

DRAFT

Subject: Complete Streets Policy – Eighteen Month Implementation Update

To: Howard County Council

From: Bruce Gartner, Administrator, Office of Transportation

Date: April 23, 2021 **DRAFT**

On October 7, 2019, Howard County Council passed Council Resolution 120-2019, adopting a Complete Streets Policy for the County. The policy specifies several implementation activities, as well as semi-annual reporting to County Council to describe progress. This memorandum is the third of those reports. The County Administration, Office of Transportation (OOT), Department of Public Works (DPW), and Department of Planning and Zoning (DPZ) are pleased to report that significant implementation progress has been made in the eighteen months since the policy was adopted. That this work has advanced even during a pandemic is a testament to the commitment of many County staff and external stakeholders.

Our October 23, 2020 memorandum to County Council described progress made during the first twelve months after plan adoption. That progress has continued as described below.

Progress made during the last six months

The Office of Transportation continued to facilitate meetings of the Complete Streets Implementation Team (CSIT). The CSIT consists of an equal number of internal and external stakeholders who are guiding and tracking implementation of the policy. Members of the CSIT are as follows:

Internal stakeholders:

Tom Auyeung, Department of Public Works, Engineering
Chris Eatough, Office of Transportation
Chad Edmondson, Department of Planning and Zoning
Kris Jagarapu, Department of Public Works, Highways
Christiana Rigby, Howard County Council
Sam Sidh, Howard County Executive's Office
Paul Walsky, Department of Recreation and Parks

External stakeholders:

Carl Gutschick, Private Sector Engineer
David Nitkin, Howard County General Hospital
David Ramsay, Howard County Public Schools
Kristin Russell, Columbia Association
Larry Schoen, Multimodal Transportation Board
Cory Summerson, Public Works Board
Jennifer White, Horizon Foundation

The CSIT held regular monthly meetings focused on updates to the Design Manual on November 4, December 2, January 6, February 4, March 3, and April 7. Additional meetings were held on March 9 and April 9 to maintain the schedule for Design Manual updates. Much of this time was focused on development of a new series of street types to serve all users, which will supplement the County's existing Highway Classification System. New street types are essential to creating a Design Manual that embraces Complete Streets. Because this approach to street design is fundamentally different, there was considerable discussion about how it would work to serve Howard County's diverse needs. Safety for people walking, bicycling, riding transit, and driving is the most important consideration, of course, but other important factors such as maintenance, operations, and emergency vehicle access were also addressed. Evidence-based national best practices were used wherever possible.

- The November 4 meeting kicked off the Design Manual updates starting with Chapter 1, Introduction and General Information. CSIT members were provided an overview of the revisions and additions to Chapter 1. After the meeting, the Chapter 1 draft was distributed to CSIT members for review and comment.
- During the December 2 meeting the comments received on Chapter 1 were reviewed with CSIT members. Comments were addressed by revising Chapter 1 as appropriate. Two case studies were introduced to show how transportation classification and land use context can be combined to develop typical street types.
- The January 6 meeting began with an introduction to cross section elements and national best practices governing street element widths. Additional comments received on Chapter 1 were reviewed. The meeting included a discussion of the Highway Classification System and Complete Streets work underway elsewhere in Maryland. CSIT members were asked to take a survey before the February meeting to provide feedback on existing street types in Howard County.
- The February 4 meeting began by reviewing the results of the street type survey. Survey results were used in the development of street types which were organized by land use and presented for consideration. Background information on bicycle Level of Traffic Stress (LTS), travel lane width, and vehicular speed and vulnerable user safety was provided to aid CSIT members in the evaluation of proposed street types. Feedback provided by the CSIT was incorporated in the revision of the proposed street types.
- The March CSIT meeting was held in two parts, on March 3 and 9, to complete review of the revised proposed street types. Street types were grouped according to the following land uses: mixed-use, suburban, industrial, and rural. CSIT members provided additional feedback which was incorporated in the revision of the proposed street types.
- The April CSIT meeting was held on April 7 and 9. The first part of the meeting was used for the final review of the proposed street types and to introduce and review Chapter 4, Design of Bridges, Retaining Walls and Small Structures. The second part was used to review this annual report to County Council and the status of the Complete Streets performance measures.

