example)

- Before Advertisement
- Plan for Workshop(s) – 6 weeks out
- Advertise Workshop(s) – 4 weeks out
- Prepare for Workshop(s) – 3 weeks out
- Hold In-Person Workshop
- Hold Online Workshop – within 1 week
- Workshop Follow-Up – 1 day after
- Feedback Follow-Up – 4 weeks after

Other Checklists

- Major and Minor Projects
  - Project Identification
  - Project Prioritization
  - Funding
  - Construction
- Major Projects
  - Concept Design/Scoping
  - Preliminary Design
  - Final Design
- Minor Projects
  - Design Development

Developer Projects

- Review process applies to Major Subdivisions and Commercial Site Development Plans
- Does NOT apply to Minor Subdivisions and non-Commercial Site Development Plans

Developer Project Process

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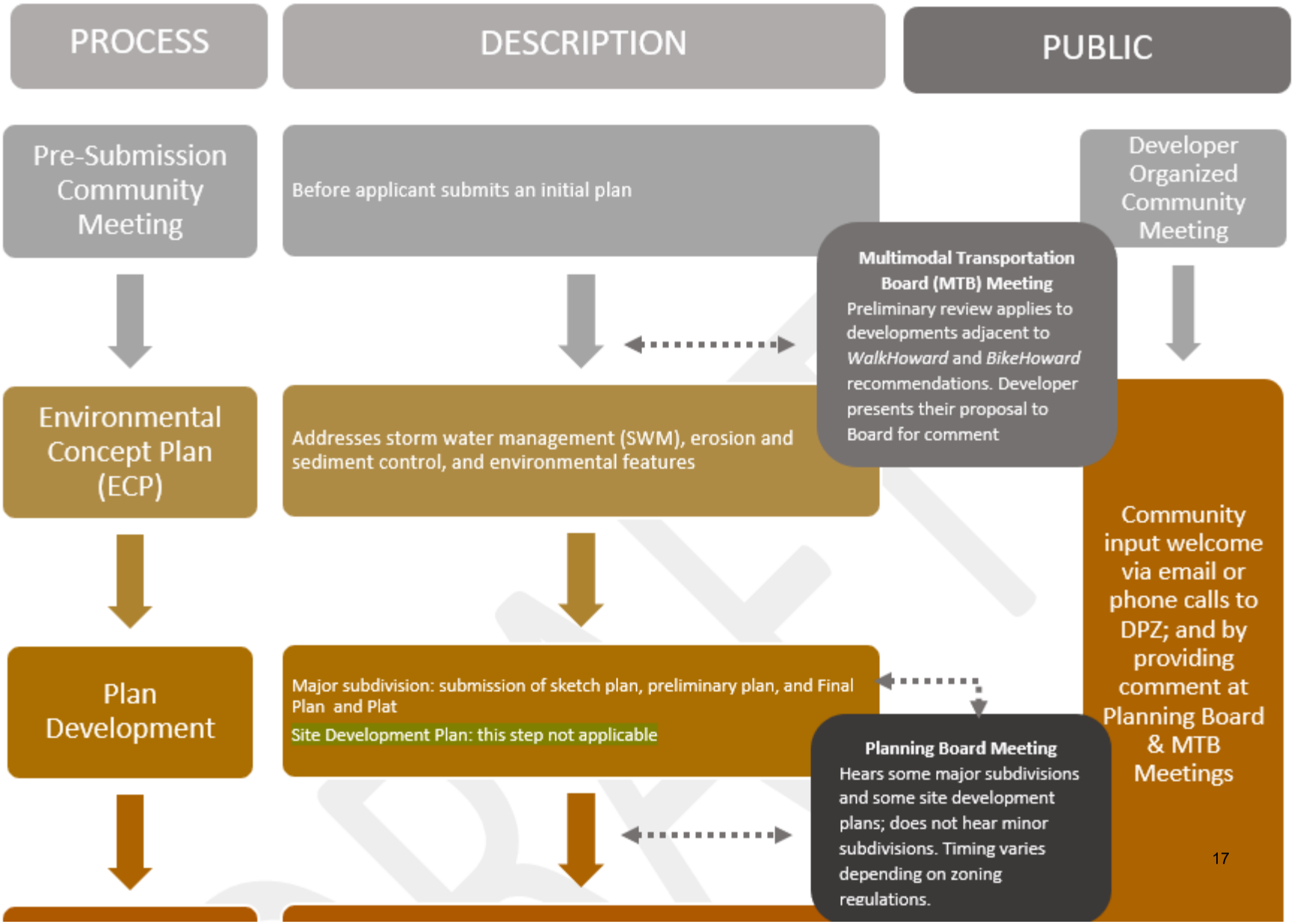

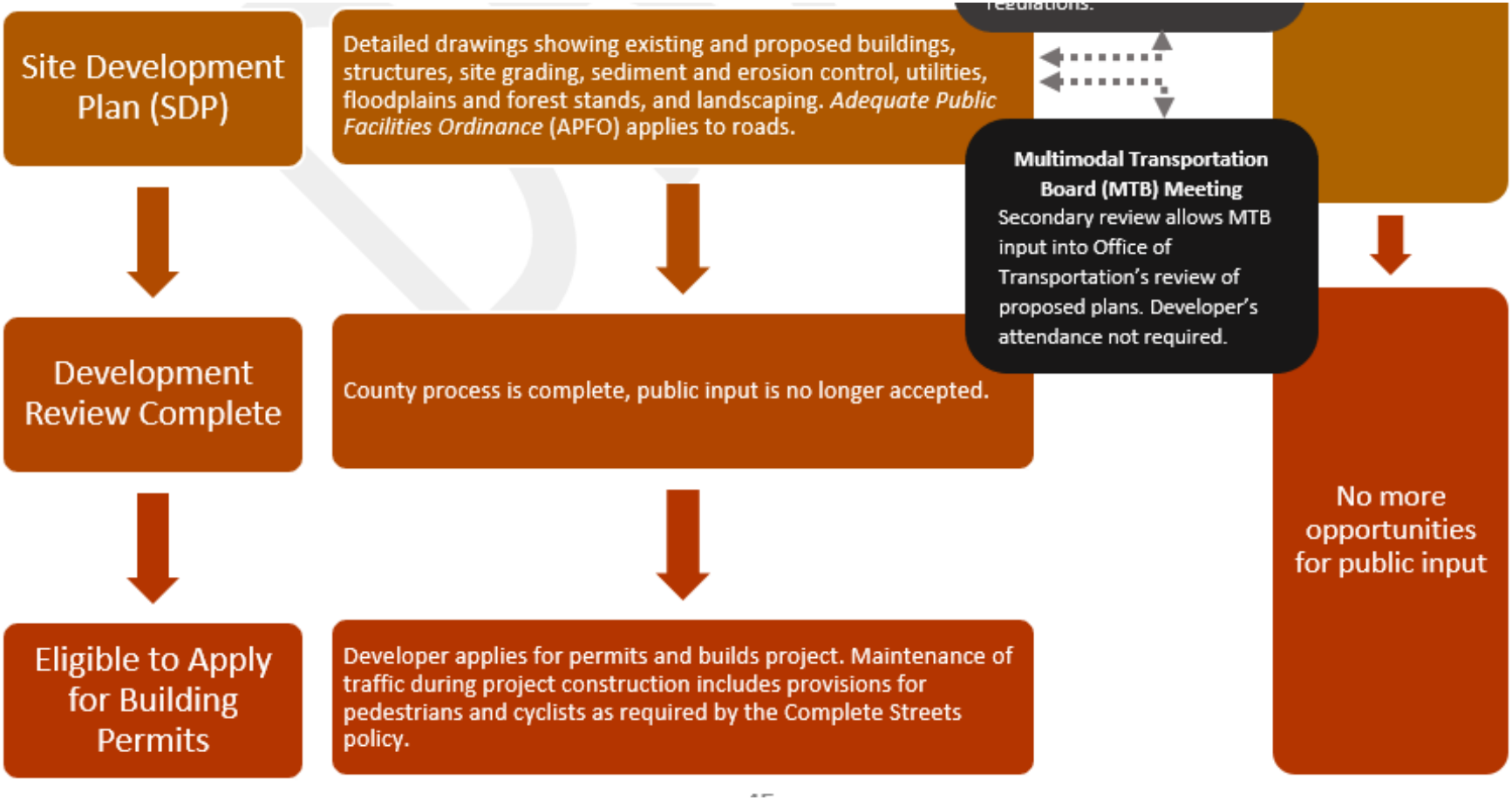

- Developed checklists for First MTB Meeting, Planning Board Meeting, and Second MTB Meeting
- Will work with OoT and DPZ Staff to refine

CEP Next Steps

- Work with County to collect feedback from staff on plan and checklists
- Incorporate edits from CSIT
- Format graphics and document
- Revised draft available for CSIT review by September 2 meeting
- Revised draft available for public review
- Final draft ready for Council review in October

Please provide any comments by Wednesday, August 19

PROJECT PRIORITIZATION

Project prioritization

- Kickoff meeting held on June 19
- Small group interviews from July 13-31
  - Administration
  - Budget Office
  - Department of Planning and Zoning
  - Department of Public Works
  - Department of Recreation and Parks
  - Office of Transportation
- The goal is to better understand the County's current capital budget development process to help determine how to introduce prioritization in a way that effectively advances Complete Streets while avoiding unnecessary disruption to the existing process
- Used questions presented last time, plus a question about how measures like access, safety, or equity play a role in determining which capital projects advance

Project prioritization

- Key findings
  - Not surprisingly, limited capital budget to deliver projects was the most commonly cited issue
  - Selection of projects to advance generally begins at the staff level and moves through Department heads to the County Executive
  - Transportation projects are selected based on an informal process taking into account both technical issues (i.e. safety and pavement condition) and public input
  - It's important to retain professional judgement rather than solely relying on a quantitative process
  - Guidance and criteria for selecting priority projects would allow staff to more effectively defend their decisions with internal and external stakeholders

Project prioritization

- Anticipated schedule (updated)
  - Meetings and interviews in late June through July
  - Initial draft, testing, and iteration in early to mid-August
  - Refined draft to core team by August 26 meeting
  - Adjustments as needed
  - Refined draft to CSIT by September 2 meeting
  - Adjustment as needed
  - Approval by core team at September 16 meeting
  - Approval by CSIT at October 7 meeting
  - Delivery to Council in October

DESIGN MANUAL

Design Manual

REMINDER

- Chapter 1 (Introduction and General Information) will be rewritten to incorporate Complete Streets principles, project delivery process, community engagement, etc.
- Chapter 2 (Design of Roads) and Volume IV typical sections will be updated based on the street typology
- Chapters 3 (bridges) and 5 (traffic) will also be updated
- Chapter 4 (APFO) will not be updated under this effort, except for possibly minor “housekeeping” items

Design Manual

- Reviewed with you last time:
  - Chapter 1 outline
  - Chapter 4 “housekeeping” items
- To discuss today:
  - Chapter 2: Road and Street Design
  - Chapter 3: Bridge and Structure Design (only significant change is to add a section on shared use pathway bridges)
  - Chapter 5: Multimodal Transportation Studies and Traffic Engineering Design

Design Manual – Chapter 2 Outline

- 2.1 General ★
- 2.2 Typical Sections ★
- 2.3 Geometric Design
- 2.4 Intersection Design ★
- 2.5 Driveways
- 2.6 Parking ★
- 2.7 Street Lighting
- 2.8 Detailed Design Elements ★

★ More detail on following slides

Design Manual – Chapter 2 Outline

- 2.1 General
  - Revision of Design Controls section to reflect Complete Streets concepts such as design vehicle/curb radii
  - Reference maintenance of traffic for all modes, which will be discussed in detail in Chapter 5

Design Manual – Chapter 2 Outline

- 2.2 Typical Sections
  - Substantially modified section on sidewalks, adding shared use pathways
  - New section on bicycle facilities
  - Reference managing speeds in roadway section
  - Accommodation of non-transportation needs when developing typical sections
    - Street trees
    - Utilities
    - Stormwater management

Design Manual – Chapter 2 Outline

- 2.4 Intersection Design
  - Revised geometric design section to address issues important to people walking and bicycling, such as curb radii
  - Revised/expanded section on roundabouts
  - New sections:
    - Curb ramps and crosswalks
    - Bicycle facilities at intersections
    - Transit facilities at intersections
    - Alternative intersection types

Design Manual – Chapter 2 Outline

- 2.6 Parking
  - Reorganized to separate on-street parking and off-street parking
  - Add section on bike parking

- 2.8 Detailed Design Elements
  - Reorganized section that includes specific elements of design that don't fit well into other sections

Design Manual – Chapter 5 Outline

- 5.1 Introduction
- 5.2 Transportation Studies
  - Reordered, with additional focus on multimodal studies
- 5.3 Signing and Pavement Markings
  - Reorganized
- 5.4 Traffic Signals
- 5.5 Mid-Block Pathway Crossing Treatments
  - New section
- 5.6 Maintenance of Traffic during Construction
  - Additional content on maintaining walking and bicycling traffic

Design Manual

- May consider splitting transportation studies and traffic control device design into separate chapters, which would reorganize Volume III as follows:
  - 1. Introduction and General Information
  - 2. Multimodal Transportation Studies (now part of Chapter 5)
  - 3. Road and Street Design (now Chapter 2)
  - 4. Bridge and Structure Design (now Chapter 3)
  - 5. Traffic Engineering Design (now part of Chapter 5)
  - 6. Adequate Road Facilities Test Evaluation Requirements (now Chapter 4)

Design Manual

- The next step in the process is to develop content in the framework of the proposed outline
- As noted previously, updates will be reviewed by the core team before being brought to the CSIT

BRIEF UPDATES

Sidewalk policy

- Current draft was sent to attendees
- Unchanged except that DPW, DPZ, and OOT worked together to refine timing of notifications
- May be implemented by Executive Order in the short term
- Will be incorporated into Design Manual Volume III in the longer term

NEXT STEPS

Next steps

- Next meeting
  - Wednesday, September 2, 3:00 pm
- Action items from this meeting

Community Engagement Plan

for Transportation Projects

August 3, 2020 DRAFT

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HOWARD COUNTY
MARYLAND

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How to use this document

This plan presents best practices for community engagement for Howard County transportation projects. It is intended to illustrate procedures for how Howard County employees and others involved in development of transportation projects will engage with the general public in the transportation project development process.

These resources should be used in conjunction with the Subdivision and Land Development Regulations, the Howard County Design Manual, and the Complete Streets policy.

Background/Introduction

This section provides background on the Howard County Complete Streets policy, explains what community engagement is, and lists the public entities who are involved with the transportation decision making process.

Why is engagement important?

This section sets out the vision and guiding principles that guide the County's community engagement process and answers the question why engagement is important. It also sets out the goals for the process, along with objectives and performance measures that will be used to gauge the County's success in achieving those goals.

Who is the community?

This section defines what community means in the context of the community engagement process. It explains the importance of striving for diversity, equity, and inclusion throughout engagement, and explains how to identify the community stakeholders.

How do we engage the community?

This section outlines methods of communicating with the community as well as tools that will be used to interact with the community and collect public feedback.

How do we make decisions?

This section outlines a typical project development process and highlights the decision points where community input is critical. It suggests what tools may make sense to use during different steps of the process.

Citizens Guide to Community Engagement

This section provides a guide for residents and other stakeholders to engage with Howard County transportation projects.

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What is community engagement?

