

Vision Zero Implementation Year 1: Mid-Year Meeting of the External Stakeholder Group

Date: Tuesday, December 14, 2022 from 7-8:30PM

Location: Microsoft Teams Virtual Meeting

Invitation: Open and advertised to all members of the community

Attendees from the Vision Zero External Stakeholder Group/Organizations:

Kristin Haldeman – Arlington Public Schools (APS) Joint Committee on Transportation Choices (JCTC)

Lauren Hassel – APS Safe Routes to School (SRTS)

Eric Goodman – Pedestrian Advisory Committee (PAC)

Richard Price – Transit Advisory Committee (TAC)

Chris Yarie – Transportation Commission (TC)

James Schroll – Planning Commission (PC)

Hannah Neagle – Washington Area Bicyclist Association (WABA)

Rob Mandle – National Landing Business Improvement District (National Landing BID)

Alistair Watson – Neighborhood Complete Streets Commission (NCSC)

Gillian Burgess – Arlington Families for Safe Streets (AFSS)

Additional External Stakeholder Group Organizations Invited:

APS Advisory Committee on Transportation Choices

Bicycle Advisory Committee

Disability Advisory Committee

Neighborhood Conservation Advisory Committee

Climate Change, Energy and Environment Commission

Commission on Aging

Economic Development Commission

Parks and Recreation Commission

Site Plan Review Committee

Civic Federation

Ballston Business Improvement District

Rosslyn Business Improvement District

Columbia Pike Partnership

Pike Presidents Group

Clarendon Alliance

Langston Boulevard Alliance

Members of the Community:

Chris Slatt, David Cheek, Jill Birdwhistell, John Falkner, Andrea Lasker, Randy B, Zack Gold, Lucas Henneman, Neil Curran

Arlington County Staff Attendees:

Andrew Hayes, Christine Baker, Dan Nabors, Dennis Leach, Hui Wang, Leah Gerber, Nate Graham, Rebecca Moser, Robert Wright, Sam Murrey, Valerie Lee, Kevin Casadei, Laura Castro, Laura Simpson, Jim Larsen, Henry Dunbar (Arlington Transportation Partners)

Meeting Agenda:

- Part 1: Progress Recap
- Part 2: Upcoming Action
- Part 3: Polls and Discussion
- Part 4: Staff Reflections
- Part 5: Closing Comments

Meeting Materials:

- Attachment: Meeting Presentation (PDF)
- [Click here](#) to view the Vision Zero Year 1 Mid-Year Report

Presentation Part 1 – Progress Recap:

- In summary, staff and partners engaged in the following actions over the course of the Vision Zero program’s first year:
 - Identified and analyzed 63 crash hot spot locations
 - Implemented 23 location updates
 - Engaged in quarterly reviews of critical crashes
 - Reviewed 51 crashes
 - Implementing or planning 8 location improvements
 - Conducted 4 initial HIN safety audits
 - Completed 10 quick-build safety projects
 - Reduced speed limits to 25 mph on 7 corridors
 - Added \$200 additional speeding fine signs on 8 corridors
 - Reduced speeds to 20-mph on 50+neighborhood to create school slow zones
 - Conducted systemic evaluations and updated 28 multi-lane crossing locations
 - Added 3 new RRFBs
 - Added over 1,200 new stop bars
 - Updated police crash report training and refresher materials to ensure that crash reports provide accurate and consistent data
 - Increased coordination with VDOT on various projects
 - Two spot-based quick-build projects
 - Arlington Blvd corridor improvements
 - 13 multi-lane crossing marking updates
 - Responded to over 2,000 public requests between January to October related to safety or maintenance
 - Administered 24 safety-related classes with over 1,400 attendees
 - National Landing BID, Rosslyn BID, Arlington Families for Safe Streets, Commission on Aging, County’s Parking Team + BID/Alliances, and APS all helped.