During this time the core team, a group of County staff involved in the Complete Streets implementation, met monthly to advance updates to the Design Manual. Recommendations from the core team were presented to the CSIT, and comments received from the CSIT were reviewed by the core team and factored into their recommendations.

Key accomplishments

- In August 2020, the County implemented a **side walk expansion policy** to replace the 1999 report “Sidewalk Extensions in Established Residential Neighborhood Policy.” The new guidelines support the vision and goals of the Howard County General Plan, the Howard County Pedestrian Master Plan, *Walk Howard*, and the Howard County Complete Streets Policy and are intended to result in more positive outcomes in terms of communication with property owners, improved walkability, pedestrian safety, and quality of life in Howard County.
- In October 2020, the County adopted the **Transportation Improvement Prioritization System** (TIPS), a scoring mechanism for all potential capital transportation projects. The initial roll out for the scoring system will be limited to specific transportation projects that are focused on mobility, safety, and enhancements to the system. Storm drainage, bridge, road resurfacing and certain other system preservation projects will not be scored by this method. Transportation projects that will be subject to scoring include road projects, sidewalks and shared use pathways, and traffic projects. The system scores projects based on multimodal safety and access, equity, crash history, and system preservation/maintenance. For FY 2022, there were no new capital projects included in the Capital Improvement Plan (CIP) that were evaluated by the TIPS process.
- The **Community Engagement Plan for Transportation Projects** (CEP) has been developed and refined. The County has started implementing recommendations from the Community Engagement Plan and using the checklists to plan for public engagement opportunities. Lessons learned from its use are being used to refine the document before it is incorporated as part of the Design Manual updates in October 2021.
- The **Complete Streets website** has been significantly expanded to include information on the Complete Streets policy, Howard County Complete Streets Projects, and Complete Streets and Equity. There is also an expanded section on community engagement focused on increasing public participation in transportation project planning.
- A **process to track and report on performance measures** was developed. The Complete Streets Implementation Update Memo each spring, starting with this document, will report on the performance measures specified in the Complete Streets policy. The next section of this memo describes the progress made in 2020 on those measures.

Performance measures

According to the Complete Streets policy, “performance measures shall be used to track Complete Streets implementation progress, prioritize projects, and evaluate designs.” The Complete Streets policy specifies thirteen performance measures that are required to be reported on annually.

1. Safety/Public Health: Number and location of fatalities by road type and mode of travel, and by age and gender as data are available

The OOT reviews and compiles crash report data provided by the Maryland Department of Transportation Motor Vehicle Administration’s Highway Safety Office and the Howard County Police Department. Fatal crashes are listed by road type (Interstate/US Routes, State Routes, or County routes). Fatalities are listed by mode of travel (drivers, passengers, pedestrians), age, and gender. Additional information is published annually in the Howard County [Strategic Road Safety Plan](#).

2. Safety/Public Health: Number and location of serious injuries by road type and mode of travel, and by age and gender as data are available

The OOT reviews and compiles crash report data provided by the Maryland Department of Transportation Motor Vehicle Administration’s Highway Safety Office and the Howard County Police Department. Serious injuries are defined using the Model Minimum Uniform Crash Criteria (MMUCC) 4th Edition “*Suspected Serious Injury (A)*” attribute found in the “*Injury Status*” element. The Federal Highway Administration publishes a [fact sheet](#) explaining the definition in more detail. Serious injury crashes are listed by road type (Interstate/US Routes, State Routes, or County Routes). Serious injuries are listed by mode of travel (Drivers, Passengers, or Pedestrians), age, and gender. Additional information is published annually in the Howard County [Strategic Road Safety Plan](#).

3. Access: Miles of sidewalk, trail, and bicycle infrastructure installed or repaired

The OOT coordinates with DPW’s Transportation and Special Projects Division to track the miles of sidewalk, trail, and bicycle infrastructure installed or repaired annually as part of Capital Projects.

4. Access: Number of curb ramps installed or repaired

DPW’s Bureau of Highways oversees all curb ramps currently in place and tracks repairs. DPW’s Transportation and Special Projects Division oversees the construction of new ramps as part of Capital Projects.

5. Access: Number of crosswalks installed or repaired

Crosswalks are installed and repaired as part of road resurfacing projects. Repairs to crosswalks completed outside of the resurfacing program are handled by DPW’s Traffic Engineering Division.