Community engagement gives the public the opportunity to influence the government decision-making process. Decisions about the transportation network impact how people move through their communities, whether by foot, scooter, bicycle, transit, or motor vehicle. Community engagement is a process designed to share information, generate feedback, and provide an opportunity for dialogue with the public. It is not a standalone activity or event.

Successful community engagement requires using a variety of techniques and tools because the public consists of a wide range of people who travel using different modes, have different perspectives and life experiences, and prefer different ways to communicate. Additionally, different types of information and feedback are necessary at different points of transportation project development. Sometimes the need for public input is limited, and at other times it is critical to determine the overall direction of a project.

Community engagement occurs on a spectrum, ranging from relatively low levels of engagement to high levels of engagement, as depicted below.

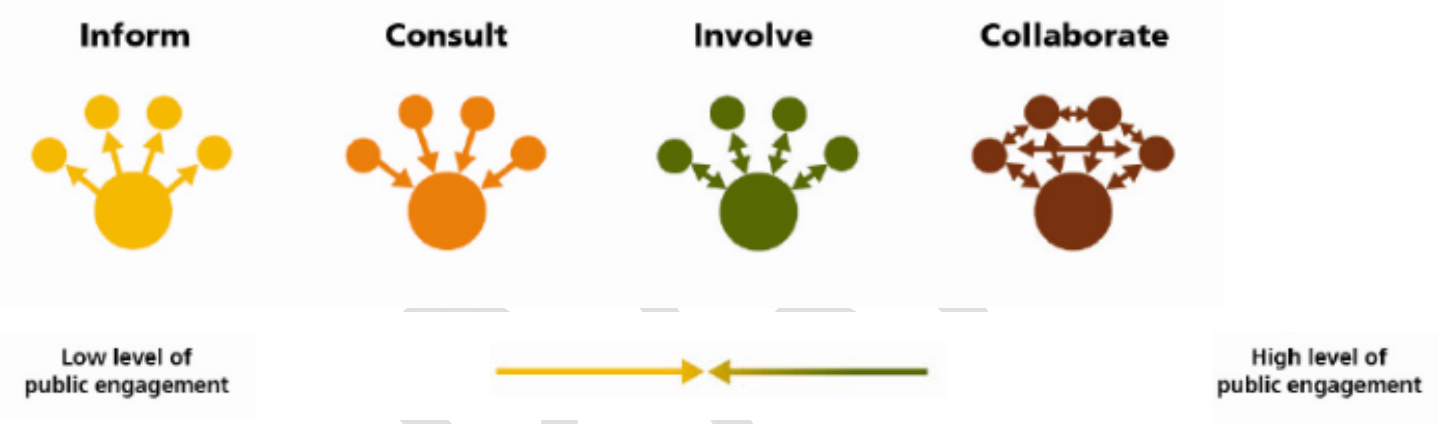

Figure 1. Spectrum of Public Engagement, adapted from the International Association for Public Participation

Most transportation projects go through a multi-step project development process that includes:

- Project initiation,
- Planning,
- Design, and:
- Plans, specifications, and estimate (PS&E).

Decisions made at early stages of the process are built upon in subsequent stages. For that reason, the opportunity for a high level of community engagement tends to be higher at the beginning of the project development process and decreases as the process goes on and decisions are made, as reflected by the below chart.

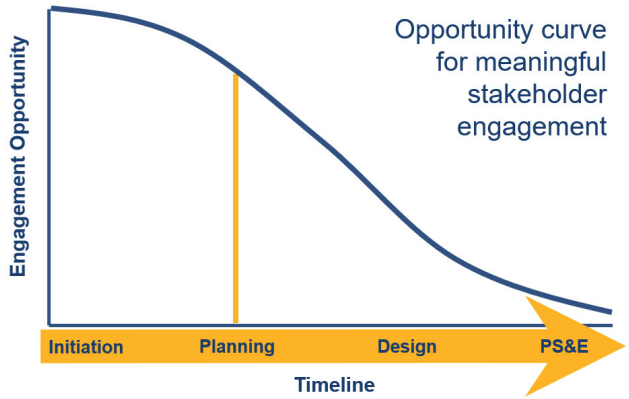

Figure 2. Opportunity curve for meaningful stakeholder engagement

The correct type of public community engagement may depend upon the size and scope of the project and the ability of the County to share decision-making authority. When selecting the appropriate form of engagement for a project, consider the following flowchart:

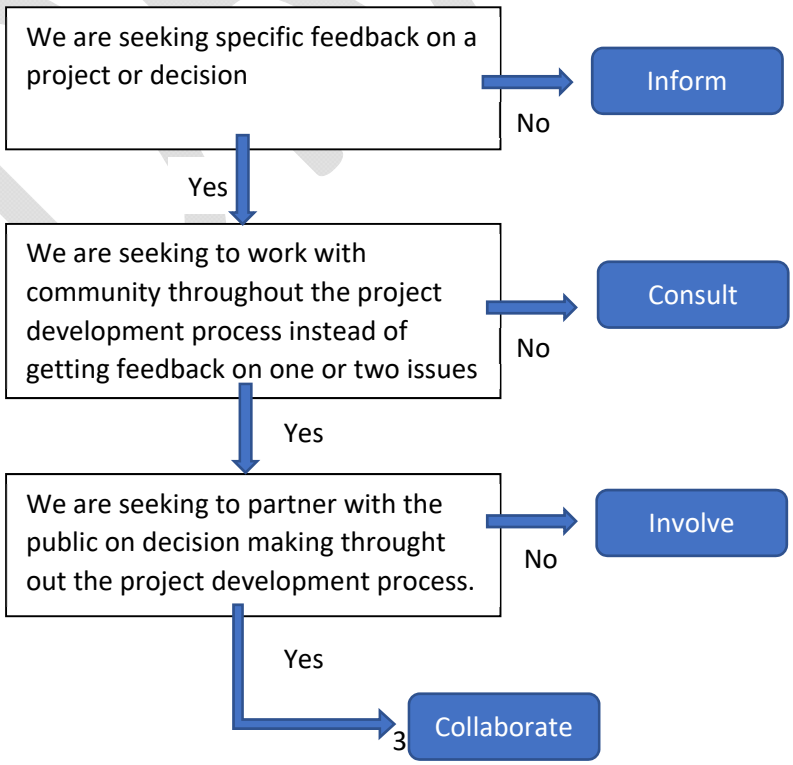

Figure 3. Community engagement decision-making flowchart

Why now?

Howard County Council adopted a Complete Streets policy, Council Resolution 120-2019, on October 7, 2019. It states that "To ensure that Howard County is a place for individuals of all backgrounds to live and travel freely, safely, and comfortably, public and private roadways in Howard County shall be safe and convenient for residents of all ages and abilities who travel by foot, bicycle, public transportation or automobile."

Section 6 of the Complete Streets policy, Coordination and Engagement, identifies community engagement as essential to the success of Complete Streets, particularly in the planning and design phases of transportation projects. The policy also acknowledges that different types of projects benefit from different types of public engagement and calls for the development of specific procedures for initiating public engagement, focusing on traditionally disenfranchised and underserved communities.

The processes and procedures outlined in this document only apply to County- and developer-led* transportation projects in Howard County. Although they do not apply to State-led transportation projects in the County, the County will work closely with the Maryland Department of Transportation to ensure that the goals of Complete Streets are addressed by State projects.

Community engagement with the project identification and prioritization phases is discussed in this document. Public engagement with project identification is primarily handled by the transportation master planning process, which resulted in *WalkHoward* and *BikeHoward*. Project prioritization is addressed in the *Capital Improvement Project Prioritization Policy*.

** - Note to Complete Streets Implementation Team: The County will determine whether changes to the engagement process for developers will require a code change.*

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Entities & Acronyms

Multiple Howard County governmental entities are involved with the initiation, planning, design, construction, and maintenance of the County's transportation network. A description of the role of those entities and the acronyms used to refer to them is provided below.

Consider summary chart of who's responsible for what in terms of Complete Streets implementation

Department of County Administration

The Department of County Administration fosters interdepartmental coordination and provides day-to-day administrative and technical support to ensure efficient operation of government and effective use of tax dollars in delivering services. The Department is responsible for the annual preparation of an operating and capital budget for the review and approval by the County Council.

- The operating budget provides funding and appropriation for the day-to-day operation of all County public services provided to residents and businesses. This includes: annual County appropriation to education entities including Howard County Public School System (HCPSS); funding of County employee salaries and benefits, contractual services, and supplies and equipment for various day-to-day services; and principal and interest payments for existing and new loans borrowed to finance public infrastructure (capital projects).
- The capital budget provides funding and appropriation for the construction or acquisition of physical assets and covers many different projects, from construction of schools, libraries, and roads to renovations of recreation centers and bridges. Capital projects are primarily funded through issuing debt, typically 20-year General Obligation bonds, with annual principal and interest payments paid from the operating budget (similar to a home mortgage).

County Council

The County Council consists of five members who serve four-year terms. Since 1986, the County Council Members have been elected from five separate districts. There is a three-term limit for Council members. The elected members of the Council serve as the County's legislative branch, Zoning Board, and Liquor Board. They also provide constituent services for residences in their district. The County Council also reviews, provides public comment opportunities, discusses, and endorses the County's annual operating and capital budgets.

Office of Transportation (OoT)

The Office of Transportation's primary focus is to increase the efficiency and effectiveness of public transit, walking, and bicycling, and micromobility transportation services in and around Howard County and to ensure that connectivity is front and center in land use planning and site development. OoT also staffs the Multimodal Transportation Board, the Bicycle Advisory Group, and The Transit and Pedestrian Advisory Group, which are comprised by members of the public that represent multiple areas of expertise.

Multimodal Transportation Board (MTB)

The Multimodal Transportation Board advises the County Executive and County Administration on transportation matters, including, but not limited to public transit, including fixed-route and paratransit, bicycle transportation, pedestrian transportation, road networks that promote all modes of transportation, and transportation demand management.

Bicycle Advisory Group

The Bicycle Advisory Group advises the County Executive and County Administration on matters of bicycle transportation, particularly the implementation of the Bicycle Master Plan.

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Transit and Pedestrian Advisory Group

The Transit and Pedestrian Advisory Group advises the County Executive and County Administration on matters of public transit and pedestrian transportation in Howard County.

Department of Public Works (DPW)

Howard County Department of Public Works is composed of the Director's Office, Bureau of Engineering, Bureau of Environmental Services, Bureau of Facilities, Bureau of Highways, and Bureau of Utilities. The Bureau of Highways and Bureau of Engineering are both involved with transportation infrastructure.

- The Bureau of Highways is responsible for addressing issues concerning pavement, sidewalks, storm drains, and trees along more than 1,000 miles of County roads for the convenience and safety of the public. This work includes preservation efforts such as road crack-sealing and tree trimming, and remedial efforts such as County road snow removal and filling potholes.
- From concept to construction, the Bureau of Engineering is committed to quality project management of Howard County's Capital Improvement Program. Projects include: bridges, parks, roads, sidewalks, storm drain systems, water and wastewater facilities. Their role with the developer sector includes quality control of construction methods and materials, to allow dedication of privately constructed facilities into the public system.

Public Works Board

The Public Works Board is required by Howard County Code to make recommendations to the County Executive and to the County Council relating to plans and policies on matters under the jurisdiction of the Department of Public Works. At the directive of the County Executive or by resolution by the County Council, the Board of Public Works shall review and make recommendations on any matter related to Public Works.

Department of Planning and Zoning (DPZ)

The Department of Planning and Zoning helps shape the growth and future of Howard County by facilitating the development of safe, healthy, equitable, connected, and sustained communities, concurrently respecting individual rights and protecting the County's natural environment, it's historical integrity, and character. Among other activity, DPZ oversees the development review process, which includes reviewing private development plans for compliance with County regulations governing infrastructure, including transportation infrastructure.

Planning Board (PB)

The Planning Board makes recommendations to the County Council and the Zoning Board on all matters relating to planning and zoning of the County. They also make decisions with respect to matters submitted to it pursuant to the laws, rules, regulations, and ordinances of the County, and general plan guidelines. Particularly relevant to the implementation of the Complete Streets Policy, the PB makes recommendations on capital programs and capital budgets and reviews private development for compliance with County Code and planning documents.

Complete Streets Implementation Team (CSIT)

The Complete Streets Implementation Team consists of an equal number of internal and external stakeholders that guide and track the implementation of Complete Streets Policy. Internal stakeholders include representatives from the Howard County Executive’s Office, the Office of Transportation, the Department of Public Works Highways Bureau, the Department of Public Works Engineering Bureau, the Department of Planning and Zoning, the Department of Recreation and Parks, and Howard County Council. External stakeholders include representatives from Howard County Public School Systems (HCPSS) Transportation Office, Columbia Association, Multimodal Transportation Board, Howard County General Hospital, a private sector engineer, and the Horizon Foundation.

Why is engagement important?

Vision

The Howard County Complete Streets Policy vision is:

> *To ensure that Howard County is a place for individuals of all backgrounds to live and travel freely, safely, and comfortably, public and private roadways in Howard County shall be safe and convenient for residents of all ages and abilities who travel by foot, bicycle, public transportation or automobile, ensuring sustainable communities Countywide.*

Howard County has identified community engagement as the best way to create a transportation network that is safe and convenient for Howard County residents, and acknowledges that:

> *Community engagement during the planning and design phases of transportation projects is essential to the successful implementation of the Complete Streets policy in Howard County.*

Guiding Principles

Howard County pledges to act according to the below guiding principles during the community engagement process:

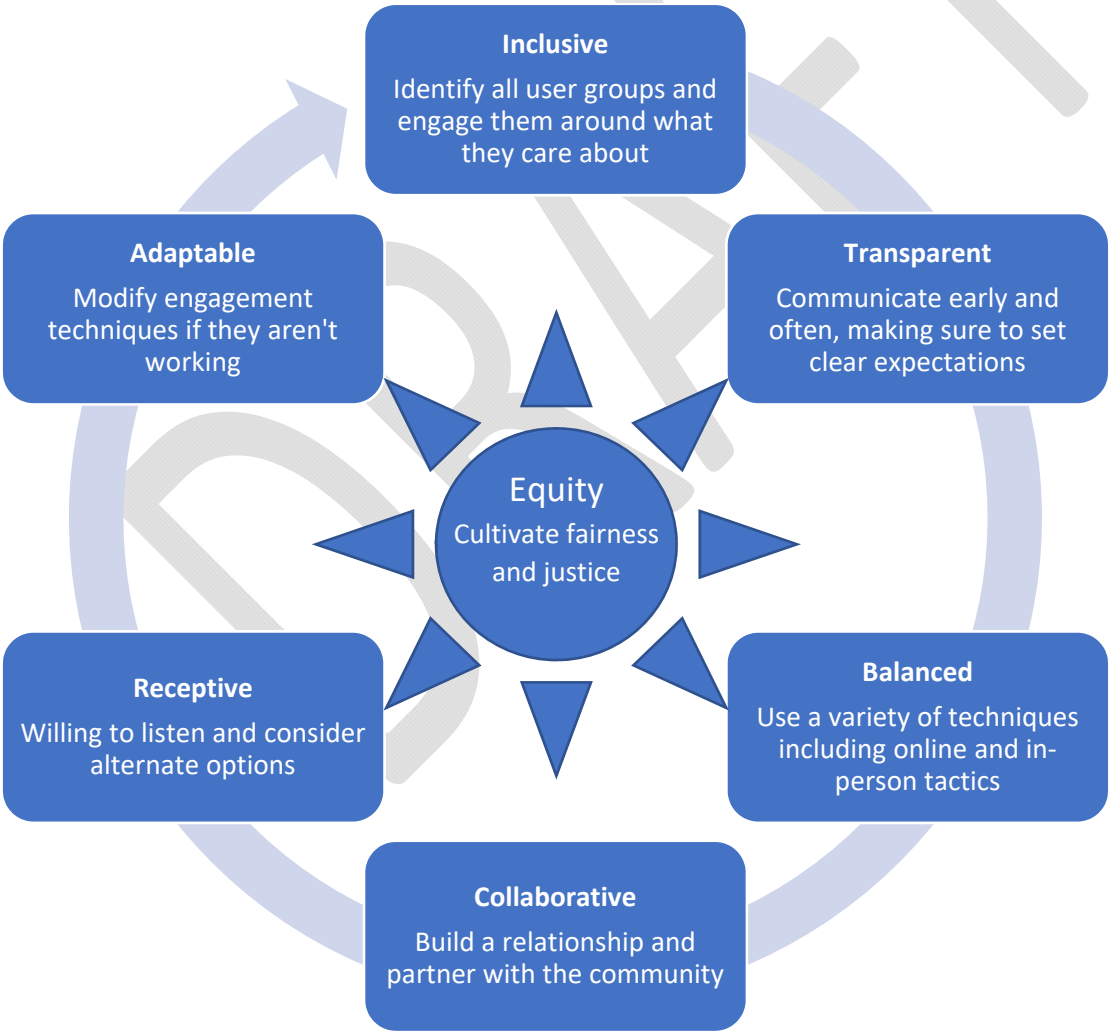

Figure 4. Community Engagement Plan guiding principles

Goals, Objectives, & Performance Measures

Howard County will lead the community engagement process for transportation projects with the following goals and objectives in mind:

Goals (desired results)	**Objectives (measurable strategies, achievable and specific)**	**Performance Measures (mark progress toward objectives)**
Engagement Build relationships with community institutions representing community stakeholders to yield diverse public engagement with project development	• Meet with community institutions in advance of project scoping to gain historical perspectives and experiences with location under consideration and provide background information on project history and project development process • Collaborate with community to determine appropriate public engagement approach, including where and when meetings should be held and the preferred format • Proactively include community institution representatives on Complete Street email list and project email list for projects in their area	• Number of community institutions, organizations and stakeholders consulted • Community meeting decisions documented on project website • Number of organizations represented on Complete Streets and project specific listservs
Communications Increase awareness about Complete Streets and transportation projects among community stakeholders	• Develop messaging that resonates with community stakeholders for use across multiple platforms, including emails, websites, social media, and signage • Increase subscribers to Complete Streets and project specific listservs in affected communities • Increase social media usage to promote educational content, events, surveys, by geo-targeting community stakeholders • Increase online traffic annually to Howard County Complete Streets website and project specific website	• Utilize all communications channels to distribute messaging • Number of Complete Streets and project specific listserv subscribers; Percentage of emails opened • Number of social media shares, likes and comments for each post • Number of unique visits to Complete Streets and project specific websites
Equitable Access Provide multiple options and formats for public engagement that encourage meaningful interaction and collaboration between	• Hold in-person and online opportunities to educate attendees and collect feedback throughout project development • Provide in-person and online feedback opportunities that include survey and open-ended options	• Number of people attending in-person workshops and/or participating online • Document and publish (anonymously) survey results and other feedback

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Howard County staff and community stakeholders	• Advertise participants can request special accommodations if they have accessibility challenges • Where requested, provide project materials in alternative formats for individuals with barriers to access (disability, vision, hearing, language)	• Percentage of engagement materials that include special accommodation notice • Track percentage of requests met for accessible project materials
Process and Outcomes Formalize internal processes, internal and external feedback loops, and ongoing community engagement	• Endorse and implement this Community Engagement Plan • DPW, DPZ, OoT staff, and County consultants representing the County (need to define which staff) participate in annual training in equitable public engagement and the principles supporting the Complete Streets policy	• Conduct annual review of Community Engagement Checklists to ensure completion and assess how effective engagement initiatives have been • Percentage of completed and published public engagement tracking sheets • Number of staff participating in annual training

A few comments on this table still need to be addressed

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Who is the community?

The County will use a variety of communication channels to distribute information and solicit feedback about a project from community stakeholders. The methods used to communicate with the community depend on the type of stakeholder group.

The County will develop and maintain a Complete Streets Stakeholder List that includes contact information for key county institutions, home owners associations, village boards, places of worship, schools, community organizations, and vulnerable populations. This list will be used for general outreach, and function as a starting point for project managers who are conducting outreach for a specific, geographically located project.

General Public

Demographic and socioeconomic data provides insight into the character of Howard County and its diverse communities. By better understanding the people and places of Howard County and their unique characteristics we can better plan and provide services.

Howard County has a diverse and growing population. Located between Washington, D.C. and Baltimore, Howard County is in the heart of one of the largest regional economies in the United States. There is much activity and movement with commuters and commercial freight coming into and leaving the County every day. The diverse economy attracts jobs and industries of all types, from basic services and retail, to manufacturing and warehousing, to the high-tech jobs. Despite being the center of all this activity and regional growth, a large portion of Howard County remains rural, with its western half made up of low-density housing and acres of farmland and natural resources, much of which is permanently preserved. The County's eastern half consists of higher density housing, including many apartment and townhome communities, and a significant number of jobs. The diversity of housing draws a diverse population made up of many races speaking a variety of languages. Given the high quality of its school system Howard County attracts many families with children. As a result, it has a higher proportion of families with children compared to Maryland and the nation. However, like most places around the country, Howard County's population is rapidly aging, with increasing numbers of residents living alone and with disabilities.[1]

The 2020 Vision for Health in Howard County produced by the Horizon Foundation acknowledges this diversity, but adds, "For decades, Howard County has been known for its forward-thinking approach to creating the highest quality of life, serving as a national example of how people of diverse backgrounds can create a thriving community." As a community that strives for the best, we must also acknowledge that not everybody has the same access to the county's resources and opportunities, and inequities are evident across a variety of outcomes in Howard County, including education, health, housing, and transportation.[2]

Importance of Diversity, Equity, and Inclusion

Given the diversity of Howard County, it is critical that public engagement strategies are designed with equity in mind. Striving for equity in engagement requires acknowledging that everyone does not start at the same place, and some people may need different resources to achieve the same outcome. There are persistent inequities across a variety of outcomes in the County – education, health, housing, and transportation among them – and these inequities need to be

[1] Howard County Demographic Overview – Prepared by Howard County Department of Planning and Zoning, Research Division (2018), accessed April 10, 2020, https://www.howardcountymd.gov/LinkClick.aspx?fileticket=2QGOmKWaObY%3d&portalid=0&timestamp=1541079116960

[2] See *The 2020 Vision for Health in Howard County*, Horizon Foundation, (2020), accessed July 30, 2020, https://www.thehorizonfoundation.org/wp-content/uploads/2012/04/2020-Vision-for-Health-Horizon-Foundation-Report-FINAL2-pages.pdf.

overcome. The various public engagement strategies outlined in this document are intended to ensure that everyone has the tools they need to engage in the transportation project development process in Howard County. [3]

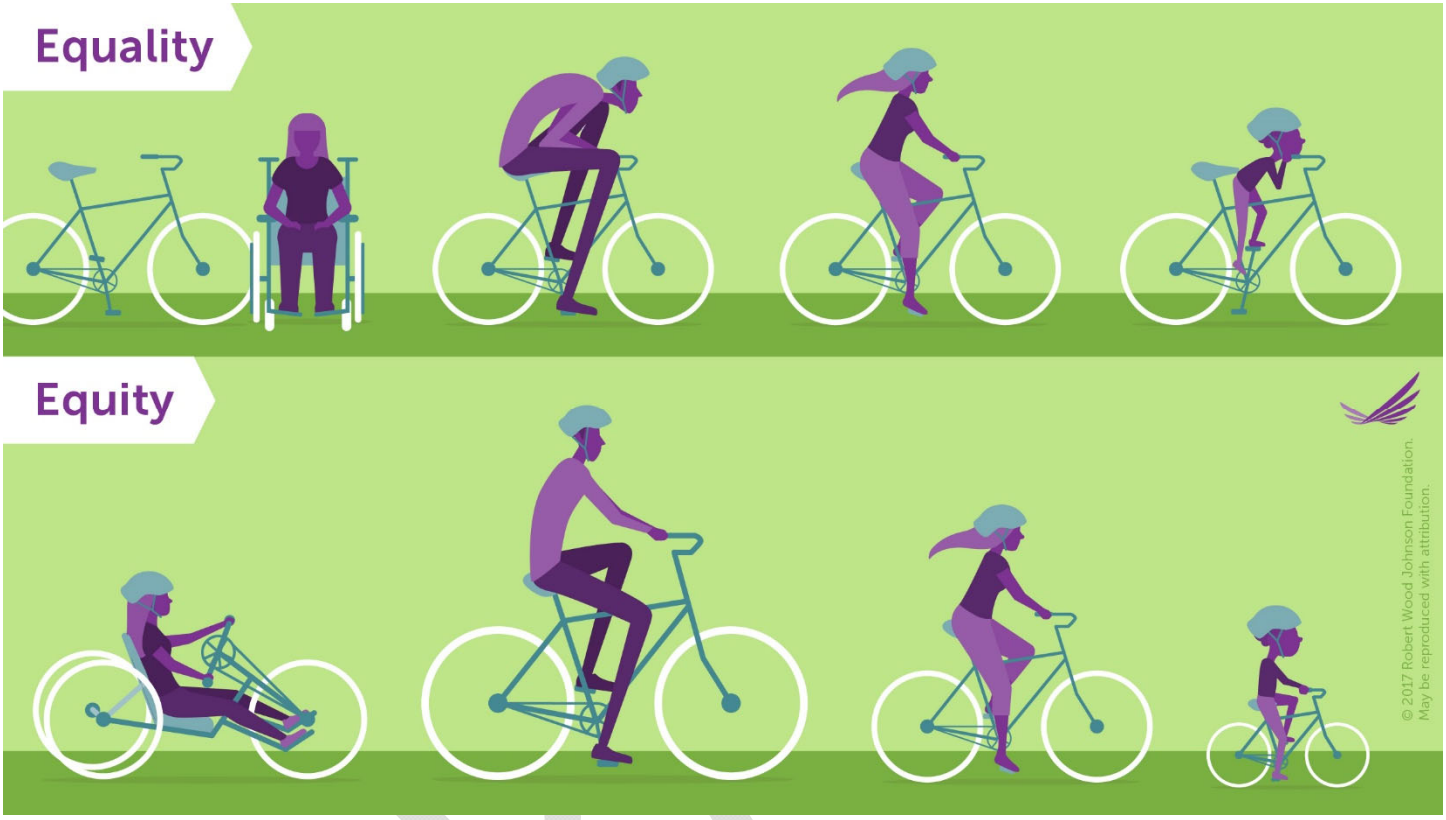

Figure 5. Equality vs. Equity from the Robert Wood Johnson Foundation Achieving Health Equity Collection

[3] See *Community Engagement* Toolkit, Collective Impact Forum, 2017 and *7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization*, Annie E. Casey Foundation, 2014.

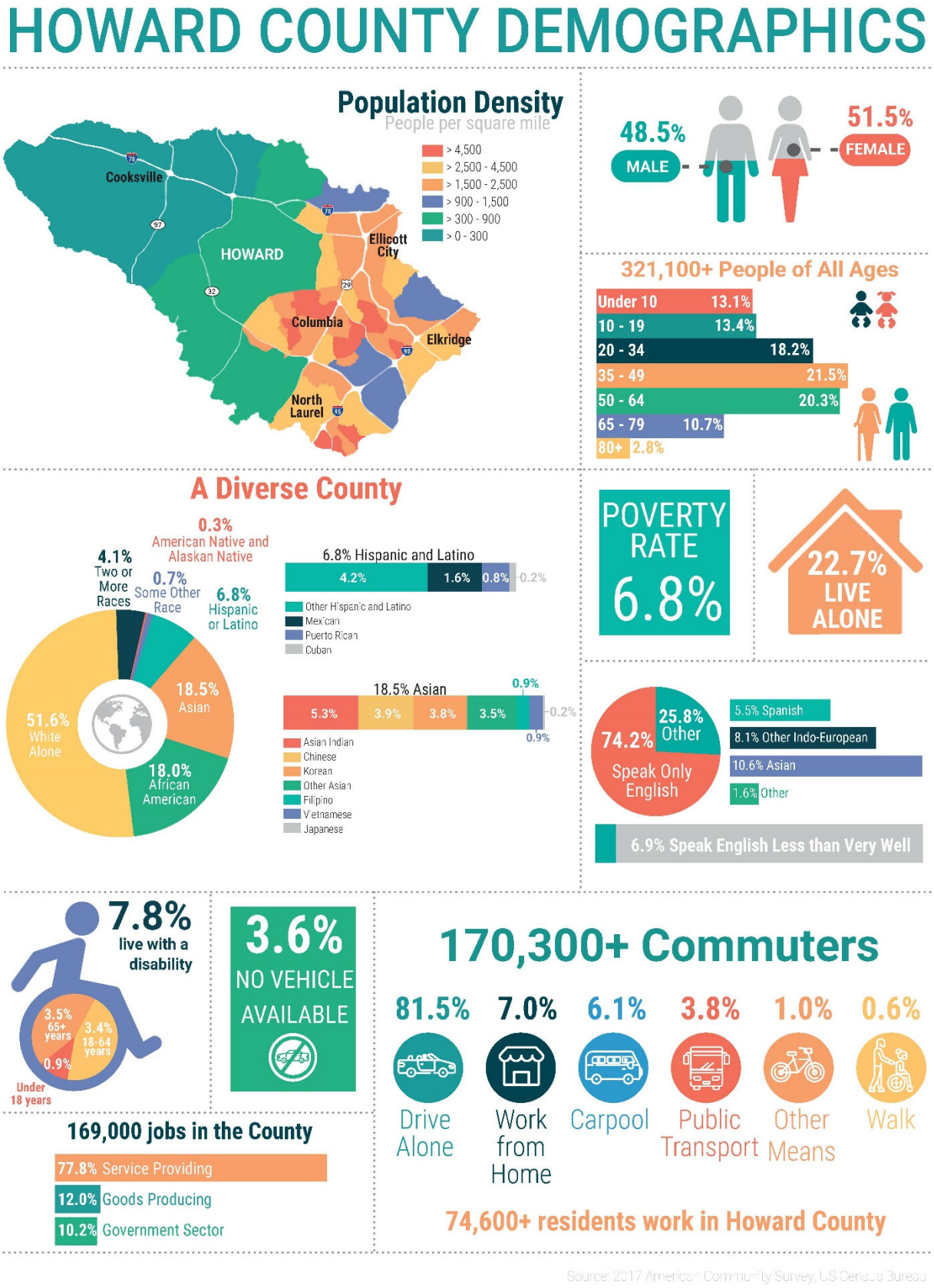

Figure 6. Howard County demographic infographic

Defining community stakeholders

This section defines the different types of community stakeholders who may be interested in a Complete Streets project, or those that are affected by the project. Individuals may fall into multiple stakeholder categories. It is important to identify which stakeholders should be involved at the beginning of the project. When facing a decision on who to include, it is best to err on the side of being more inclusive to create a comprehensive stakeholder list. The below chart provides a useful way to identify that populations that should be included in outreach efforts.