Part 1 – Questions, Responses, and Discussion:

- Question from the chat (AFSS): “Are the criteria for RRFBs public?”
 - Response: Criteria for RRFB installation are part of the crosswalk guidance

- Question from the chat (PAC): “Are the yield markings shown a new marking? I have just started seeing them. If they are new, have there been any efforts to educate the public to this symbol?”
 - Response: County staff wanted to clarify if his question on yield markings is related to them being new to the locations, County, or traffic markings?
 - PAC: Wants to know if yield markings are new to the County.
 - County staff: Yield markings are not new to the County; Arlington has worked with VDOT to implement yield markings to be up to Arlington street standards. We’re still in the process of doing this. We might need to provide more education on the installation of yield teeth.
- Question from the chat: “the ESRI map that serves as the basis for the Crash Dashboard still appears to have some remnant Jefferson Davis Highway references... Note - it doesn't show up on all zoom levels”
 - Response: Not sure if we have any power to influence Esri.
- AFSS: Can we identify how many crashes involve just motor vehicles on the crash dashboard to make it clear?
 - County Staff: Yes, we can look into making this change.
- Transportation Commission: The mid-year report mentions that upcoming crash analysis will include normalizing the crash information based on the volume of cars on the roads. Can you tell us more about that?
 - County Staff: We have been working with a consultant, who has used volume data, different environmental factors (stop sign intersection, signalized intersections, intersection crashes vs. midblock crashes), and weighting by the severity of the crashes to get a better understanding of spot-based and systemic safety issues. We are currently working on reviewing and finalizing the analysis results before we will publish the results.
- Community Member: What is being done to measure the effectiveness (reduction in speeds) where we’ve lowered the speed limit or added speed mitigation measures?
 - County Staff: We reduced the speed limit on 7 corridor and added the \$200 fines on 8 roadways within the last year, so they are still fairly recent changes. We want behavior to normalize on these corridors before we collect new data. We will start to investigate what the after data looks like over the next year and will include findings in future Vision Zero reporting. For example, we are working with Arlington County Police Department to deploy speed feedback signs in the 7 locations where we made changes to reduce the speed limits. These signs will increase awareness of driver speeds and will also give us real-time data that we can compare to the “before” condition.
 - Community Member: I have observed little to no change in speed by the drivers on these corridors. I would like to know more about the impact of the mitigation efforts on driver speeds and behaviors.
 - County Staff: We will continue to post information as we learn more and assess the before and after.
- Community Member: I encourage staff to think about linking the types of actions taken to changes that can be observed in program reporting. For example, “we installed X many crosswalks and have seen X fewer crashes.”

- County Staff: This is a great idea, but we will not be able to get this type of information in just six months. We will start to include more before/after data and findings in future reports to show the impacts of our work.
- Community Member: I recommend that staff publish the approach/methodology for the before/after data analysis, so it's fully transparent.
- County Staff: Yes, we will post the methodology and findings.
- WABA: What was the reasoning behind the decision-making process to implement \$200 fines? Did you consider alternatives, as high fines can impact lower income individuals more?
 - County Staff: The \$200 fine program has existed in Virginia for a while and has proven effective (for example, in Falls Church), which is why we moved forward with this tool. We have coordinated with police to educate and give a warning before giving a fine and have held off on issuing fines throughout the pandemic given ongoing economic challenges. Moving forward, we will continue to look for alternative options to higher fines for speed mitigation.
 - WABA: It would be nice to see folks who are multiple offenders take education courses. Or have alternative alternatives to pay high fines, such as volunteer hours.
 - County Staff: The County Code currently offers the option to do volunteer work instead of paying the \$200 fine.
- National Landing BID: It's recently been in the news that there is a lack of reciprocity among state jurisdictions in terms of automated enforcement fines. (For example, there are hundreds of millions of dollars of unpaid speeding tickets and parking violations from out of state drivers driving through DC.) Other states have not enforced the payments for DC tickets. A good Vision Zero action moving forward could be to advocate for fine reciprocity around the region.
 - County Staff: There is a Regional Vision Zero Coordinator meeting that we attend and have spoken about this in detail with our counterparts. The issue of reciprocity is something that we support but lies within the political realm, so we will need to be advocates for this change.
- AFSS: I support associating safety results/benefits with the actions that were taken. We need to think about rates and the law of small numbers and be cautious.
 - County Staff: We understand and consider the law of small numbers, which is why we've brought on expert consultants who are bringing in supporting data to help us further assess and normalize crashes for our spot-based and systemic analyses.
- AFSS: On the crash dashboard, the term "speed related" refers to when the driver is exceeding the speed limit (rather than whether speed impacted the fact that the crash happened or the severity of the crash). We have discussed changing it to "speeding related" or add a footnote to be descriptive.
 - County Staff: Yes, we can make that wording change.