6. Access: Number of transit stops with side walk access installed or repaired

The OOT coordinates with the Regional Transportation Agency of Central Maryland (RTA) to track the number of transit stops with sidewalk access installed or repaired annually as part of Capital Projects.

7. Access: Percentage of transit stops with marked crosswalks within 150 feet

Bus stop data results were achieved through a spatial analysis to select all RTA and Maryland Transit Administration (MTA) bus stops within 150 feet of a crosswalk. Because of a lack of crosswalk data for state roads, a second analysis was required to determine which of the remaining bus stop features were within 150 feet of a crosswalk on a state roads. With this narrower set of data, it was possible to view each state road bus stop on Google Streetview to determine if there was a crosswalk nearby.

8. Access: Percent of Bike Howard short term network completed

The OOT tracks the status of projects included in the [BikeHoward](#) short term network. The percentage completed is based on the number of miles of the short term network completed divided by the 80 miles that comprise the short term network.

9. Access: Percent of Walk Howard network completed

The OOT tracks the status of the structured projects listed in [WalkHoward](#). The percentage completed is based on the number of projects completed divided by 43, the total number of structured projects.

10. Access: Percent of the population with direct access to a low-stress bike network

Level of Traffic Stress (LTS) is a quantitative methodology used to rate road segments and crossings for bikeability that correlates to “[types of bicyclists](#).” The original LTS methodology was published in the paper [Low-Stress Bicycling and Network Connectivity](#) by Maaza C. Mekuria, PhD, PE, PTOE; Peter G. Furth, PhD; and Hilary Nixon, PhD. LTS levels are defined from low- to high-stress, where LTS 1 represents a facility that is suitable for children and LTS 4 represents a facility only suitable for riders classified as “strong and fearless.”

The Maryland Department of Transportation (MDOT) is developing statewide LTS data that can be used by Maryland counties and municipalities to use for network analysis and project planning. Once published, this data will be maintained by and updated regularly by MDOT. **This performance measure cannot be calculated until MDOT makes this data available for use by the County.** Once the LTS data is available, the following steps will be taken to determine the percent of the population with direct access to a low-stress bike network:

- Define low-stress
- Identify low-stress islands
- Define “direct access”
- Define “low-stress bike network”
- Calculate percent of population with access

The percentage of households with access to the low-stress bike network will be calculated annually for use in this report, but LTS data will also be valuable for use in project planning and prioritization.

11. Access/Place: Connections to important destinations, including schools, libraries, parks, community centers, village centers, social service centers, significant health care facilities, and government centers

Determining connections to important destinations requires accurate and up-to-date GIS data including:

- Routable LTS data (to be provided by MDOT, see performance measure 10)
- Routable sidewalk data (to be developed by Howard County)
- Routable pathway data (to be developed by Howard County)
- Point files for the above listed destinations (to be refined by Howard County)
- County parcel data

A walkshed and bikeshed analysis will be conducted for each destination type. A walkshed or bikeshed is defined as the area around a destination that is considered walkable or bikeable for a typical person. This is often considered to be a ten-minute/half-mile walk and a 12-minute/3-mile bike ride.

A basic version of this analysis could be done by applying a half-mile or 1.5-mile radius around the destination, and residential parcels within that buffer were considered to be walkable or bikeable to the destination in question. However, this methodology ignores whether or not there is an accessible walking or biking route between someone's home and their destination, as well as geographic constraints that might block access.

Using routable GIS data for LTS, pathways, and sidewalks, it is possible to calculate a much more accurate walkshed and bikeshed for each identified destination. The walkshed analysis will require routable sidewalk and pathway data. The bikeshed analysis will require routable LTS data and pathway data (only low-stress streets would be used in the bikeshed analysis). The County is waiting to receive the routable LTS data from MDOT. The County's current sidewalk and pathway data is not routable. The OOT is exploring options to refine the sidewalk and pathway data so that it can be used in this analysis. **This performance measure cannot be completed until routable GIS data is developed.**

Once walkshed and bikeshed analyses are completed for each destination type, it will be possible to see how many residential parcels or households are within that area. The performance measure included in this report will be the percentage of County households within walking or biking distance of each destination type.