Some things to keep in mind when identifying which stakeholder perspectives are critical to the success of a project are which people:

- Will be affected by the decision, either directly or indirectly
- Would like to be engaged or are already engaged
- Can directly influence project decision-making
- Must provide support for the project to be implemented successfully
- May be concerned if they don't feel they've been heard
- Represent others who may not otherwise be heard

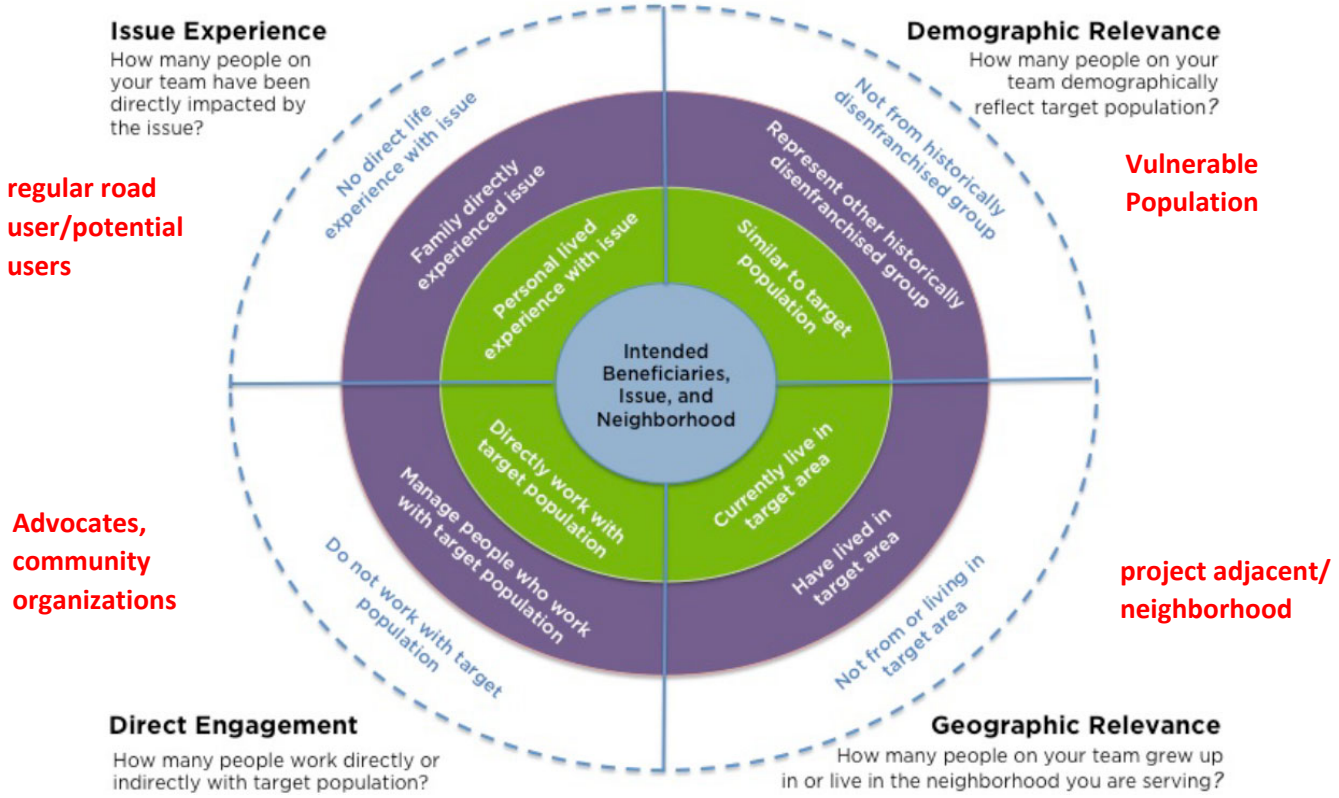

Figure 7. Defining community stakeholders, adopted from the Collective Impact Forum Community Engagement Toolkit, this will need to be tweaked/reworked to include below defined groups as indicated in red above

Vulnerable Population

Howard County has developed a Vulnerable Population Index (VPI) that uses U.S. Census Bureau data to measure the percentages of the following population groups in each census tract:

- Poverty
- Non-Hispanic, Non-White
- Hispanic
- Limited English Proficiency (LEP)
- Disabled
- Elderly
- Carless

When the percent of the seven population groups in each census tract is higher than the County mean, this tract is counted as vulnerable. Tracts with even greater disparity receive additional weight. Data from each group is combined to create a composite score to measure the degree to which each tract is vulnerable. This system is being used in the project prioritization process, whereby priority shall be given to census tracts that are within the top 20-25 percent of scores. The current assessment shown below uses American Community Survey data from 2015 5-year data. The VPI and map will be updated [frequency] as the United States Census releases new data.

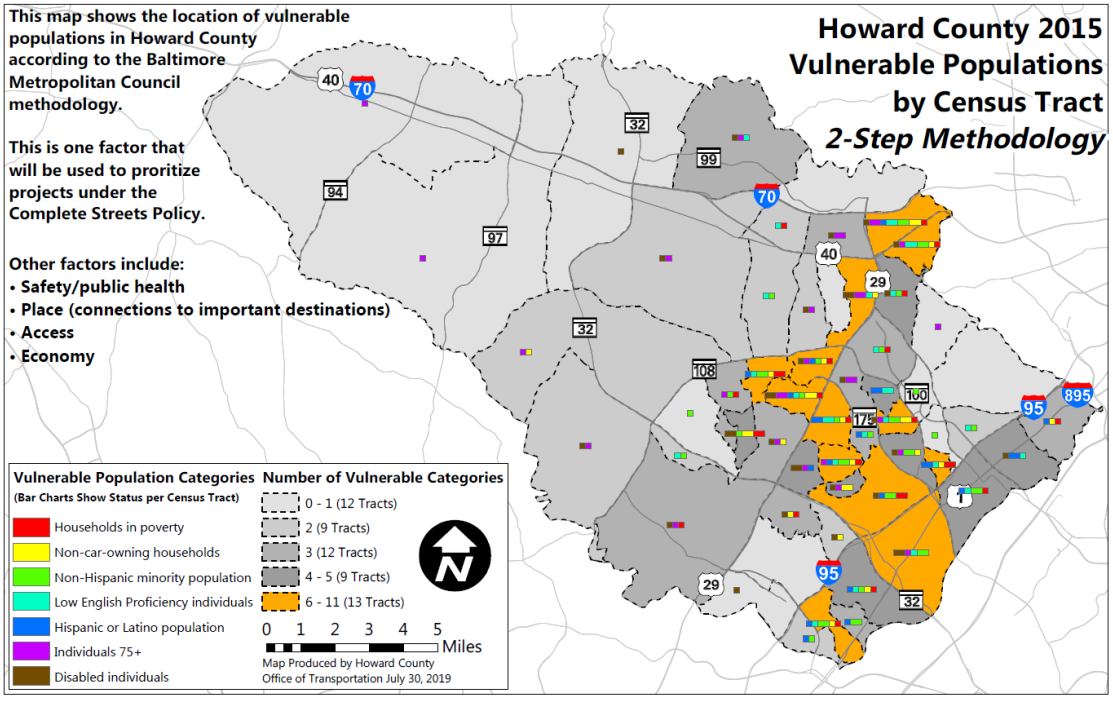

Figure 8. Howard County Vulnerable Populations [will be reformatted for final plan]

The VPI should also be used to identify which vulnerable populations, if any, live near a proposed transportation improvement. Engaging with vulnerable populations may require different communication techniques than engaging with other stakeholder groups. Seniors may not be as comfortable utilizing technology to learn about a project or provide feedback. People with limited English proficiency may not be able to understand project information that is posted or distributed in English. People with disabilities may not be able to readily travel to attend a public meeting. Efforts should be made to identify social service organizations who work as intermediaries between Howard County government and the vulnerable population to develop an appropriate engagement approach.

Neighborhood Population

People who live, work, play, or access services in a neighborhood that is slated for a transportation improvement will likely be impacted by decisions made during the project development process. This may happen either directly, as regular users of the transportation corridor, or indirectly, by changes in how their neighbors use the transportation network. Educational efforts may be necessary to help people understand the impact transportation changes have on their daily life and their community and encourage them to engage in the public engagement process. Regardless, it is important to invite people to participate and have input to the decision-making process. Often there are existing community groups, including civic associations, homeowner associations, and elected officials, that can assist with outreach to the neighborhood population.

If a project is located wholly within an established community, it may be easy to determine which organizations to contact. For projects located on the boundary of multiple communities, or projects that connect multiple communities, be sure to engage the community organization representing each geographic area.

Project Adjacent Population

People who live, work, play, or access services adjacent a corridor that is slated for transportation improvements will be directly impacted by decisions made during the project development process. At a minimum, the construction of a project may negatively impact quality of life in the short-term. In the long-term, changing circulation patterns may alter the character of the corridor or fail to provide opportunities for transportation choices that are inherent to Complete Streets. Those living directly adjacent to the project are likely to be the most upset if they feel they do not have input to the decision making process. They may also feel they have greater standing than regular users of the corridor. It is critical that people who live or own property adjacent to the project are invited to every step of the public engagement process and informed of decisions made along the way to avoid future resistance to proposed improvements and to create the most useful transportation project possible.

Community Organizations

Community based stakeholders such as Village Boards, Homeowners Associations, and local service providers including places of worship, schools, cultural institutions, libraries, community centers, and non-profit organizations have extensive ties to the communities they serve and are committed to improving the quality of life for their constituents. Some community stakeholders work within specific geographic areas and some work County-wide. Community stakeholders can distribute information about transportation projects to their networks. The County should maintain a comprehensive list of community stakeholders to reference when developing stakeholder lists for specific projects. Organizations that work County-wide should receive announcements about each project regardless of location.

Advocates

There are several organizations actively advocating for Complete Streets in Howard County. These groups tend to be highly engaged with transportation projects. Advocacy organizations are directly connected to people who care about transportation issues and can use their communications channels to increase participation in public engagement around transportation projects. Examples include:

Streets for All in Howard County

According to its website, “Streets for All is a coalition of 20 groups advocating for Complete Streets in Howard County. We support a robust investment in sidewalks, crosswalks, bike lanes, bus stops and other infrastructure projects. We want everyone in Howard County, no matter who they are or where they live, can feel like they can safely, easily and comfortably bike, walk or take public transportation anywhere they need to go. Advocacy for

Streets for All in Howard County is led by the Horizon Foundation, AARP Maryland and the American Heart Association."

Horizon Foundation

According to its website, "The Horizon Foundation is Howard County's community health foundation. We are committed to improving health through innovative initiatives, collaborative partnerships, strategic grantmaking and thoughtful advocacy. Our work is driven by community needs and is shaped around strategic solutions that promise a significant lasting impact on physical and mental health in Howard County. As the largest independent health philanthropy in Maryland, we are driven to help everyone in our community – especially those facing the greatest challenges."

AARP Maryland

AARP is a national organization whose mission is "to empower people to choose how they live as they age." One of its nationwide initiatives is AARP Livable Communities, which, "supports the efforts of neighborhoods, towns, cities and rural areas to be great places for people of all ages. We believe that communities should provide safe, walkable streets; age-friendly housing and transportation options; access to needed services; and opportunities for residents of all ages to participate in community life." AARP Maryland advocates for Howard County Complete Streets because Complete Streets will allow seniors to travel around their communities without relying on a personal automobile.

American Heart Association

The American Heart Association (AHA) is an international organization. The AHA has an office that serves the greater Baltimore area, including Howard County. Its mission is "to create a world free of heart disease and stroke – a world where everyone can achieve the best possible health – and it starts right here in Baltimore. That's why we must come together to solve complex issues that effect this generation and generations to come." One major policy area that AHA focuses on is Active Living, which is supported by transportation systems that include options for people who walk and bicycle.

Bicycling Advocates of Howard County

According to its website, "the Bicycling Advocates of Howard County (Bike HoCo) is a 501(c)4 non-profit organization founded in 2008 as a coalition of cycling clubs and bicycle riders in Howard County, Maryland. Bike HoCo advocates to improve the visibility and safety of bicycling, supports bicycling education programs for adults and children, and promotes a vision of bicycling and sharing the road as part of a healthy, energy efficient, and environmentally sound transportation system to help achieve a sustainable future for Howard County and for Maryland."

Current and Potential Project Users

People who are current or potential users of a corridor slated for a transportation improvement will be directly impacted by the decisions made during the project development process, even if they do not live or work in the project area. These stakeholders can offer critical input on the design of the project because they have the best understanding of the community's transportation needs and how those needs might not be currently met. Current corridor users can be reached by posting project information at the site. Post information along low-stress places to walk or bike that people currently use to travel through the area in order to reach potential users.

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How do we engage the community?

After developing a comprehensive stakeholder list, the next step is to determine a reliable way to communicate with each stakeholder group. The section below discusses methods of communication, or how we reach out to the community. The following section reviews different communication formats, or what media we use.

A Note on Online Engagement

Historically, public engagement has been conducted mostly in person at public meetings or workshops. However, online communications and engagement opportunities are increasingly becoming important elements of the community engagement process. The Internet makes it possible to reach a broader audience and achieve higher levels of participation than traditional methods.

- 85% of adults are online, 95% of teens are online
- 72% of online adults use social networks, 80% of online teens use social networks

Online engagement also presents new challenges. When communicating online or preparing materials for online engagement, make sure to account for:

- Mobile compatibility: many people will be accessing information with their cell phone or tablet
- Language: Provide a translated version of the project website and content if there is a high population of people with Limited English Proficiency
- WCAG 2.0 Certification (Web Content Accessibility Guidelines): The goal of WCAG is to provide a single shared standard that makes web content more accessible to people with disabilities
- Privacy Protection: Controls need to be in place to protect the personal information of individuals who are participating in online engagement opportunities
- Third party moderation: If an online platform offers opportunity for interactive comment, it is important to monitor the space and moderate if necessary
- Rich media: Rich media includes things like audio, video, or other elements that encourage people to interact with online content
- Technical guidance: create a document to assist the public in how to participate in a virtual meeting

Expanding online public engagement does not mean that traditional forms of communication and engagement can or should be abandoned. Instead, both online and in-person methods should be used in tandem to ensure that all stakeholder groups are engaged throughout the project process. As project materials are developed, the County should create both print and digital versions that can be used in-person and online. All materials should include a link to the project website.

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Method of Communication

Different methods of communications can be utilized depending on the target audience. Marketing and communications attract the community to participate - whether it be a meeting, a survey or comment opportunity, or visiting the project website to learn more about the project. Whatever method of communication is used, be sure to remain in regular contact with interested stakeholders with project status updates, especially if there are challenges that impact the original project schedule. Communications will be coordinated with the County Office of Public Information.

Some common methods of communication are described below.