Presentation Part 2 – Upcoming Action in 2022:

- In summary, staff and partners plan to engage in the following actions as we reach the end of the program's first year:
 - Enhancing supporting data, spatial inventory of key transportation assets
 - Finalizing annual crash analysis, hot spot analysis, and a systemic analysis

- Hosting an annual benchmark safety survey with a large outreach campaign (including pop up events, focus groups, postcards, and other outreach)
- Delivering safety-driven capital projects at 11 locations.
- Investigating speeds on roads 30pmh+ to identify speed reduction needs
- Assessing 20mph school slow zones using data collection and community engagement
- Releasing and engaging on the Multimodal Safety Engineering Toolbox first draft.
- Adding about 6 new red-light cameras at intersections
- Requesting the County Board to approve the use of photo-based speed enforcement

Presentation Part 2 – Questions, Responses, and Discussion:

- Planning Commission: On Action Item A2 – Supporting Safety Data, I encourage staff to look at lane width and its relation to speed.
 - County Staff: Road widths will be included in the inventory that we are currently working on (should be complete in Spring 2022). Once we have the information, we can investigate applying it in relation to speed, crashes, and other safety analysis.
- Planning Commission: On Action Item B7 – Toolbox, are we engaging other commissions (Transportation, Planning, etc.) to collect feedback and spread awareness of the Toolbox?
 - County Staff: We will have a community-wide engagement period in Jan/Feb 2022. We encourage all commission and committee members to participate in that engagement. Then, we will bring our findings from the feedback collection period to stakeholder groups (such as Transportation and Planning Commissions) to communicate the recommended changes/updates to the Toolbox for its initial release. We will also remind folks that the Toolbox will be a living document that staff will review and update over time to include the state of the practice for engineering safety tools in Arlington.
 - Planning Commission: I encourage staff to have small groups of commissions or advisory committee members to look at the Toolbox and illustrate how they can use the Toolbox in their workflow (e.g., how the Site Plan Review Committee can use the Toolbox as they recommend safety improvements in the development process).
- National Landing BID: The Vision Zero Action Plan recommends an Master Transportation Plan (MTP) update within a two- to three-year horizon. How do we keep that in our sights?
 - County Staff: The first step to keeping the MTP update on our radar was putting it in the Action Plan. The Vision Zero team, along with our Transportation Planning team, continues to push the importance of this planning update and are constantly reminding County leadership on the need to update the MTP.

Presentation Part 3 – Polling and Discussion:

- Poll: How is the Vision Zero program meeting your expectations?
 - Overall Response: Meets or exceeds expectations
- Poll: Where/how are is the program falling short of your expectations? What are areas where the program can improve?
 - AFSS: The pace of change could be improved. Staff could be more aggressive in safety changes. Most of the projects that we’ve implemented have been great, but they have also been limited. For example, some projects improved some aspects of safety but

missed other issues, such as 19th St and Washington Blvd project where curb improvements were implemented, but we did not build sidewalks.

- County Staff: Thanks for this feedback.
 - TAC: There needs to be more communication about projects and how we are studying different locations and projects. For example, the Nelly Custis & Military roundabout lacks effective communication, so people are reacting angrily thinking that the changes are permanent. There needs to be more active communication about the benefits of projects and their timelines.
 - County Staff: Thanks for this feedback, too. The County hosted public engagement on the roundabout project over the summer with a meeting, presentation, and listserv updates, which was intended to communicate the benefits and timeline of the project. We are also actively monitoring and engaging on that and other projects. We will continue to explore ways to improve outreach and our ability to communicate project basics.
 - TAC: Are staff allowed to post on Nextdoor? And if so, could community engagement be conducted through these social media channels.?
 - County Staff: Yes, the County has an account and posts on Nextdoor. We do not respond to other people's posts because that would be an all-consuming time commitment. We are trying to communicate and manage expectations to the best of our abilities.
- Poll: What do you want to see more of?
 - Policy changes is the top choice, followed by large and small scale projects (tied)
- Poll: Have you subscribed to the Vision Zero Newsletter?
 - Overall Response: Yes
- Poll: Did you read or glance at the Vision Zero Year 1 Mid-Year Report?
 - Overall Response: Yes
- Poll: How can we improve our communications about the program or safety projects? How can you / the community feel more connected to the Vision Zero work?
 - AFSS: There is a disconnect between what the Civic Associations think they are and what Arlington staff thinks they are. Many civic association members expect that any item that affects them will go through their civic association. The thought is similar for the County's advisory committee members. It seems like Arlington County is moving away from that model but not articulating that that community members, so the expectations are off. For example, if a topic isn't communicated at a civic association meeting, people feel as if they are not informed and become upset. This comment is not specific to Vision Zero, but we should set an expectation and follow guidelines about what type of engagement people in Arlington should anticipate for all programs.
 - County Staff: Yes, this comment ties in with the Vision Zero program and is great feedback to help us set the right expectations and ensure we are using the right channels to reach the community.
 - Community Member: Arlington staff isn't doing a good job of communicating beyond the civic associations. Staff should post information on trees or use the main page of the County website to really draw attention.