12. Access/Economy: Connections to employment centers

MDOT Maryland Transit Administration developed an "Employment Destination Index" for the *Regional Transit Plan for Central Maryland* that will be used in this analysis. The

methodology used to determine the percent of households connected to employment centers will be similar to what is described for performance measure 11.

13. Equity: Percentage of new roadway projects or roadway repairs in priority communities

Howard County uses the Vulnerable Population Index, a method developed by the Baltimore Metropolitan Council which is compliant with the requirements of Title VI of the Civil Rights Act of 1964 and Executive Order 12898, “Federal Actions to Address Environmental Justice in Minority and Low-Income Populations.”

The index 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

This data is used to measure the degree to which each census tract is vulnerable. More information on the methodology used is described in [*The Vulnerable Population Index in the Howard County Complete Streets Policy: Background and Explanation.*](#)

The number of projects or repairs located in vulnerable census tracts are divided by the total number of projects and repairs completed countywide to produce the percentage of new roadway projects or roadway repairs in priority communities.

	Category	Performance Measure	CALENDAR YEAR*		PERCENT CHANGE
			2018	2019	
1	Safety/ Public Health	Number and location of fatalities			
		• Crashes by road type			
		○ Interstate/US Routes	6	13	116%
		○ State Routes	6	5	-17%
		○ County Routes	7	3	-57%
		TOTAL fatal crashes	19	21	11%
		• Fatalities by mode of travel			
		○ Drivers	12	16	33%
		○ Passengers	2	5	150%
		○ Pedestrians and Bicyclists	6	2	-67%
		• Fatalities by age			
		○ 19 and under	0	1	+
		○ 20-34	11	5	-55%
		○ 35-49	4	3	-25%
		○ 50-64	4	7	75%
		○ 65-79	0	4	+
		○ 80+	1	3	200%
		• Fatalities by gender			
		○ Male	10	18	80%
		○ Female	10	5	-50%
TOTAL fatalities	20	23	15%		
2	Safety/ Public Health	Number and location of serious injuries			
		• Crashes by road type			
		○ Interstate/US Routes	34	32	-6%
		○ State Routes	25	24	-4%
		○ County Routes	21	43	105%
		TOTAL serious injury crashes	80	99	
		• Serious injury by mode of travel			
		○ Drivers	66	83	30%
		○ Passengers	16	28	75%
		○ Pedestrians and Bicyclists	15	19	27%
		• Serious injury by age			
		○ 19 and under	7	14	100%
		○ 20-34	35	39	11.4%
		○ 35-49	18	38	111%
		○ 50-64	29	29	0%
		○ 65-79	6	9	50%
		○ 80+	2	1	-50%
		• Fatalities by gender			
		○ Male	61	87	43%
		○ Female	36	42	17%
TOTAL serious injuries	97	130	34%		
* The safety data for 2020 has not yet been validated. This annual report will always include safety data from the previous calendar year.					

			FISCAL YEAR
	Category	Performance Measure	2020*
3	Access	Miles of sidewalk, trail, and bicycle infrastructure installed or repaired	0.79 (only includes capital projects)
4	Access	Number of curb ramps installed or repaired	19 (only includes capital projects)
5	Access	Number of crosswalks installed or repaired	5 (only includes capital projects)
6	Access	Number of transit stops with sidewalk access installed or repaired; percent of total stops with access	
		• RTA	<u>29; XX%</u>
7	Access	Percentage of transit stops with marked crosswalks within 150 feet	
		• MTA	32%
		• RTA	10%
8	Access	Percent of Bike Howard short term network completed	45%
9	Access	Percent of Walk Howard network completed	1%
10	Access	Percent of the population with direct access to a low-stress bike network	-
11	Access/ Place	Connections to important destinations including:	
		• Schools	-
		• Libraries	-
		• Parks	-
		• Community centers	-
		• Village centers	-
		• Social service centers	-
		• Significant health care facilities	-
		• Government centers	-
12	Access/ Economy	Connections to employment centers	-
13	Equity	Percentage of new roadway projects or roadway repairs in priority communities	60% (only includes capital projects)

*Fiscal Year 2020 is July 1, 2019 through June 30, 2020.

Public engagement undertaken

The below describes public engagement relating to Complete Streets projects undertaken during calendar year 2020.