Email

Email is a great way to keep stakeholders informed about a project. Most – though not all – stakeholders have ready access to email and use it frequently. It is important to collect and maintain email lists for individual projects, as well as a separate list consisting of members of the public broadly interested in transportation improvements. Some best practices for using email to communicate include:

- Use an electronic sign-in at community meetings and events to avoid mis-spellings of names or email addresses and save staff time in entering data
- Build a transportation email listserv by sharing sign-in sheets/attendance records interdepartmentally
- Send out an email to the County Complete Streets listserv at least 14 days in advance of any public meeting and a second email a day or two prior to the meeting as a reminder
- Encourage email recipients to forward information to others who may be interested in the project
- Include a link to the project website in all email correspondence, as well as a reason to click the link
- Include a clear description of the purpose of any upcoming meeting
- Include a description of benefits to the public to participation in the process
- Include contact information to facilitate request for special accommodations, assistance with access
- Send a thank you for participant's interest and participation

Social Media

Social media platforms including Facebook and Twitter offer a way to get in touch with people who live in proximity to a proposed transportation project. Some best practices for using social media to communicate include:

- Establish a minimum radius, say one to two miles, from a prospective project location to target social media outreach and community engagement
- Begin "boosting" targeted social media posts (cost: $30-$50/post) at least 30 days in advance of a meeting or when feedback is due
- If engagement is low, buy digital ads featuring graphics, including gifs, memes, and other innovative media to attract interest
- Encourage community stakeholders to post or cross post project information directly from County agency social media pages

First-Class Mail

First-class mail should only be used selectively in order to meet County Code requirements since it has not been proven to be an effective engagement technique in many jurisdictions.

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Newspaper Notices

Print and digital notices or ads in the Howard County Times or Columbia Flyer should be used selectively to advertise annual or special one-time only events. Advertisements are especially appropriate for events with a county-wide audience such as the annual Complete Streets Open House or projects that may attract users from across the County.

On-Site Signage

Posting a sign on-site that shares project information, opportunities for input, or notice of a community meeting is a good way to reach members of the public who regularly use a corridor, especially by foot or by bicycle. Signs should be ADA compliant and posted at least 30 days ahead of meetings. Signs should be oriented and sized to ensure community members can see the signs while passing the project site.

Via Community Stakeholders

Howard County Village Boards, Homeowners Associations, and elected officials are in regular communication with members of their community. Local service providers like places of worship, schools, cultural institutions, libraries, community centers, and non-profit organizations are also in regular communication with the populations they serve. These organizations can share project information with their constituents via emails, social media channels, in-person gatherings, and flyers or other information posted at their facilities.

County representatives should meet with community stakeholders at the start of the project development process to inform them about the project and public engagement process and learn about any existing conditions that would impact the project. County representatives should also identify which stakeholders work with the vulnerable population and meet with them to discuss and modify the public engagement strategy to ensure equitable public participation.

		Community Stakeholders							
Method of Communication	General Public		Vulnerable Population	Neighborhood Population	Project Adjacent Population	Community Organizations	Advocates	Current/Potential Project Users	
Email						X	X		
Social media	X			X	X	X	X		
First-Class Mail					X				
Newspaper notice or ad	X								
Posting sign on site			X	X	X			X	
Via Village Boards or HOAs				X	X			X	
Via local service providers			X	X	X			X	
Via Council Members				X	X				

Figure 9. Methods of Communication for reaching Community Stakeholders

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Communication Format

Different communication formats are best suited for sharing different types of information. Communication formats can be distributed via one of the methods of communications listed above, but they can also be used during the in-person or online engagement events discussed in the next section. Selecting the right type of communication format is important because engaging content brings the community back to subsequent engagement opportunities and encourages individuals to tell their neighbors and friends to get involved in the project. Some best practices for common communication formats are included below. Communications will be coordinated with the County Office of Public Information.

Project Website

A project website should document the full history of the project including any planning studies, all outreach to date, all project materials, an overview of the project schedule, an invitation to interested community members to participate in public engagement, the benefits to participation, and methods of communicating with the sponsoring department. All other project materials should include a link to the project URL, with a goal of driving as much traffic to the project website as possible. Larger transportation projects should have a standalone website, and smaller projects can share the same webpage. The project website will include links to digital versions of all other communication formats distributed over the course of the project.

Project Graphics

Any graphics developed for the project – whether diagrams, plans, or renderings – should be easy for the general public to read and understand. Make sure nearby landmarks and streets are clearly labeled so people can orient themselves. Include figures for scale wherever possible. Cross sections are generally easier for the public to understand than plan views, so they should always accompany plan views of a project. Photorealistic or artistic renderings may be appropriate for larger projects or projects that are more difficult to understand in section or plan.

Informational Video

Sometimes no matter how well-designed project graphics are they benefit from extra explanation from a project manager or other County representative. It is easy for someone to explain graphics while in person at a meeting, but that means the graphics are not as useful to someone perusing them on their own time. Consider creating short – less than two minutes – videos that explain a design. Short videos can boost online engagement, can be distributed via multiple communication channels, can be televised, and can be used at an in-person workshop to supplement conversations.

Project Flyer

A well-designed project flyer with interesting graphics is a great way to advertise a project meeting or opportunity for project input. An effective flyer does the following things: Flyer should include: project name, project purpose, project number, project website, date, place, time of meeting, contact information, listserv signup information, note special accommodations available, alternate way(s) to provide input, and registration link (if applicable).

- Include project name, purpose, and number
- Include date, time, location, description of meeting, County contact information, note special accommodations available, and alternate way(s) to provide input
- Include the project URL, listserv signup information, and registration link (if applicable)
- Meet accessibility standards (WCAG 2.0)
- Is easy to distribute digitally (develop pdf for email distribution and versions appropriate for social media)
- Is easy to print and distribute as a hand-out (full color and black & white versions)

- Is distributed at least 30 days in advance of scheduled event or input opportunity; send out reminders as often as weekly leading up to the event, and every couple of days the week of the event
- Registration link for online meeting (if applicable)

County Press Release

Press releases are an official communication sent to members of the news media that provides information, an official statement, or an announcement. Press releases should include media contact information, a headline, and basic information about the project including who, what, when, where, and why. Press releases are a useful tool to get information out to the general public because they are generally covered by multiple news sources, ensuring broad distribution. Press releases can be used to announce the kick-off of a large process, a public meeting, or the start or completion of construction. They should include where to find more information about the project (project website), and how to sign up to receive regular project updates (project email listserv).

On-Site Signage

On-site signage offers a way to engage people who are regular users of the transportation corridor. Traditionally, on-site signage had only been used to provide public notice of developer projects. On-site signage can also be used to solicit public input on project design or inform people of a proposal. A sign soliciting public input can be succinct, perhaps just posing a basic question and asking residents to text their response to a number. A sign intended to give information about project design should include basic project information, including the following:

- Who, what, when, where, and why
- Where to get more information about the project (project URL or County point of contact)
- How to sign up for project updates (email listserv)

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Collecting public feedback

When deciding which engagement process to use, it is important to consider what tactics have worked in the past, how to ensure that all voices will be heard, how community stakeholders can engage in activities, how to balance technology versus traditional approaches, and cost.

Events

Events should be scheduled for times and at locations that are convenient and accessible for community members. An open house format where participants can attend as they are able is preferred to a format where mandatory attendance over multiple hours is required. Multiple events held at different times should also be considered to increase accessibility. Timing should consider the Howard County Public School System schedule, as well as federal and cultural holidays. Partner with key institutions in the project area to host community events and meetings. All engagement opportunities provided in-person should also be provided online in order to ensure maximum participation and accessibility. Online feedback should be given the same weight as in-person feedback when making decisions.

Figure 10. Community engagement events

Tools

Different tools can be used to collect feedback during in-person or online engagement events. Tools can be very controlled, in that they allow limited interaction between participants, or very open, in that they can allow participants to freely engage with each other. One type of environment is not better than the other; each has value when used at the appropriate time. Some common tools and best practices for their use are included below.

How do we make decisions?

The purpose of this section of the document is to explain each step of the transportation project process with a focus on when and how public engagement can impact the project design.

Transportation Planning

The Office of Transportation coordinates closely with the Department of Planning and Zoning and the Department of Public Works on several transportation planning initiatives in Howard County. Transportation plans, including *WalkHoward* and *BikeHoward* were created with extensive community engagement.

For *BikeHoward*, public engagement was facilitated through six public workshops, an online survey, and an online interactive map. More than 750 people were engaged in the process and provided comments and ideas on every aspect of bicycling in the county.

For *WalkHoward,* public engagement consisted of three open houses, online and printed surveys, and various opportunities that allowed the public to identify challenges and opportunities related to the accessibility and comfort of walking.

Transportation projects can also be identified outside of the formal planning process by members of the public or County staff, especially if there is a documented safety issue.

There are two ways a transportation project can advance out of the planning phase. A project can be funded by the County as a Capital Project or funded by a private developer as part of a Private Development Project. The *Capital Improvement Project Prioritization Policy* document describes the process that County staff follows to evaluate and prioritize project ideas for funding through the County Capital Budget. Projects funded by a private developer occur when a parcel is proposed for redevelopment and is not based on the merit of the project.

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County Capital Transportation Projects

Once a project is prioritized for inclusion in the Howard County's Capital Budget, it is included in the *Capital Improvement Master Plan* or *C.I.M.P for Transportation*. Section 18.212 of the county code defines the C.I.M.P. for Transportation as:

> "…a plan proposed by the County Executive upon the recommendations of the Director of Public Works and the Director of Planning and Zoning and adopted by the County Council pursuant to the provisions of section 22.405 of the Howard County Code. The plan indicates the capital improvements to the County's road and bridge network and public transportation system to be constructed during the next ten years in order to implement the housing and employment growth projections of the County's general plan. The C.I.M.P. for Transportation includes the roads, bridges, traffic lights, and public transportation system projects included in the Howard County Capital Budget and Capital Program and Extended Capital Program and the Maryland Consolidated Transportation Program."

The Capital Budget includes many types of transportation projects including bridge, road construction or reconstruction, road resurfacing, sidewalk/curb projects, and traffic/intersection projects. More complex projects generally cost more money and require more public engagement to develop a solution that works for community stakeholders. Less complex projects generally cost less money and require less public engagement to develop an appropriate design solution. For the purposes of the Community Engagement Plan, we are referring to these projects as "Major" and "Minor."

Simple (Minor Projects)	**Complex (Major Projects)**
Decision already made	Decision still needs to be made
Implementation stage, when government can implement on its own	Design and development stage
Routine	Potentially controversial
Based on accepted, known values	Based on values in conflict
Technical analysis provides clear answer	Technical analysis does not provide clear answer
Stakeholders: small number, defined/known, homogenous	Stakeholders: large number, undefined/unknown, diverse

Figure 11. Complexity of decision matrix for designating a project major or minor for purposes of public engagement, adapted from Hurley-Franks Associates, 2009

Major Capital Transportation Projects include:

- All bridge construction or reconstruction projects (B),
- All road construction or reconstruction projects (J),
- Some major road resurfacing (H),
- Sidewalk/curb projects (K), and;
- Some traffic/intersection projects (T).

Minor Capital Transportation Projects include:

- Some major road resurfacing (H),
- Some sidewalk/curb projects (K), and;

- Some traffic/intersection projects (T).

The letters are used as an abbreviation to describe the project type in the County Capital Budget. Whether an H, K, or T project is considered a Major or Minor project is determined by Howard County staff based on the complexity of the project. Once a project is determined to be Major or Minor by County Staff, it follows the project development and engagement process outlined on the next two pages.

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Major Capital Project and Public Engagement Process

This checklist is identical to the Minor Capital Project Prioritization Checklist

MAJOR CAPITAL PROJECT PRIORITIZATION Annual Open House Checklist

The purpose of the Annual Open House is to provide the general public with information about the Complete Streets program in Howard County and create an opportunity for the public to provide feedback on which transportation projects should be prioritized by the County for funding. The Open House is coordinated by the Office of Transportation.

Plan for Open House [auto populates to show date 3 months before workshop date] =>

- Develop goals, expected outcomes and define what success looks like for this event ☐
- Determine budget for event ☐
- Set up a registration link, allow registrants to opt in for email Complete Street updates ☐
- Based on goals and expected outcomes, identify the specific engagement tactics ☐
- Secure location and/or schedule online meeting for Open House ☐
- Develop communications plan with the Office of Public Information ☐

Develop and Distribute Marketing [auto populates to show date 2 months before workshop date] =>

- Develop flyer, social media messaging, and social media event for Open House ☐
- Post flyer and messaging to all County social media pages and websites ☐
- Share flyer with County Council, County agencies and departments to distribute to constituents ☐
- Distribute flyer to Complete Streets Stakeholder List and ask them to share with their networks via social media, email, newsletters and at events ☐
- Follow up with (call/text, email) county agencies and Complete Streets stakeholders to provide information about the open house and invite them to participate ☐

Advertise & Prepare for Open House [auto populates to show date I month before workshop date] =>

- Schedule full-page ad in Howard County Times and Columbia Flyer 2 weeks before meeting ☐
- Place announcement on public access cable channels ☐
- Include in County Executive news bulletin ☐
- Create and promote social media event, schedule weekly reminders 3 weeks out, daily reminders one week before event ☐
- Secure targeted social media advertisements with ad boosting in key census tracts based on VPI data ☐
- Email notice to community institutions and organizations emphasizing the importance their feedback and sharing with their networks ☐
- Develop participant evaluation ☐
- Develop feedback mechanism ☐

Hold Open House [enter date]

- Make sure all attendees sign in; allow attendees to opt in for Complete Street updates ☐
- Have sufficient staff available to address public questions ☐
- If online, update registration link to allow participants to register and immediately receive the link to participate
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Open House Follow-Up [auto populates to show date I week after workshop date] =>

- Document number of attendees on Complete Streets website
- Post Open House materials and feedback mechanism on Complete Streets website for 1 month
- Email attendees and post on social media event walls
    - Thank them for attending

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- List proposed transportation projects
- Include link to Complete Streets website/online survey and encourage individuals to share with interested parties
- Follow up on any outstanding questions or comments received from attendees

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

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The purpose of scheduling a Workshop or Site-Based Event for a high-priority Major Capital Project is to ensure that community priorities are understood before developing the scope and budget.

Before Advertisement

Meet with community stakeholders to determine appropriate venue, time, and special accommodations that may be necessary 6-8 weeks before you hope to hold the event. Discuss whether an in-person public workshop, online public workshop, or site-based event is the best choice given community preferences and the nature of the project. Decide on the appropriate format and enter the date into the red box below.

Plan for Event [auto populates to show date 6 weeks before event date] =>

- Develop preliminary community stakeholder list (see p. 13-16) ☐
- Develop goals, expected outcomes and define what success looks like for this event ☐
- Determine budget for event ☐
- Set up a registration link, allow registrants to opt in for email project updates ☐
- Based on goals and expected outcomes, identify the specific engagement tactics ☐
- Secure location and/or schedule online meeting for event ☐

Advertise Event [auto populates to show date 1 months before workshop date] =>

- Prepare project notice/project flyer (see p. 20) ☐
- Post notice of meeting at the project site and meeting site (see p. 18) ☐
- Provide written notice by first-class mail to the DPZ registered list of subscribers (see p. 17) ☐
- Email flyer to Community Stakeholders (see p. 17 & 18) ☐
- Include notice County Executive news bulletin ☐
- Schedule publication of notice in newspaper for 2 weeks prior to meeting (see p. 17) ☐
- Develop social media messaging, social media event, and schedule weekly reminders (see p. 17) ☐
- Secure targeted social media advertisements with ad boosting in key census tracts ☐
- Post notice on Department website and project webpage ☐

Prepare for Event [auto populates to show date I month before workshop date] =>

- Develop meeting materials, graphics, and activities ☐
- Develop participant evaluation ☐
- Develop feedback mechanism (see p. 23) ☐

Hold Event [enter date]

- If online, update registration link to allow participants to register and immediately receive the link to participate
- Make sure all attendees sign in; allow attendees to opt in for project updates ☐
- Have sufficient staff available to address public questions ☐
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Event Follow-Up [auto populates to show date I week after workshop date] =>

- Document number of attendees on Complete Streets website
- Post Open House materials and feedback mechanism on Complete Streets website for 1 month
- Email attendees and post on social media event walls
    - Thank them for attending

DRAFT

- List proposed transportation projects
- Include link to Complete Streets website/online survey and encourage individuals to share with interested parties
- Follow up on any outstanding questions or comments received from attendees

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

This checklist is identical to the Minor Capital Project Funding Checklist

MAJOR CAPITAL PROJECT FUNDING Planning Commission & County Council

The purpose of this checklist is to provide members of the Complete Streets email list and other interested stakeholders with the information they need to meaningfully participate in the Transportation Capital Project budget process.