- County Staff: Yes, we understand that our reach needs to be broader than civic associations. In 2022, we will host pop-ups (meeting people where they are) to increase our reach as we try to learn about safety issues in the community.

Presentation Part 4 – Staff Reflections:

- Hui Wang (Transportation Engineering & Operations Bureau Chief): Two main reflections. First, we appreciate the support from the ESG and the team that works on Vision Zero efforts. Second, the team pushes out quick-build projects and small pilot projects. We are trying to reach the immediately affected areas by working with our Communications Team to reach leadership in those communities. The communication strategies may not include attendance at every Civic Association meeting; however, communication efforts are diverse and include different approaches. We did not go to all committees and commissions to discuss all quick-build projects because we want to keep up the pace of the work. The projects require work with other teams, and we are working with other teams' schedule availability. Sometimes we need a quick turnaround in project installation because, for example, the Water Sewer Streets concrete team's schedule becomes available for construction, and we need to act fast to schedule. We make sure to share information with the immediately affected area when changes happen, and we try our best to give an advance notice.
- Dennis Leach (Director of Transportation): Staff are highly engaged and pushing for change. This is a community effort and a behavioral effort. With people returning to their commutes and more frequent travel patterns, we are seeing new safety issues arise. We recognize the importance of community outreach and safer systems to shift to better safety habits as people are getting into new travel routines.

Presentation Part 5 – Closing Comments:

- AFSS: I am very excited that staff recognize that the pandemic affected transportation habits, and so we have an opportunity to influence how people get around in Arlington as people get back on the streets. Let's take advantage of it.
- Community Member: The County has done a good job in knocking out the items in the Action Plan. It is better for staff to take the time to work on the Toolbox before it's release because we have high expectations for the Toolbox. Staff have requested a full-time VZ Coordinator position in the 2023 budget; however, that does not mean it will happen. There is an opportunity to submit your feedback on the proposed FY2023, so community members should chime in and support funding for the program.
- County Staff: Thank you to all ESG members and community members for your partnership and support as we've been working through action items. We are always seeking feedback and input, so please reach out to staff to share ideas, thoughts, and ways that we can improve our approach to transportation safety. Christine Baker, the Vision Zero program coordinator, can be reached at csbaker@arlingtonva.us.

Microsoft Teams Chat (Ongoing Throughout Meeting):

[12/14/2021 7:10 PM] AFSS

One idea for the dashboard -- we identify how many crashes involve people walking & biking, but not how many involve motor vehicles. Can we add that?

[12/14/2021 7:12 PM] NCSC

County Staff Are notes being taken which will be shared?

[12/14/2021 7:13 PM] County Staff

just the transcript + slides, which we'll share after

[12/14/2021 7:16 PM] County Staff

AFSS they are part of the marked crosswalk guidelines posted here:

<https://www.arlingtonva.us/Government/Programs/Transportation/Vision-Zero/Tools-and-Guidelines>

Vision Zero Tools and Guidelines

Action item B6 of Arlington's Vision Zero Action Plan outlines the County's approach to designing streets and trails to be safe for all users. Pursuant to this, the County will update existing desi...

[12/14/2021 7:17 PM] National Landing BID

NOTE - Several other Vision Zero Reps were also part of the PBC Coalition launch including Transportation Commission and AFSS.