Community Engagement Plan Workshops

The County hosted two virtual Complete Streets Community Engagement Plan workshops on September 23, 2020 for the public to learn more about Howard County's Complete Streets initiative and the draft Community Engagement Plan. The public had the opportunity to ask questions and provide input to the Plan under development. Twenty-six members of the public attended the afternoon workshop, and 11 attended the evening workshop. A video of the workshop, polling results, and a list of questions and answers posed at the workshop are available [here](#).

Transportation Town Hall

On Wednesday, November 18, 2020, County Executive Calvin Ball hosted a Transportation Town Hall for residents to hear from County staff representing the Howard County Police Department, DPW and OOT. Issues discussed included transportation safety, Complete Streets, transit and regional planning. More information about the Town Hall event can be found [here](#).

Project Specific Outreach

Hickory Ridge Bike Corridor Study

The Hickory Ridge Bike Corridor study is a technical assessment of *BikeHoward* recommendations in and near Hickory Ridge. The goal is to develop a preferred route for continuous bicycle facilities to connect existing bike lanes on Grace Drive (providing access from River Hill and points west) to Hickory Ridge, Downtown Columbia and the rest of the Columbia pathway system and bike network. OOT held an open house to present concepts developed through the Hickory Ridge Bike Corridor Study on January 15, 2020 at Atholton High School.

Frederick Road Sidewalk Project

The Frederick Road Sidewalk Project includes the installation of sidewalk along the eastbound lane of Frederick Road between Centennial Lane and Gray Rock Drive. DPW held a public meeting on Thursday, March 12 at Centennial Lane Elementary School. While there was no formal presentation, the concept design was available for public view and DPW staff members were on hand to explain the proposed work, answer any questions, and gather public comments.

Robert Fulton Drive Pathway

The Robert Fulton Drive project would provide bicycle and pedestrian access to the Gateway Business Park from Oakland Mills Road and Snowden River Parkway areas. A planning project with community input was completed in 2020 to provide the preferred alignment for a shared-use pathway alongside Robert Fulton Drive and along a utility corridor. A public meeting was held virtually on October 22, 2020 to share information on the proposed design and receive feedback

from the community. Twenty-three members of the public attended. Construction will require additional funding and is not expected before 2024.

Main Street Ellicott City Mid-Block Crossing

The Main Street Ellicott City mid-block crossing would provide an ADA compliant pedestrian crossing with related signage improvements near the Caplan's building at 8125 Main Street. A virtual public meeting was held on Thursday, November 12 to present plans for the installation.

Road Resurfacing Projects

Public outreach was conducted to collect comments, input, and questions regarding the addition of bike lanes or other bike accommodations through the County's regular resurfacing program. Each meeting included an overview of *BikeHoward*, the Bicycle Master Plan and summarized the Bicycle Master Plan's recommendations for that road segment.

- *North Ridge Road: Town and Country Boulevard to Route 40*
On June 30, 2020 the OOT presented to interested community members at a virtual public meeting concerning Howard County's proposed bike lanes and sharrow markings of a segment of North Ridge Road in Ellicott City. Comments during the meeting were supportive of the markings to better accommodate cyclists. There was no concern or opposition to the bicycle accommodations.
- *Marshalee Drive: Shady Oak Lane to 6070 Marshalee Drive*
On July 1, 2020 the OOT presented to interested community members at a virtual public meeting concerning Howard County's proposed bike lanes for a segment of Marshalee Drive in Elkrige. Comments during the meeting were supportive of the markings to better accommodate cyclists. There was no concern or opposition to the bicycle accommodations. Concerns for safe bicycle and pedestrian movement adjacent to the shopping center were made

Communications

The OOT is also working to better communicate with the public about ways to stay involved and informed throughout the year:

- *Email, phone, mail, social media, and web.*
- *Advisory groups.* There are two advisory groups that work with the OOT: the Multimodal Transportation Board (MTB) and the Bicycle Advisory Group (BAG). A member of the public can request to make "public comment" and speak at one of the meetings. Meeting information is posted on the [MTB webpage](#) and [BAG webpage](#). Email transportation@howardcounty.md.gov to request to make comments or simply attend and listen.
- *Projects and events.* The OOT appreciates input on planning projects in different phases and at special events. Project websites are used to post upcoming meeting, reports, and surveys. Community members can email transportation@howardcountymd.gov to request information about specific projects or view the calendar to identify upcoming project public meetings.

