

Florida Greenbook

Manual of Uniform Minimum Standards for Design,
Construction and Maintenance for Streets and Highways

Advisory Committee Meeting Minutes

Tuesday, April 11, 2023
8:00 AM – 5:00 PM

Florida's Turnpike Enterprise
Turkey Lake Service Plaza
Milepost 263, Bldg. #5315, Ocoee, Florida 34761
Meeting Room: Auditorium A

Attendees: **D1:** Kevin Ingle, Shane Parker, Andy Tilton, Nikesh Patel
D2: Kathryn Thomas, Kenneth Dudley (virtual), Gene Howerton, Ramon Gavarrete
D3: Adam Scurlock (virtual), Rick Hall, Chance Powell (virtual), Keith Bryant
D4: John Olson, Robert Behar, Richard Szpyrka, Richard Tornese
D5: Jeffrey Cicerello, Gail Woods, Ghulam Qadir, Deborah Snyder
D6: Karina Fuentes, Andres Garganta, Miguel Soria, Juvenal Santana
D7: Allan Urbonas, Richard Diaz, D.Todd Crosby, Calvin Hardie
Committee Staff: Derwood Sheppard, Jacqui Morris, DeWayne Carver
Associate Members: Billy Hattaway
FACERS: Benjamin Bartlett
FDOT Technical Advisors: Benjamin Gerrell, Tiffany Gehrke, Keith Krieger, Ashley Peacock
In-Person Guest: Ryan Bell, Alissa Torres, Panos Kontses
Virtual Guest: Juan Calderon, Jennifer Musselman, Paul Webb, Molly DeVivero, Martine Fils-Aime, Burak Konuk

Topic:

Presenter

1. Welcome

Derwood Sheppard

Derwood Sheppard welcomed the committee and the public to the 2023 Florida Greenbook Committee meeting and introduced himself as the new State Roadway Design Engineer and Chair of the Florida Greenbook Committee.

Jacqui Morris discussed the agenda and meeting logistics including the facility emergency exits and important facility locations.

2. Sunshine Law and Rulemaking Timeline

Ashley Peacock

A presentation and discussion on the Sunshine Law and Rulemaking timeline was provided by the FDOT Office of General Counsel.

Sunshine Law Requirements were discussed:

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- All communications must take place in meetings; meetings must be “open and accessible”; the public must be provided points of access; cannot discriminate or restrict public access; must provide reasonable notice; meeting minutes are required; nothing can be “off the record.”
- Additional information about the legal briefing, itself, can be found on **Appendix A**.

The steps of the Administrative Rulemaking process were discussed:

- Notice of Development of Rulemaking; Notice of Proposed Rule (with comment period); Notice of Change / Withdrawal; File for Adoption (rule takes effect 20 days later). Additional information can be found on **Slide 7**.

3. **Introductions and Membership Changes** *Advisory Committee*

Committee members introduced themselves by District.

New members were announced as follows:

- New Committee Members:
 - Ramon Gavarrete, P.E, Public Works Director – Alachua County Board of County Commissioners (D2)
 - Chance Powell, P.E., Traffic Operations Engineer – Walton County Board of County Commissioners (D3)
 - D. Todd Crosby, P.E., Traffic Operations Engineer – Walton County Board of County Commissioners (D7)
 - Calvin Hardie, P.E., Chief Design Engineer – City of Tampa (D7)
- New Associate Member:
 - Billy Hattaway, P.E., Principal – Fehr & Peers
- New FDOT Committee Staff:
 - Michael Shepard, P.E., Director, Office of Design
 - DeWayne Carver, Criteria Publications Manager
- Florida Greenbook Chair
 - Derwood Sheppard, P.E., State Roadway Design Engineer
- Florida Greenbook Coordinator
 - Jacqui Morris, CPM, Criteria Publications Coordinator

Additional information can be found on **Slides 8 - 17**.