[12/14/2021 7:24 PM] Community Member

I saw a video camera gathering data (?) at the new roundabout at Military & Nelly-Custis. In the planning presentation for this roundabout I saw summary volume information but not detailed volume-by-time-of-day, speed, queue-wait-times, and some of the other info you've spoken of (near miss, hard braking, etc). Was the video today some of your data collection? Is this how you gather it? Do you have "before" data of this nature at this location?

[12/14/2021 7:25 PM] AFSS

That was another thing we discussed a while back for the dashboard: right now, DES calls crashes "speed-related" when they mean "was the driver driving over the speed limit", not "would the crash have been avoided or less severe if the driver had been going slower"

[12/14/2021 7:30 PM] Community Member

When you refer to "big data" - do you mean large scale cell phone movement data?

[12/14/2021 7:41 PM] County Staff

Community Member: for the current data analysis effort County Staff was referring to earlier - the supplementary "big" data does mostly come from cell phone data

[12/14/2021 7:32 PM] Community Member

\$200 is a very big fine for some and trivial for others. Are there progressive fine structures (points, higher subsequent fines, ...)

[12/14/2021 7:33 PM] National Landing BID

Love the idea of progressive fines. Does anywhere in US do this?

[12/14/2021 7:33 PM] Transportation Commission

Community Member, sliding scale fines are currently not an option available to the County based on Virginia Code. We all need to be talking to our State Delegates about getting that authority.

[12/14/2021 7:35 PM] AFSS

How many tickets have been issued with the \$200 fine?

[12/14/2021 7:42 PM] County Staff

AFSS - re: \$200 supplementary fine tickets - we'll ask our colleagues at ACPD and get back to you / include in the meeting transcript.

[12/14/2021 7:36 PM] Community Member

How can we share feedback? There is a very vigorous dialogue going on within the NextDoor context regarding the Military Road roundabout. Is Vision Zero monitoring that dialogue, or should we submit it to the county somehow. If not, where should we submit? This roundabout has increased the danger; and it is important that the commission understand the increased risk created by the trial roundabout-- and gain user perspective about how the negative impact can be ameliorated.

[12/14/2021 7:37 PM] Community Member

Residents are split on Military Rd roundabout - some like it.

[12/14/2021 7:38 PM] County Staff

Our staff are actively monitoring the pilot roundabout, and as Community Member noted, we are currently gathering data with our traffic counts contractor using cameras. You can leave feedback with the project team via email here:

<https://www.arlingtonva.us/Government/Projects/Project-Types/Transportation-Projects/Military-Road-Safety-Improvements>

Military Road Safety Improvements

Military Road is a corridor included in the 2004 Arterial Transportation Management Study. The study suggested several recommendations to improve safety for all modes of transportation in this corr...

[12/14/2021 7:38 PM] County Staff

there will also be more formal public feedback on the pilot roundabout gathered in spring 2022, once people become more accustomed to the new treatment. It is still relatively new, and we are working on making adjustments on an ongoing basis

[12/14/2021 7:39 PM] AFSS

When will we see the sidewalk audit?

[12/14/2021 7:40 PM] Community Member

When looking at small numbers it's often helpful to look at surrogate measures that are related but have higher statistics. e.g. near misses, hard braking events, ...

[12/14/2021 7:41 PM] Planning Commission

Will the A2 Spatial Survey include an inventory of lane widths by street in addition to street widths?

[12/14/2021 7:43 PM] NCSC

County Staff Will the comments in the chat be recorded in the transcript?

[12/14/2021 7:44 PM] County Staff

NCSC - yes

[12/14/2021 7:43 PM] AFSS

In light of the conversation, it would be great to know how many warnings, tickets with fines & tickets with classes were issued, if possible?

[12/14/2021 7:45 PM] County Staff

AFSS - we'll see what's possible in coordination with ACPD!

[12/14/2021 7:44 PM] PAC

When County Staff mentions equity regarding hot spots, what does this mean? Is this equity in terms of County coverage? Equity among neighborhoods?

[12/14/2021 7:44 PM] County Staff

Planning Commission, the inventory will record street width, presence of parking, bike lanes, median on neighborhood streets for the initial iteration

[12/14/2021 7:46 PM] National Landing BID

Vision Zero/C2E2 alignment... Where speeding is demonstrably high, narrowing curb to curb projects could achieve multiple County goals (i.e., reduction of impervious surfaces and delivery of additional street tree spaces and health).