Budget Season Preparation (timing?)

- Develop overview of submitted transportation capital projects; include description of project, project origination (Master Plan, public complaint, etc.), and overview of public feedback received to date ☐
- Develop calendar of public meetings for transportation capital projects ☐
- Explain how to give public feedback at each meeting ☐
- Distribute above information via email to all members of Complete Street email list, via social media, and post on Complete Streets website ☐

County Executive's 1st Residents Budget Hearing (December)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

Planning Board Meeting (February)

The Planning Board typically meets the first and third Thursday of each month beginning at 7:00 pm in the Banneker Room of the George Howard Building (3430 Court House Drive, Ellicott City, MD 21043). Alternative dates may be scheduled at the discretion of the Board. Meeting agendas and all supplemental materials are posted to the Planning Board website two (2) weeks in advance of the meeting date.

- Notify Complete Streets email list, social media followers, and post on Complete Streets website when Planning Board meeting materials and agenda are posted to the Planning Board website for public review ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐
- After meeting, distribute Planning Board ranking of new projects and recommendations for County Executive to Complete Streets email list, via social media, and post on Complete Streets website ☐

County Executive's 2nd Resident's Budget Hearing (March)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

County Council Public Hearings (April/May)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

County Council Approves Capital Budget (June)

- Distribute notice of approval and copy of budget to Complete Streets email list, via social media, and post on Complete Streets website ☐
- Include description of project, project origination (Master Plan, public complaint, etc.), and overview of public feedback received to date for projects included in Budget ☐

DRAFT

The purpose of the Preliminary Design Public Workshop is to present capital project concept designs to the public in-person and/or online for review and to collect feedback that may be incorporated into the final design of the project. Supplemental information on public engagement best practices is available on the page numbers included in parentheses.

Before Advertisement

Meet with community institutions to determine appropriate venue, time, and special accommodations that may be necessary 6-8 weeks before you hope to hold the Preliminary Design Public Workshop (see p. 18). If an online workshop is preferred by the community, select the date and time of the event. Enter the date into the red box below.

Plan for Workshop(s) [auto populates to show date 6 weeks before workshop date] =>

- Develop goals, expected outcomes and define what success looks like for this event ☐
- Set up a registration link, allow registrants to opt in for email project updates ☐
- Based on goals and expected outcomes, identify the specific engagement tactics ☐
- Secure location and/or schedule online meeting for event ☐

Advertise Workshop(s) [auto populates to show date 4 weeks prior to workshop date] =>

- Prepare project notice/project flyer (see p. 20) ☐
- Post notice of meeting at the project site and meeting site (see p. 18) ☐
- Provide written notice by first-class mail to the DPZ registered list of subscribers (see p. 17) ☐
- Email flyer to Community Stakeholders (see p. 17 & 18) ☐
- Include notice County Executive news bulletin ☐
- Schedule publication of notice in newspaper for 2 weeks prior to meeting (see p. 17) ☐
- Develop social media messaging, social media event, and schedule weekly reminders (see p. 17) ☐
- Secure targeted social media advertisements with ad boosting in key census tracts
- Post notice on Department website and project webpage ☐

Prepare for Workshop(s) [auto populates to show date 3 weeks prior to workshop date] =>

- Develop meeting materials and graphics ☐
- Develop participant evaluation ☐
- Develop feedback mechanism (see p. 23) ☐

Hold In-Person Workshop [enter date]

- Make sure all attendees sign-in; allow attendees to opt in for email project updates (see p. 22) ☐
- Have sufficient staff available to address public questions ☐
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Hold Online Workshop within 1 week of In-Person Workshop [enter date]

- Update registration link to allow participants to register and immediately receive the link to participate ☐
- Host the online event with sufficient staff to answer questions and moderate chat box and livestream ☐
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Workshop Follow-Up [auto populates to show date I day after workshop date] =>

- Document number of attendees on project website (see p. 20) ☐
- Post workshop materials and feedback mechanism on project website for 14 days (see p. 20) ☐
- Email attendees and post on social media event walls (see p. 17) ☐
    - Thank them for attending
    - Share project schedule/next steps
    - Include link to project website/online survey and encourage individuals to share with interested parties
    - Follow up on any outstanding questions or comments received from attendees at workshop

Feedback Follow-Up [auto populates to show date 4 weeks after workshop date] => ☐

- Process public feedback received at workshop, online, from letters, from phone calls, or in person ☐
- Publish feedback received on project website (anonymize data) (see p. 20) ☐
- Email all interested parties (see p. 17) ☐
    - Note how feedback will be incorporated into Final Design
    - Note feedback that cannot be incorporated in Final Design and why
    - Provide project schedule, next steps, and how to stay involved

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

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The purpose of the Final Design Open House is to present capital project final designs to the public in-person and/or online for public review. Supplemental information on public engagement best practices is available on the page numbers included in parentheses. This workshop is coordinated by the Department of Public Works.

Before Advertisement

Meet with community institutions to determine appropriate venue, time, and special accommodations that may be necessary 6-8 weeks before you hope to hold the Final Design Public Workshop (see p. 18). If an online open house is preferred by the community, select the date and time of the event jointly. Enter the date into the red box below.

Plan for Open House(s) [auto populates to show date 6 weeks before workshop date] =>

- Develop goals, expected outcomes and define what success looks like for this event ☐
- Set up a registration link, allow registrants to opt in for email project updates ☐
- Based on goals and expected outcomes, identify the specific engagement tactics ☐
- Secure location and/or schedule online meeting for event ☐

Advertise Open House(s) [auto populates to show date 4 weeks prior to workshop date] =>

- Prepare project notice/project flyer (see p. 20) ☐
- Post notice of meeting at the project site and meeting site (see p. 18) ☐
- Provide written notice by first-class mail to the DPZ registered list of subscribers (see p. 17) ☐
- Email flyer to Community Stakeholders (see p. 17 & 18) ☐
- Include notice County Executive news bulletin ☐
- Schedule publication of notice in newspaper for 2 weeks prior to meeting (see p. 17) ☐
- Develop social media messaging, social media event, and schedule weekly reminders (see p. 17) ☐
- Secure targeted social media advertisements with ad boosting in key census tracts ☐
- Post notice on Department website and project webpage ☐

Prepare for Open House [auto populates to show date 3 weeks prior to workshop date] =>

- Determine meeting materials and graphics ☐
- Develop participant evaluation ☐
- Develop feedback mechanism (see p. 23) ☐

Hold In-Person Open House [enter date]

- Make sure all attendees sign-in; allow attendees to opt in for email project updates (see p. 22) ☐
- Have sufficient staff available to address public questions ☐
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Hold Online Open House (within 1 week of In-Person Open House) [enter date]

- Update registration link to allow participants to register and immediately receive the link to participate ☐
- Host the online event with sufficient staff to answer questions and moderate chat box and livestream ☐
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Open House Follow-Up [auto populates to show date I day after workshop date] =>

- Document number of attendees on project website (see p. 20) ☐
- Post workshop materials and feedback mechanism on project website for 14 days (see p. 20) ☐
- Email attendees and post on social media event walls (see p. 17) ☐
    - Thank them for attending
    - Share project schedule/next steps
    - Include link to project website/online survey and encourage individuals to share with interested parties
    - Follow up on any outstanding questions or comments received from attendees at workshop

Feedback Follow-Up [auto populates to show date 4 weeks after workshop date] => ☐

- Process public feedback received at workshop, online, from letters, from phone calls, or in person ☐
- Publish feedback received on project website (anonymize data) (see p. 20) ☐
- Email all interested parties (see p. 17) ☐
    - Note how feedback will be incorporated into Final Design
    - Note feedback that cannot be incorporated in Final Design and why
    - Provide project schedule, next steps, and how to stay involved

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

Regular updates build trust between community stakeholders and the County, especially if there is a significant delay between Final Design completion and construction. Enter the date construction is scheduled to start in the red box below.

After Design is Finalized [enter date]

- Contact community stakeholders via project email list, social media, and project website ☐
  - Thank them for their time and feedback
  - Share final design
  - Share tentative construction schedule
  - Commit to notifying community if project is delayed

Before Construction [auto populates to show date 1 month prior to workshop date] =>

- Work with Office of Public Information to prepare press release one month before construction start ☐
  - Describe construction schedule, impacts, and share project contact
  - Explain detours that will be in place for vehicles, bicycles, and pedestrians
  - Distribute via media channels
  - Distribute to community stakeholders via email list and social media
  - Commit to providing community monthly status updates via email, social media, and project website
- Post signage on site describing project, schedule, and community benefits ☐

During Construction [enter date]

- Distribute monthly updates to community stakeholders via email, social media, and project website ☐
  - Include photographs of progress
  - Include project contact
  - Include whether project is moving according to schedule

After Construction [enter date]

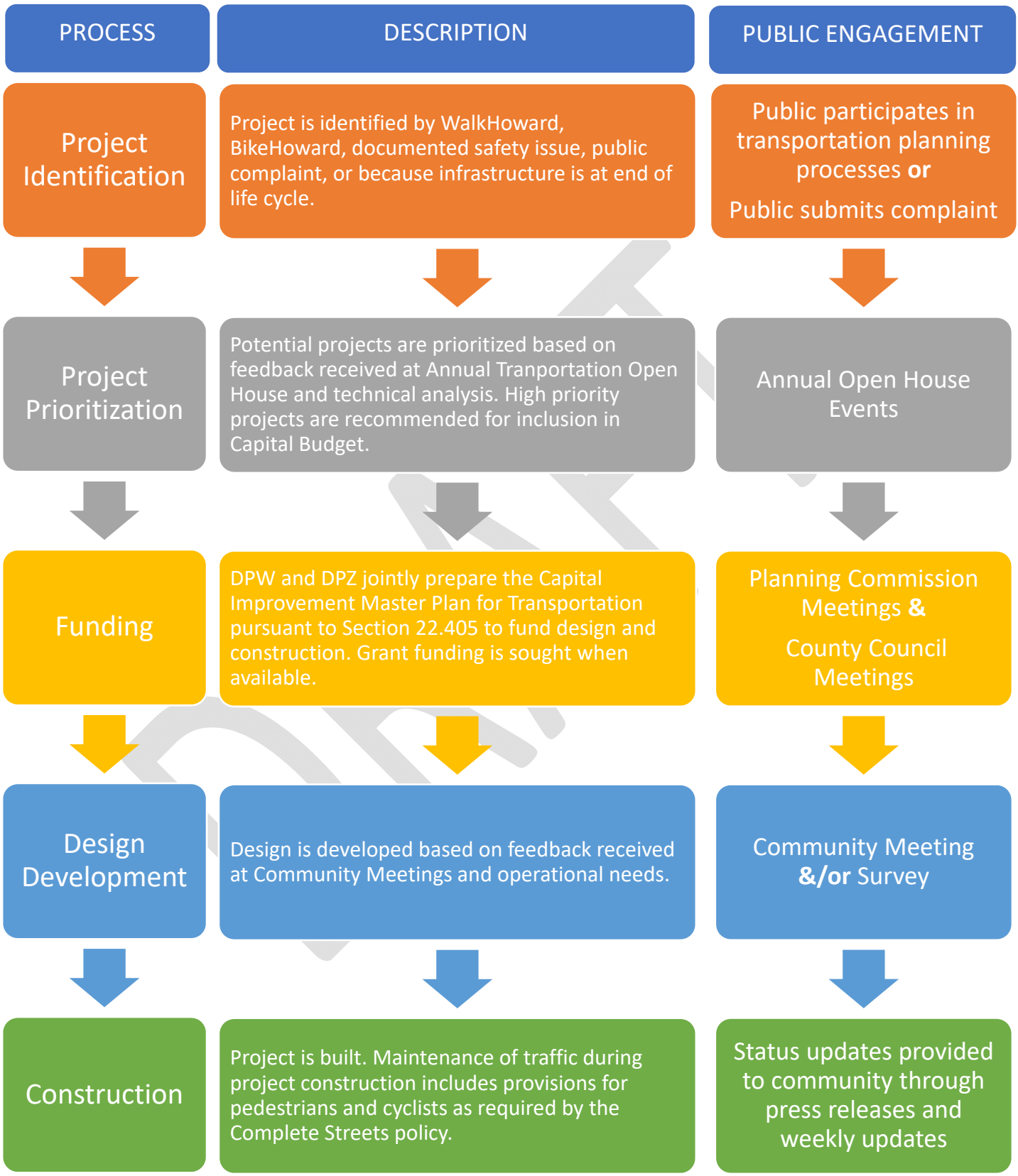
- Work with Office of Public Information to plan ribbon cutting event ☐
- Invite community stakeholders to event via email, project website, and social media ☐
- Send final thank you to community stakeholders via email and social media ☐
  - Include photographs of project before and after
  - Invite them to join the Complete Streets email list

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

Minor Capital Project and Public Engagement Process



The purpose of the Annual Open House is to provide the general public with information about the Complete Streets program in Howard County and create an opportunity for the public to provide feedback on which transportation projects should be prioritized by the County for funding. This Open House is coordinated by the Office of Transportation.

Plan for Event [auto populates to show date 3 months before workshop date] =>

- Develop goals, expected outcomes and define what success looks like for this event ☐
- Determine budget for event ☐
- Set up a registration link, allow registrants to opt in for email Complete Street updates ☐
- Based on goals and expected outcomes, identify the specific engagement tactics ☐
- Secure location and/or schedule online meeting for Open House ☐
- Develop communications plan with the Office of Public Information ☐

Develop and Distribute Marketing [auto populates to show date 2 months before workshop date] =>

- Develop flyer, social media messaging, and social media event for Open House (see p. 20) ☐
- Post flyer and messaging to all County social media pages and websites ☐
- Share flyer with County Council, County agencies and departments to distribute to constituents ☐
- Distribute flyer to Complete Streets Stakeholder List and ask them to share with their networks via social media, email, newsletters and at events ☐
- Follow up with (call/text, email) county agencies and Complete Streets stakeholders to provide information about the open house and invite them to participate ☐

Advertise & Prepare for Open House [auto populates to show date I month before workshop date] =>

- Schedule full-page ad in Howard County Times and Columbia Flyer 2 weeks before meeting ☐
- Place announcement on public access cable channels ☐
- Include in County Executive news bulletin ☐
- Create and promote social media event, schedule weekly reminders 3 weeks out, daily reminders one week before event ☐
- Secure targeted social media advertisements with ad boosting in key census tracts based on VPI data ☐
- Email notice to community institutions and organizations emphasizing the importance their feedback and sharing with their networks ☐
- Develop participant evaluation ☐
- Develop feedback mechanism ☐

Hold Open House [enter date]

- Make sure all attendees sign in; allow attendees to opt in for Complete Street updates ☐
- Have sufficient staff available to address public questions ☐
- If online, update registration link to allow participants to register and immediately receive the link to participate
- Collect feedback using feedback mechanism ☐
- Collect participant evaluations ☐

Open House Follow-Up [auto populates to show date I week after workshop date] =>

- Document number of attendees on Complete Streets website
- Post Open House materials and feedback mechanism on Complete Streets website for 1 month
- Email attendees and post on social media event walls
    - Thank them for attending

- List proposed transportation projects
- Include link to Complete Streets website/online survey and encourage individuals to share with interested parties
- Follow up on any outstanding questions or comments received from attendees

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

This checklist is identical to the Major Capital Project Funding Checklist

MINOR CAPITAL PROJECT FUNDING Planning Commission & County Council

The purpose of this checklist is to provide members of the Complete Streets email list and other interested stakeholders with the information they need to meaningfully participate in the Transportation Capital Project budget process.