4. **FDOT Complete Streets & Context Classification** *DeWayne Carver & Tiffany Gehrke*

A presentation on FDOT Complete Streets & Context Classification was provided. Tiffany Gehrke the FDOT State Complete Streets Coordinator, discussed context classifications and complete streets, concepts. Complete streets and context based design involve “putting the right street in the right place.”

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The FDOT Context Classification Guide is a valuable resource for what complete streets look like from the FDOT perspective for criteria calibrated to Florida.

Images of various roadway sections were shown to demonstrate the intention of context-based design. Depending on surrounding conditions, each scenario accommodated all anticipated modes of transportation, but often in different ways based on the context.

The process to determine context classification was explained and discussed along with examples for each scenario.

A question was asked about replacing/reconstructing roadway corridors that were destroyed by the hurricane and about forecasting the future context classification. It was suggested that context classification should be determined by the local community. It was clarified this would be the case for non-state roads. The roadway should accommodate the surrounding or projected land use.

Additional information can be found on **Slides 18 – 65**.

Resources requested at the meeting are provided below:

<https://www.alerttodayflorida.com/>

<https://www.fdot.gov/safety/programs/pedestrian-and-bicycle-safety>

<http://flcompletestreets.com/>

Attendees took a 15-minute break.

5. Context Classification - Panama City Case Study Rick Hall, P.E.

Rick Hall suggested publications on context sensitive planning and design: “Unplanning” by Charles Siegel; “Fighting Traffic” (1900 – 1940); Flexibility of Highway Design – FHWA

Discussed how land use gets figured out first and how Robert Davis avoided the suburban pattern when designing Seaside.

Rick led a review and discussion on how the 2018 AASHTO Greenbook added context classifications.

Rick provided a sketch/map of the roadway network in Panama City, showing both functional and context classifications, including a “Street Design Matrix”, which prioritized design elements:

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Speed; lane width; sidewalks; street trees/planting zone; pavement edge/drainage type; sidewalks separated from roadways; parking/shade trees; tree grates for sidewalks; The function of the roadway is not just long distance trips.

An overview and example was shown of tree wells. A question was asked about mass transit considerations. There is not much existing transit in Panama City, but now that they will have "walkability" to and from transit stops. Rick explained that in the Panama City design, a 15-ft radius was considered suitable for transit buses, by encroaching on the opposite lane. However, buses would not be expected to make frequent turns straight in C4 and C5 areas. Delivery design vehicles can make it around the corners. The friction occurs when the radius is large, and vehicles go faster than they should. When there is conflict between automotive and truck traffic, we should decide in favor of automotive, or lose the walkability and pedestrians.

A question was asked about underground utilities. Various designs were discussed such as soil cells, root barriers, and curb bulb-outs. Curb extensions are typically used on one-way streets. Rick recommended against use of bulb-outs for a two-lane crossing a two-lane.

Speed is the most important parameter in walkability. Rick stated that one-way street traffic is always faster than two-way; therefore, one-way streets should be avoided.

Rick provided a discourse on the history of design based on the AASHTO Greenbook. He explained that before the Greenbook, AASHTO had the Redbook and the Bluebook, for urban and rural roadways. In those days, engineers and designers were encouraged to exceed minimums, using wider lanes, larger corner radii, etc. Designing below the maximum values, Rick said, was reserved for "constrained conditions." So, when we are designing today, designers should consider a "constrained facility" approach in C3, C4, and C5. Compact design will restrain drivers from excess speeds. The land development pattern is important to the success of the road project.

Additional information can be found on **Slides 67 – 95**.

6. Florida Greenbook Collaboration Workshop *Advisory Committee*

Jacqui Morris initiated the collaboration portion of the workshop by presenting the "rules" of brainstorming" and asking each member to write down thoughts on current things/processes that are working well, and others that could be improved. The sticky-notes were collected and attached to the presentation boards for grouping and discussion. Additional information can be found on **Slide 97**.