- *County Council.* The public can contact their County Council member with any concerns about the transportation network.
- *TellHoCo.* [TellHoCo](#) is a tool to notify the County know when there is a problem with damaged roads, sidewalks, or signage; or if debris or fallen trees causing unsafe conditions. Complaints will be directed to the correct department.
- *WalkHoward and BikeHoward websites.* Online forms on the *WalkHoward* and *BikeHoward* websites are available. They are located here: [WalkHoward online feedback form](#) and [BikeHoward form](#).
- *Websites.* The Office of Transportation websites, including [WalkHoward.org](#), [BikeHoward.org](#), and [GoHoward.org](#) have been created to provide the public with current, relevant, and comprehensive information.

Complete Streets education or training

No formal Complete Streets education or training was provided beyond information provided at the regularly scheduled CSIT meetings and core team meetings.

Training sessions in Complete Streets and its application will be developed and available, and in some cases required, to ensure understanding and compliance with new County standards. In the coming year, consideration is being given to three training modules – an overview of Complete Streets for Howard County for the general public and interested advocates; an overview of the Design Manual updates for citizen advisory boards, technical staff, and the developer community; and lastly, a detailed explanation of the revised technical requirements included in the Complete Streets Design Manual for the County staff who are tasked with ensuring future projects meet the newly revised guidelines.

Exceptions granted

No exceptions were granted to the Complete Streets Policy in 2020.

Additional Measures

- **Journey to work by mode in 2015-2019**
Journey to work by mode for workers age 16 years or older.

Journey to work by mode	2010-2014	2015-2019
Drove	88.42%	87.99%
Public transit	3.80%	3.57%
Bicycle	0.16%	0.09%
Walk	1.14%	1.00%
Work from home	5.78%	6.24%
Other	0.57%	0.80%
Source: Census		

- **Percentage of urban/suburban roadway mileage with side walks on one or both sides**
Only roadways within the Planned Service Area (PSA) were included in this analysis.

Sidewalks	2020
Percent sidewalks	[waiting on data]
Source: OOT	

- **Transit ridership**

This measure represents the number of one-way trips (total count of individual boardings) on local and regional routes. The Regional Transportation Agency (RTA) delivers public transit in Anne Arundel County, Howard County, northern Prince George’s County, and the City of Laurel to provide an option to the private automobile in accessing jobs, medical services, recreation, and shopping, and reducing congestion and air pollution. The number of one-way trips does not include trips for local routes in Anne Arundel County, northern Prince George’s County, and the City of Laurel.

RTA Passenger Boardings	FY18	FY 19	FY 20	FY 21
Number	810,000	746,792	580,000	350,000
Source: RTA				

- **Number (or percentage) of students within the recognized Howard County Public School walk zones (safe walk or bike route to school within the minimum distance set by HCPSS)**

This data is provided based on the school year. During the 2020/2021 school year, 12,826 students were not eligible for transportation services out of 54,154 total students.

Students within HCPSS Walk Zone	2019/2020	2020/2021
Eligible Riders	42,487	41,328
Walkers	12,660	12,826
Percent Walkers	22.9%	23.6%
Source: HCPSS		

Progress anticipated during the next six months

- Continued monthly CSIT meetings and regular core team meetings.
- Completing staff work on updating the Design Manual, in cooperation with the CSIT. Design Manual updates are due within two years of the adoption of the policy, or by October 2021.
- Finalizing the Community Engagement Plan.
- Clarification of the exceptions process. The policy requires that exceptions “shall be reviewed and approved unanimously by the Director of Public Works, the Director of

Planning and Zoning, and the Administrator of the Office of Transportation or their designees.” Further detail is needed to determine how this process will work in practice.

- Review of Subdivision and Land Development Regulations for potential updates. Although these updates are due within nine months after the Design Manual updates are complete, the CSIT and County staff will look for opportunities to institute selected updates more quickly.

Summary

Significant progress has been made on Complete Streets implementation in the eighteen months since the County’s adoption of the Complete Streets policy. The first products specified in the policy have been delivered on time. The CSIT and other County staff are on track to maintain progress on the remaining elements of Complete Streets policy implementation.

cc: CSIT Members
Amy Gowan, DPZ Director
Tom Meunier, DPW Director
Michelle Harrod, County Council Administrator