Budget Season Preparation (timing?)

- Develop overview of submitted transportation capital projects; include description of project, project origination (Master Plan, public complaint, etc.), and overview of public feedback received to date ☐
- Develop calendar of public meetings for transportation capital projects ☐
- Explain how to give public feedback at each meeting ☐
- Distribute above information via email to all members of Complete Street email list, via social media, and post on Complete Streets website ☐

County Executive's 1st Residents Budget Hearing (December)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

Planning Board Meeting (February)

The Planning Board typically meets the first and third Thursday of each month beginning at 7:00 pm in the Banneker Room of the George Howard Building (3430 Court House Drive, Ellicott City, MD 21043). Alternative dates may be scheduled at the discretion of the Board. Meeting agendas and all supplemental materials are posted to the Planning Board website two (2) weeks in advance of the meeting date.

- Notify Complete Streets email list, social media followers, and post on Complete Streets website when Planning Board meeting materials and agenda are posted to the Planning Board website for public review ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐
- After meeting, distribute Planning Board ranking of new projects and recommendations for County Executive to Complete Streets email list, via social media, and post on Complete Streets website ☐

County Executive's 2nd Resident's Budget Hearing (March)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

County Council Public Hearings (April/May)

- Send reminder to Complete Streets email list and social media followers 2 weeks before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 week before meeting ☐
- Send reminder to Complete Streets email list and social media followers 1 day before meeting ☐

County Council Approves Capital Budget (June)

- Distribute notice of approval and copy of budget to Complete Streets email list, via social media, and post on Complete Streets website ☐
- Include description of project, project origination (Master Plan, public complaint, etc.), and overview of public feedback received to date for projects included in Budget ☐

DRAFT

The purpose of the Community Meeting is to present capital project concept designs to the public in-person and/or online for review and to collect feedback that may be incorporated into the final design of the project. Supplemental information on public engagement best practices is available on the page numbers included in parentheses.

Before Meeting

Reach out to local Village Board, Homeowner Association, or community organization 6-8 weeks in advance to request time to present during their regularly scheduled meeting. Ask how they distribute information in advance of the meeting, and what type of materials would help them raise awareness about the proposed project.

Advertise Meeting [auto populates to show date 4 weeks prior to meeting date] =>

- Develop project flyer (see p. 20) ☐
- Post notice of meeting and flyer at the project site and meeting site (see p. 18) ☐
- Email flyer to Community Stakeholders (see p. 17 & 18) ☐
- Post notice on Department website and project webpage ☐

Prepare for Meeting [auto populates to show date 2 weeks prior to meeting date] =>

- Develop meeting materials and graphics ☐
- Develop feedback mechanism (see p. 23) ☐

Present at Meeting [enter date]

- Encourage attendees to sign up for email project updates (see p. 22) ☐
- Have sufficient staff available to address public questions ☐
- Collect feedback by taking meeting notes and using feedback mechanism ☐

Meeting Follow-Up [auto populates to show date I day after workshop date] =>

- Post workshop materials and feedback mechanism on project website for 14 days (see p. 20) ☐
- Email attendees (see p. 17) ☐
  - Thank them for attending
  - Share project schedule/next steps
  - Include link to project website/online survey and encourage individuals to share with interested parties
  - Follow up on any outstanding questions or comments received from meeting attendees

Feedback Follow-Up [auto populates to show date 4 weeks after workshop date] =>

- Process public feedback received at meeting, survey (if applicable), from letters, and from phone calls ☐
- Publish feedback received on project website (anonymize data) (see p. 20) ☐
- Email all interested parties (see p. 17) ☐
  - Note how feedback will be incorporated into Final Design
  - Note feedback that cannot be incorporated in Final Design and why
  - Provide project schedule, next steps, and how to stay involved

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

Regular updates build trust between community stakeholders and the County, especially if there is a significant delay between Final Design completion and construction. Enter the date construction is scheduled to start in the red box below.

After Design is Finalized [enter date]

- Contact community stakeholders via project email list, social media, and project website ☐
  - Thank them for their time and feedback
  - Share final design
  - Share tentative construction schedule
  - Commit to notifying community if project is delayed

Before Construction [auto populates to show date 1 month prior to workshop date] =>

- Work with Office of Public Information to prepare press release one month before construction start ☐
  - Describe construction schedule, impacts, and share project contact
  - Explain detours that will be in place for vehicles, bicycles, and pedestrians
  - Distribute via media channels
  - Distribute to community stakeholders via email list and social media
  - Commit to providing community monthly status updates via email, social media, and project website
- Post signage on site describing project, schedule, and community benefits ☐

During Construction [enter date]

- Distribute monthly updates to community stakeholders via email, social media, and project website ☐
  - Include photographs of progress
  - Include project contact
  - Include whether project is moving according to schedule

After Construction [enter date]

- Send final thank you to community stakeholders via email and social media ☐
  - Include photographs of project before and after
  - Invite them to join the Complete Streets email list

A signature certifies that this process was completed on the date shown below and uploaded to the project website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

Private Development Projects

The Division of Land Development within the Department of Planning and Zoning administers the development plan review process in an efficient and consistent manner to ensure that proposed development plans conform to all County regulations and are functional. Additionally, the Division helps property owners, business owners, community associations, realtors, prospective homeowners, and others obtain the information they need on development regulations and or plan approvals.

Development Technical Review

The Development Engineering Division (DED) is tasked with ensuring that commercial and residential development projects meet current State and County design requirements, including requirements relating to the transportation network. DED is tasked with making sure that new subdivision roads and frontage improvements to existing roads are constructed with any new development. Improvements are governed by the requirements as set forth in the Howard County Design Manual, Volume III, Roads and Bridges, and the Howard County Design Manual, Volume IV, Standard Specifications and Details for Construction and the Howard County Design Manual - Volume IV, May 1, 2014 Revisions Only.

DED is tasked with evaluating whether developments impact existing road intersections by increasing traffic flow to unacceptable levels as prescribed in the current Howard County Code and Howard County Design Manual, Volume III. DED evaluates whether mitigation is required through construction of road improvements, intersection modifications, or whether a fee-in-lieu is to be paid into a Capital Project to correct the deficient intersection.

Major Subdivisions and Commercial Site Development Plans

Major Subdivisions and Commercial Site Development Plans are large projects that provide significant opportunity to make critical connections within the bicycle and pedestrian network; community engagement is an important part of this process.

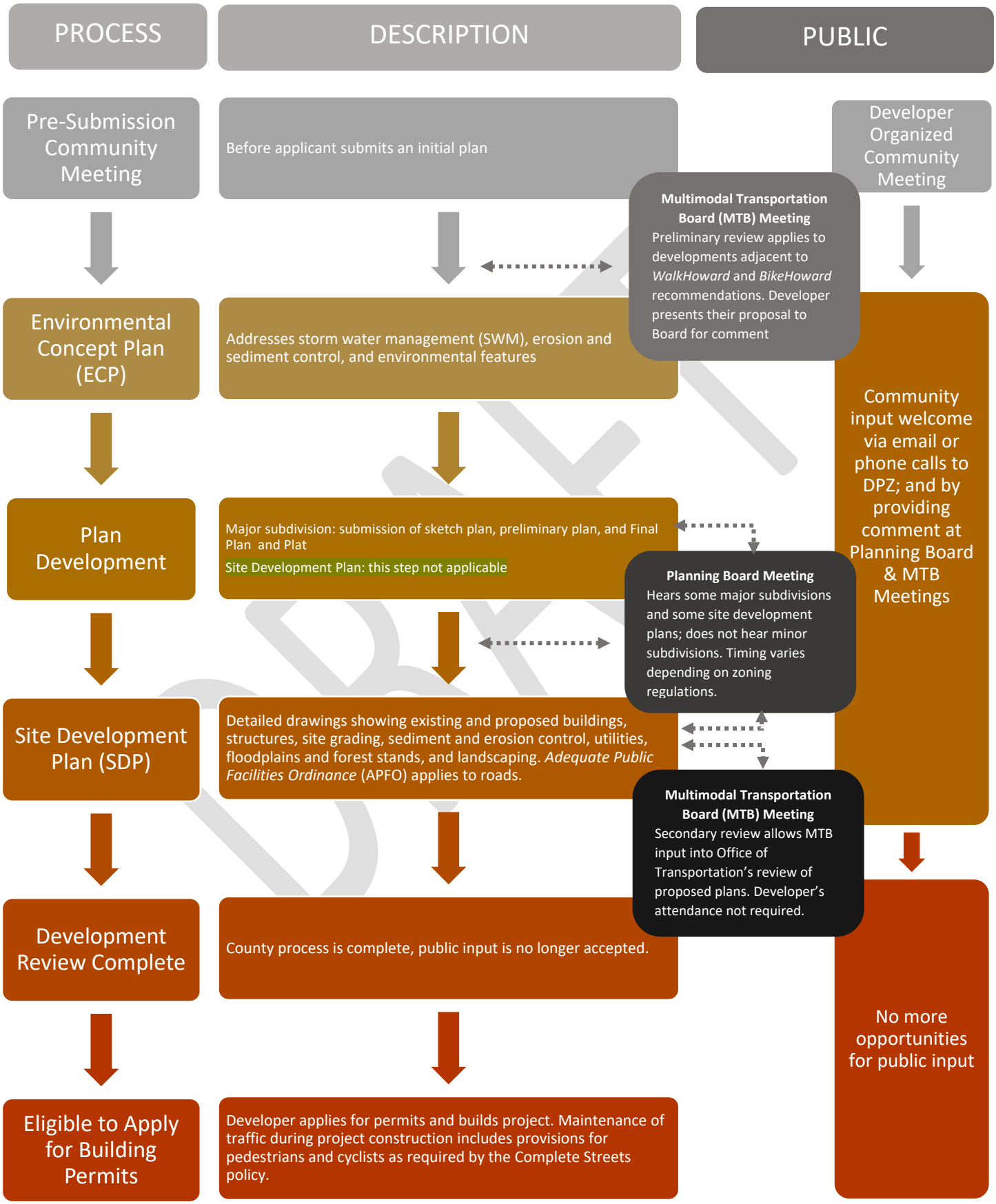
A Major Subdivision is when a private development project proposes splitting an existing parcel into five or more parcels, usually for construction. The County reviews approximately X Major Subdivisions a year.

A Commercial Site Development Plan is a detailed engineered drawing of a commercial development project on a single parcel, showing existing site conditions and proposed improvements with sufficient detail for agency review, approval, and subsequent construction. The Major Subdivision process also requires the completion of a Site Development Plan for the resulting parcels. The County reviews approximately X Commercial Site Development Plans a year.

Major Subdivisions and Commercial Site Development Plans follow the project development and engagement process outlined on the next page. The below process does not apply to Minor Subdivisions or Non-Commercial Site Development Plan submissions.

DRAFT

Private Development Projects and Public Engagement Process



The purpose of the first Multimodal Transportation Board (MTB) meeting is to provide a forum for Board Members and the public to review private development concept designs, ask questions, and provide feedback to the developer on multimodal connectivity.

Multimodal Transportation Board Meeting Preparation [auto populates to show date 1 month prior to meeting date] => ☐

- Develop brief description of project, overview of existing adjacent multimodal facilities, and overview of planned multimodal facilities included in *WalkHoward* and *BikeHoward* ☐
- Develop list of Community Stakeholders based on project location ☐
- Notify Complete Streets email list and Community Stakeholder email list and post on Complete Streets website when MTB meeting materials are available for public review ☐
    - Link to agenda and presentation
    - Provide information to public on how to provide oral testimony
    - Provide information to public on how to provide written testimony
- Send reminder to Complete Streets and Community Stakeholders email lists 1 week before meeting ☐
- Send reminder to Complete Streets and Community Stakeholders email lists 1 day before meeting ☐

Hold Multimodal Transportation Board Meeting [enter date]

- Make sure all attendees sign in; allow attendees to opt in for Complete Street updates ☐
- Have sufficient staff available to address public questions and maintain focus on MTB purview ☐

Multimodal Transportation Board Meeting Follow-Up [auto populates to show date 1 day after meeting date] => ☐

- After meeting, distribute MTB notes on all developer projects to Complete Streets and Community Stakeholder and post on Complete Streets website, note next steps in review process (if applicable) ☐

A signature certifies that this process was completed on the date shown below and uploaded to the Complete Streets website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

The purpose of the Planning Board meeting is to provide a forum for the public to review submitted private development plans, ask questions, and provide feedback to the County on multimodal connectivity.

Planning Board Preparation [auto populates to show date 1 month prior to meeting date] => [ ]

- Notify Complete Streets email list and Community Stakeholder email list and post on Complete Streets website when Planning Board meeting materials are available for public review ☐
  - Link to agenda and technical staff report
  - Provide information to public on how to provide oral testimony
  - Provide information to public on how to provide written testimony
- Send reminder to Complete Streets and Community Stakeholders email lists 1 week before meeting ☐
- Send reminder to Complete Streets and Community Stakeholders email lists 1 day before meeting ☐

Hold Planning Board Meeting [enter date]

- Make sure all attendees sign in; allow attendees to opt in for Complete Street updates ☐
- Have sufficient staff available to address public questions and maintain focus on MTB purview ☐

Multimodal Transportation Board Meeting Follow-Up [auto populates to show date 1 day after meeting date] => [ ]

- After meeting, distribute PB notes on all developer projects to Complete Streets and Community Stakeholder email lists and post on Complete Streets website, note next steps in review process (if applicable) ☐

A signature certifies that this process was completed on the date shown below and uploaded to the Complete Streets website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

The purpose of the second Multimodal Transportation Board (MTB) meeting is to provide a forum for Board Members and the public to review submitted private development plans and provide feedback to the County on multimodal connectivity.

Multimodal Transportation Board Meeting Preparation [auto populates to show date 1 month prior to meeting date] =>

- Refine and expand description of project, provide overview of existing adjacent multimodal facilities, and overview of planned multimodal facilities included in *WalkHoward* and *BikeHoward* ☐
- Notify Complete Streets email list and Community Stakeholder email list and post on Complete Streets website when MTB meeting materials are available for public review ☐
  - Link to agenda and presentation
  - Link to Development Project Report
  - Provide information to public on how to provide oral testimony
  - Provide information to public on how to provide written testimony
- Send reminder to Complete Streets and Community Stakeholders email lists 1 week before meeting ☐
- Send reminder to Complete Streets and Community Stakeholders email lists 1 day before meeting ☐

Hold Multimodal Transportation Board Meeting [enter date]

- Make sure all attendees sign in; allow attendees to opt in for Complete Street updates ☐
- Have sufficient staff available to address public questions and maintain focus on MTB purview ☐

Multimodal Transportation Board Meeting Follow-Up [auto populates to show date 1 day after meeting date] =>

- After meeting, distribute MTB notes on all developer projects to Complete Streets and Community Stakeholder and post on Complete Streets website ☐
- Notify Complete Streets and Community Stakeholder email list and post on Complete Streets website when the developer review process is complete and provide link to final plans ☐

A signature certifies that this process was completed on the date shown below and uploaded to the Complete Streets website.