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Some common themes that emerged were focused on chapter specific needs, context classification, education, formatting and alignment, general comments, meetings, resilience and rulemaking.

A complete list of the Committee's brainstorming ideas can be found on **Appendix B**.

Attendees took a 75-minute lunch and took a group photo.

7. Florida Greenbook Alignment Workshop *Advisory Committee*

Based upon discussion during the Collaboration Workshop, much of the Alignment Workshop discussion related to continuing to incorporate complete streets and context-based design philosophies in the Greenbook. AASHTO is moving in the same direction in the AASHTO Greenbook as well. Complete streets design concepts overlap into several Greenbook Chapters, especially Chapter 1 - Planning and Land Development, Chapter 8 - Pedestrian Facilities, Chapter 9 - Bicycle Facilities, Chapter 16 – Residential Street Design, and Chapter 19 -Traditional Neighborhood Development.

The committee has continued efforts to incorporate Chapter 19 - Traditional Neighborhood Development into other Chapters. Once the design criteria are appropriately distributed, the Chapter will be sunsetted.

The committee had previously discussed adding complete streets to Chapter 1 - Planning and Land Development, or as a replacement for Chapter 19.

One member expressed concerns on their projects which intersect FDOT roadways - unless they "exempt" the FDOT intersection, they require their entire project to meet FDM.

Some projects/roads have different municipalities on each side, while some extend through several roadway segments. Consistency is an important consideration. How to transition between differing design standards. Context classification is about how to adapt to what is going on "outside" the road right-of-way. It is more about the surrounding conditions. Do not want the street controlling/defining the land use. Land use defines the street network, and designers should not ignore development patterns. Supports the engineer in doing the right thing. Need to educate the boards of the municipalities. Would like to see context based typical sections.

The committee members developed a challenge question using the workshop collaboration tools: **How might we align the Florida Greenbook with context classification and the Traditional Neighborhood Development?**

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Committee members brainstormed opportunities and various methods of accomplishing their goal. The committee decided to form a new subcommittee to solve this challenge.

Thirty-seven individual ideas were collected and can be found on **Appendix C**.

Attendees took a 15-minute break.

8. AASHTO Greenbook

DeWayne Carver

DeWayne Carver presented slides and ideas that had been provided by Paul Hiers, formerly the FDOT Criteria Administrator and also author of the first release of the FDOT Design Manual. Paul is on several national committees that are incorporating context classification into AASHTO and national guidance, but was unable to attend the Greenbook Committee meeting himself. DeWayne presented Paul's notes and ideas that had been prepared for the Greenbook Committee.

Context classification has gone nationwide. The FDOT has eight (8) classifications, while AASHTO has the AASHTO Five; Rural, Rural Town, Suburban, Urban, and Urban Core. However, FDOT's 8 classifications are based on the "AASHTO Five" and can be readily collapsed from 8 to 5, if needed to match new AASHTO criteria or guidance.

DeWayne provided an overview of the AASHTO context classifications and the intended use. He explained FDOT is comfortable with the AASHTO Five, which is now Six, with the addition of "Industrial". Florida would consider "Industrial" as a "Special District".

DeWayne said there was an NCHRP report now (NCHRP 1022) on how to determine classification. We would like to supplement the FDOT Context Classification Guide with information from the NCHRP study Discussions are still ongoing for how the next AASHTO Greenbook will be organized. This will provide local governments with guidance on how to use context classification.

Additional information can be found on **Slides 99 - 109**.

9. Overview

Jacqui Morris

Committee members and subcommittee members will now be able to utilize a dedicated Microsoft Teams channel to collaborate and work more efficiently.

A new On-Line Meeting Request Form is available for requesting and scheduling meetings <https://forms.office.com/g/F0RvxDYdFr>

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The online committee nominations process was discussed. The District 1 Consultant Committee seat will be announced soon as Andy is retiring.