[12/14/2021 7:46 PM] Community Member

Will School Zone speed enforcement be tighter? 10MPH over the posted speed limit is 30MPH, which could kill a lot of kids (as your graphic shows).

[12/14/2021 7:47 PM] AFSS

Virginia allows a max # of red light cameras per X thousand residents (I don't remember the metric). With the 6-ish new red light cameras, will Arlington have installed the max # of red light cameras it is allowed?

[12/14/2021 7:48 PM] Transportation Commission

I only see two \$200 RES ZONE fines in my ticket data. This isn't super-surprising given that those zones are fairly new to Arlington & my data only goes through 12/31/2020.

[12/14/2021 7:56 PM] County Staff

National Landing BID: FYSA - <https://www.governmentjobs.com/careers/arlington/jobs/3283435/long-range-transportation-planner?keywords=long&pagetype=jobOpportunitiesJobs>

LONG-RANGE TRANSPORTATION PLANNER

Arlington County's Department of Environmental Services (DES), is seeking an experienced and highly motivated Principal Planner to serve as a Long-Range Transportation Planner within the Transport...

[12/14/2021 7:58 PM] Community Member

Only recently heard of Vision due to Military roundabout and NextDoor

[12/14/2021 7:59 PM] Community Member

Worried that if the toolkit has hit timing delays, what additional changes are going to take even longer

[12/14/2021 8:01 PM] County Staff (ATP)

Wasn't the sentiment similar in the Carlin Springs walk-way pilot?

[12/14/2021 8:01 PM] Community Member

Thank you. I will do that. I further recommend monitoring the discussion on NextDoor. The great preponderance of the feedback is negative, and NextDoor provides real-time information and valuable recommendations. How do we get the Toolbox?

[12/14/2021 8:02 PM] AFSS

There are other means of communication, including Twitter, Facebook. On those, there's a balance of negative & positive.

[12/14/2021 8:04 PM] Community Member

In the report (and other communications)—I recommend adding some interpretation in the "Performance Metrics" section. What takeaways can we make from these data? Do the trends show the interventions are working, not working, or we can't be sure?

[12/14/2021 8:05 PM] Community Member

I am disappointed to think that you have done good engagement with the community. I have communicated multiple times with the county council members, and as a whole and with the transportation commission on the projected plan for the Military Rd. roundabout. But no one from

Vision Zero every contacted me. My elaborate dialogue over two years should have been enough provocation. I had no idea Vision Zero existed, much less met this past summer. The idea of utilizing NextDoor to notify the public is outstanding. Even a notice in the community would have been helpful. I live two doors away, I'd have seen it!

[12/14/2021 8:06 PM] County Staff

Community Member- thanks for your feedback. We'll certainly consider Nextdoor for future project updates.

[12/14/2021 8:07 PM] County Staff

<https://www.arlingtonva.us/Government/Programs/Transportation/Vision-Zero>

Vision Zero in Arlington

The nationally-recognized Vision Zero Network defines Vision Zero as, "a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all."

Subscribe here!

On the right side!

[12/14/2021 8:08 PM] AFSS

(there's a typo (missing street name for 4th quick build project) on page 15 of the midyear report

[12/14/2021 8:09 PM] PAC

Get this out to Civic Associations, and other community groups.

[12/14/2021 8:17 PM] AFSS

Yes! Staff is wonderful and certainly working very hard. We just need more staff to increase the pace of completed projects & updated plans & policies!

[12/14/2021 8:17 PM] Community Member

How does the public become informed about the VZ newsletter and where does one sign up for this?

[12/14/2021 8:20 PM] County Staff

Community Member - on the right side of this page:

<https://www.arlingtonva.us/Government/Programs/Transportation/Vision-Zero>

Vision Zero in Arlington

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[12/14/2021 8:21 PM] Community Member

If we don't know that there is a website to visit, how do we go there? Your work affects every single neighborhood. Please communicate your existence more broadly.

[12/14/2021 8:22 PM] PAC

If you bypass your advisory committees, you are losing out on getting feedback of experts and community members that are stewards for the County.

[12/14/2021 8:24 PM] Planning Commission

The recommendation on engagement is to be intentional about gathering feedback where and when you can. Don't avoid doing that engagement because you can't do it all the time. You may be able to gather input from the community and commission on the bigger projects, the data you get, the toolkit, etc.