_____	_____	_____
Project Manager Name	Project Manager Signature	Date

DRAFT

Citizen's Guide to Community Engagement

[We welcome feedback on what should be included. We are thinking a short, user friendly synopsis of the plan that focuses on actions a member of the public should take if they want to get involved in the process.]

DRAFT

CHAPTER 1
Introduction and General Information

1.1 INTRODUCTION

A. How to Use This Manual 1-X
[new section]

B. How This Manual was Developed 1-X
[new section]

C. Benefits of Complete Streets 1-X
[new section]

D. Complete Streets Policy 1-X
[new section]

E. Vulnerable Population Index and Priority Areas 1-X
[new section]

F. Authorization 1-X
[based on current section 1.1.B]

1.2 PROJECT TYPES AND DELIVERY PROCESS

A. Capital Projects 1-X
[based on current sections 1.4.A and 1.6.B]

B. Land Development Projects 1-X
[based on current sections 1.4.B and 1.6.A]

C. Project Prioritization 1-X
[new section]

D. Community Engagement Plan 1-X
[new section]

E. Exceptions 1-X
[revision of 1.1.D Waivers to comply with Complete Streets policy]

1.3 STREET TYPES
[revision of 1.5 Highway Classification System]

A. Land Use Context 1-X
[new section]

B. Transportation Function 1-X
[new section]

C. Typology 1-X
[new section]

D. Bike Howard Overlay 1-X
[new section]

E. Scenic Roadway Overlay 1-X
[based on current section 2.15 Maintenance of Scenic Roadways]

F. Trade-Offs 1-X
[new section]

1.4 ENGINEERING REPORTS
[based on section 1.7]

A. Purpose of Report 1-X
B. Content of Report 1-X
C. Submission for Review 1-X
D. Public Meetings 1-X

1.5 CONTROL, TOPOGRAPHIC AND CONSTRUCTION SURVEYS
[based on section 1.8]

A. Control Surveys 1-X
B. Topographic Surveys 1-X

1.6 PREPARATION OF CONSTRUCTION PLANS
[based on section 1.9]

A. General 1-X
B. Purpose 1-X
C. Drafting and Graphic Standards 1-X
D. Computer Applications 1-X
E. Standards for Depicting Existing Conditions 1-X

1.7 PREPARATION OF CONSTRUCTION SPECIFICATIONS
[based on section 1.10]

A. General 1-X
B. Standard Format 1-X
C. Special Provisions/Technical Specifications 1-X
D. Proposals 1-X

1.8 RECORD DRAWINGS
[based on section 1.11]

A. General 1-X
B. Electronic Files 1-X
C. Replacement Drawings 1-X

1.9 DEFINITIONS 1-X
[based on section 1.3]

1.10 ABBREVIATIONS 1-X
[based on section 1.2]

Purple denotes revision of existing section
Green denotes new section

CHAPTER 2
Road and Street Design

2.1 GENERAL
- A. Introduction 2-X
- B. Residential Street Classification and Functions 2-X
- C. Traditional Neighborhood Design 2-X
- D. Design Controls 2-X
  [include sight distance here]
  [reference maintenance of traffic provisions of Chapter 5]

2.2 TYPICAL SECTIONS
- A. General 2-X
- B. Sidewalks and Shared-Use Paths 2-X
  [substantially modified section]
- C. Bicycle Facilities 2-X
  [new section based largely on Bike Howard recommendations; address new mobility here]
- D. Roadways 2-X
  [include speed management in this section]
- E. Street Trees 2-X
  [moved here because trees play a significant role in typical section layout]
- F. Accommodation of Utilities in Typical Sections 2-X
  [moved here because utilities play a significant role in typical section layout]
- G. Accommodation of Stormwater Management in Typical Sections 2-X

2.3 GEOMETRIC DESIGN
- A. Horizontal Alignment 2-X
- B. Vertical Alignment 2-X

2.4 INTERSECTION DESIGN
- A. General 2-X
- B. Geometric Design 2-X
  [includes curb radii]
- C. Roundabouts 2-X
  [moved from Chapter 5; potentially expanded]
- D. Alternative Intersection Types 2-X
  [new section]
- E. Curb Ramps and Crosswalks 2-X
- F. Bicycle Facilities at Intersections 2-X
- G. Transit Facilities at Intersections 2-X

2.5 DRIVEWAYS
- A. General 2-X
- B. Residential 2-X
- C. Commercial 2-X
- D. Spacing and Corner Clearance 2-X
- E. Sight Distance 2-X
- F. Grade 2-X
- G. Auxiliary Lanes 2-X

2.6 PARKING REQUIREMENTS AND OFF-STREET PARKING LOTS
[reorganized]
- A. General 2-X
- B. On-Street Parking 2-X
- C. Off-Street Parking 2-X
  [reference both motor vehicle and bike parking]

2.7 STREET LIGHTING
- A. Design and Installation 2-X
- B. General Street Light Guidelines 2-X
- C. Parking Lot/Area Lighting 2-X

2.8 DETAILED DESIGN ELEMENTS
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- A. Alleys 2-X
- B. Private Roads 2-X
- C. Curb and Gutter 2-X
- D. Side Slopes 2-X
- E. Traffic Barrier 2-X
- F. Minimum Edge Distance to Any Roadside Appurtenance 2-X
- G. Underdrain 2-X
- H. Ditches 2-X
- I. Staged Construction 2-X
- J. Bus Stops 2-X
- K. Scenic Road Maintenance 2-X
- L. Mailbox Placement 2-X
- M. Solid Waste Containerization 2-X

CHAPTER 3
Design of Bridges, Retaining Walls and Small Structures

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- A. Responsibility of the Designer 3-X
- B. Limitation of Topics Presented in the Design Manual 3-X
- C. Abbreviations 3-X
- D. Definitions 3.X

3.2 GENERAL FEATURES OF DESIGN
- A. Coordination with Road and Street Planning .. 3-X
- B. Design Specifications 3-X
- C. Technical Reference for Design 3-X
- D. Basic Information Required for Design 3-X
- E. Selection of Retaining Wall Type 3-X
- F. Selection of Bridge Type 3-X
- G. Selection of Culverts 3-X
- H. Structures Over Waterways 3-X
- I. Clearances 3-X
- J. Bridge Roadway Section 3-X
- K. Horizontal and Vertical Alignment 3-X
- L. Subsurface Investigations 3-X
- M. Foundation Reports 3-X
- N. Scour Reports 3-X
- O. Bridge Inspection 3-X

3.3 DESIGN LOADING – HIGHWAY STRUCTURES
- A. General 3-X
- B. Dead Load 3-X
- C. Live Load 3-X
- D. Wind Loads 3-X
- E. Thermal Forces 3-X
- F. Force of Stream Flow 3-X
- G. Earth Pressure 3-X
- H. Earthquake Forces 3-X
- I. Pedestrian Bridge Loading 3-X
- J. Distribution of Loads 3-X

3.4 SUBSTRUCTURES AND RETAINING WALLS
- A. Retaining Walls 3-X
- B. Abutments 3-X
- C. Piers 3-X
- D. Foundations 3-X
- E. Substructure Protection 3-X
- F. Slope and Bank Protection 3-X

3.5 BRIDGE SUPERSTRUCTURE
- A. Slab on Beams and Girders 3-X
- B. Beams and Girders 3-X
- C. Steel Beams and Girders 3-X
- D. Prestressed Concrete Beams 3-X
- E. Bridge Drainage 3-X
- F. Expansion Joints 3-X
- G. Bearings 3-X
- H. Drainage Troughs 3-X
- I. Elevations 3-X

3.6 SHARED USE PATHWAY BRIDGES
[new section]

3.7 BOX CULVERTS
- A. Analysis 3-X
- B. Design Guidelines 3-X
- C. Bottomless Box Culverts (Rigid Frames) 3-X

3.8 PIPE CULVERTS
- A. Geometry 3-X
- B. End Treatment 3-X
- C. Foundation Requirements 3-X

3.9 UTILITIES ON BRIDGES
- A. Telephone Lines & Cable 3-X
- B. All Other Utilities 3-X

3.10 REHABILITATION OF EXISTING STRUCTURES
- A. Introduction 3-X
- B. Superstructure Repairs 3-X
- C. Substructure Repairs 3-X
- D. Retaining Walls 3-X
- E. Maintenance of Traffic 3-X

3.11 LOAD RATINGS
- A. Introduction 3-X
- B. Methodology 3-X
- C. Posting 3-X

3.12 PLAN PREPARATION GUIDELINES
- A. Introduction 3-X
- B. Sheet Layout and Order 3-X

3.13 REFERENCES 3-X

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Adequate Road Facilities Test Evaluation Requirements

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4.2 REQUIREMENTS
A. Projects Requiring Evaluation/Traffic Study Outside of the Downtown Columbia Area 4-1
B. Level of Service 4-1
C. Study Area 4-1

4.3 TRAFFIC VOLUMES
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B. Projected Site-Generated Traffic Volumes..... 4-2
C. Projected Background Development 4-2

4.4 ROADWAY CONDITIONS
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B. Proposed Roadway Conditions..... 4-2
C. Proposed Capital Program Improvements..... 4-2

4.5 GENERAL COUNTY MITIGATION REQUIREMENTS
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B. Project Scope Reduction 4-3
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4.6 TRANSITIONAL REQUIREMENTS 4-4

4.7 EXEMPTIONS
A. Exempt Non-Residential Projects 4-5
B. Exempt Residential Projects..... 4-5

4.8 APPROVAL REQUIREMENTS
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B. Site Development Plan 4-6

4.9 REQUIREMENTS – DOWNTOWN COLUMBIA

4.9.1 Evaluation Requirements
A. Projects Requiring Evaluation/Traffic Study..... 4-6
B. Vehicle Level of Service 4-6
C. Pedestrian and Bicycle Level of Service Tests... 4-8
D. Transportation Demand Management Statement 4-8

4.9.2 Downtown Columbia Mitigation Requirements
A. Mitigation Option..... 4-9
B. Special Considerations..... 4-11

4.9.3 Other Relevant Sections 4-11

4.9.4 Monitoring 4-11

4.9.5 Cordon Line 4-12

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I. Critical Lane Volume Analysis 4-14
II. Calculating Queue Length 4-15
III. Pedestrian and Bicycle Impact Test..... 4-15

[no changes to this outline are anticipated]

CHAPTER 5
Multimodal Transportation Studies and Traffic Engineering Design*

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5.2 TRANSPORTATION STUDIES
[reordered]
A. General 5-X
B. Level of Service Studies 5-X
C. Walking and Bicycling Studies 5-X
D. Multimodal Safety Studies 5-X
E. Parking/Access Studies 5-X
F. Noise Studies..... 5-X

5.3 SIGNING AND PAVEMENT MARKINGS
[reordered; changed terms to match Chapter 1; add pathway-specific elements]
A. General 5-X
B. Capital Projects..... 5-X
C. Land Development Projects..... 5-X

5.4 TRAFFIC SIGNALS

5.5 MID-BLOCK PATHWAY CROSSING TREATMENTS
[new section]
A. Selection of Appropriate Treatments 5-X
B. Geometric Improvements 5-X
C. Traffic Control Devices..... 5-X

5.6 MAINTENANCE OF TRAFFIC DURING CONSTRUCTION..... 5-X
[additional content on maintenance of walking and bicycling traffic, particularly on projects funded by Federal grants]

5.7 AT-GRADE RAILROAD CROSSINGS..... 5-X

*****

Transportation studies and traffic control device design are two different things. Can they be divided into two separate chapters? If so, reordering the chapters will more closely reflect the design process:

1. **Introduction and General Information**
2. **Multimodal Transportation Studies**
3. **Road and Street Design**
4. **Design of Bridges, Retaining Walls and Small Structures**
5. **Traffic Engineering Design**
6. **Adequate Road Facilities Test Evaluation Requirements [could be moved after Multimodal Transportation Studies if desired]**

Introduction

When Howard County adds new sidewalk segments on public property along county roads the community benefits from improved safety and walkability. Adjacent property owners also benefit from the infrastructure improvements, however, they should also be aware of the maintenance responsibilities.

These guidelines provide the procedure for communication with adjacent property owners regarding new sidewalk segments on public property along county roads, replacing the 1999 report "Sidewalk Extensions in Established Residential Neighborhoods Policy". The new guidelines support the vision and goals of the Howard County General Plan, the Howard County Pedestrian Master Plan and the Howard County Complete Streets Policy and are intended to result in more positive outcomes in terms of communication to property owners, improved walkability, pedestrian safety, and quality of life in Howard County.

Process For Community Notification or Approval

The chart below will be used for new sidewalks on public property along county roads.

<table>
<tr><th colspan="2">Scenario</th><th>Process</th></tr>
<tr><td>1</td><td>Sidewalk segment is identified in current Pedestrian Master Plan.</td><td rowspan="4">Adjacent property owners are notified of the new sidewalk segment, but their approval is not required. Project description, community benefit and adjacent property owner maintenance responsibilities must all be included in the notification.

For scenarios 1, 2 and 4, Howard County Department of Public Works will send notification by certified mail to adjacent property owners at least 5 weeks before construction. Notice of construction to the public is generally 2 weeks before construction. Additional communication with adjacent property owners earlier in the process will be conducted as appropriate to ensure adequate awareness of County activity.

For scenario 3, the developer will send notification to the adjacent property owners and Howard County Department of Planning and Zoning (DPZ) by certified mail prior to submission of the original mylars that construct the sidewalk. DPZ will upload a copy of this notification and certified mail receipt to the PDox exhibit folder.</td></tr>
<tr><td>2</td><td>Sidewalk segment is within walking distance of a Howard County Public School, as defined by Howard County Public School System Policy 5200.</td></tr>
<tr><td>3</td><td>Sidewalk segment is an extension requested by Howard County Government as part of a development project.</td></tr>
<tr><td>4</td><td>Sidewalk segment has been identified by the Office of Transportation as required for safe access to a transit stop, commercial or institutional use, use, park, sidewalk, pathway, or other public facility. The Office of Transportation will update this list on an annual basis by July 1 of each year.</td></tr>
<tr><td>5</td><td>Sidewalk segment does not meet any of the criteria in 1 through 4 above.</td><td>Property owner approval is required.
Local community must express their support through a community vote to be administered by Howard County. There will be one vote per property on the affected street. Property owners voting must include those immediately adjacent to the new sidewalk and those in the general area. 2/3 majority support of the households that submit a vote is required as expression of community support.</td></tr>
</table>

NOTES:

1) Sidewalk segments in scenario 5 with community support will be considered through a prioritization process for the annual capital budget. Prioritization Process is being developed as part of Complete Streets Implementation in 2020. The Office of Transportation and Department of Public Works will work together to identify the properties to be included in the vote based on the parameters above and make adjustments based on the location of each project.
2) For all scenarios, sidewalk segments proposed on private property, or requiring disturbance to adjacent private property for its construction, will go through the existing easement process.
3) Sidewalk segments that are part of capital projects for roadway improvements are excluded from this process and will continue to go through the community engagement process for capital projects.