- Andy Tilton, PE., Water Resource Director - Johnson Engineering, Inc

For the FDOT Design Manual, a new FDM Intake Form is available, streamlining and tracking potential changes.

The new 2023 Florida Greenbook is in QC Review. The next step will be final publishing for the Draft Document on the website. FDOT Legal has signed off on Chapter 18 and 19.

Committee members were asked to validate their information and sign-up for the sub-committees that they wish to participate in.

The FDOT Roadway Design Office can assist with marketing materials. We have developed promotional videos (such as “texting distractions”). Discussed the statewide ground-in rumble strip initiative.

The committee discussed prior outstanding issues: border width not addressed in the Greenbook; Greenbook K-value for crest vertical curves not consistent with the FDM; bridge cross slope not addressed in Greenbook Chapter 16.

Lighting was discussed briefly. Locals, residents, and Dark Sky groups tend to prefer “warmer” LED lighting that has lower correlated color temperature (CCT). Low CCT “warm” light has a more amber color and has less vivid white with less blue content. For on-system roads, the FDOT Design Manual (FDM) now has a CCT by context classification policy that results in warmer light in the majority of locations. There is an opportunity to add a similar CCT policy to the Greenbook. It was suggested that the LED CCT range currently mentioned in Greenbook is outdated and should be lowered to 3200K Min. instead of 4000K Min.

Additional information can be found on **Slide 114**.

10. Meeting Debrief

Jacqui Morris

The meeting was opened for public comment. No comments received.

Derwood Sheppard thanked the group for their continued service on the Greenbook Committee.

Meeting Adjourned.

Appendix A

FLORIDA'S GOVERNMENT-IN-THE SUNSHINE LAW

1. THE LAW

Florida's Sunshine Law is found in **Article I, Section 24, Florida Constitution** and **Chapter 286, Florida Statutes (F.S.)**, and applies to state agencies. The Sunshine Law is to be liberally construed; its exemptions are to be narrowly construed. Two or more people who are tasked with making a decision or recommendation constitute a "Board or Commission" under the Sunshine Law and are subject to its provisions. **Section 286.011(1), F.S.**, states:

All meetings of any board or commission of any state agency . . . at which official acts are to be taken are declared to be public meetings open to the public at all times, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meeting.

Members may discuss such board or commission business matters only at a public meeting. The use of third persons or other means to evade the Sunshine Law is prohibited. The Sunshine Law does not generally apply to individual decision makers, fact finding, or general staff meetings.

2. BASIC PUBLIC MEETING REQUIREMENTS

A. Open, Accessible, Non-Discriminatory, Technology.

- 1) Pursuant to **Section 286.26, F.S.**, public meetings must be open to the public, made accessible to individuals with physical handicaps and held at locations that are accessible to such persons.
- 2) Pursuant to **Section 286.011(6), F.S.**, public meetings are prohibited from being held at any location that discriminates on the basis of sex, race, age, creed, color, origin, or economic status, or operates in a manner as to unreasonably restrict public access.
- 3) Public meetings may include the use of teleconference, video, webinar, or other technology, but the public must be provided points of access. See **Rule Chapter 28-109, F.A.C.**, regarding conducting proceedings by communications media technology.

B. Reasonable Notice.

Pursuant to **Section 286.011(1), F.S.**, reasonable notice of public meetings must be provided. A minimum of 24 hours is considered reasonable notice. Pursuant to **Section 286.0105, F.S.**, notices of meetings must advise the public that a record of the meeting is required for an appeal of any decision made at the meeting, and that the person who wants to appeal a decision may need to ensure that a verbatim record of the meeting is made.

Public meeting notices are published on the Department's website. Meetings subject to **Chapter 120, F.S.**, the Administrative Procedures Act, must also be published in the Florida Administrative Weekly. Generally, an agenda is advisable, but generally not required.

C. Minutes.

Pursuant to **Section 286.011(2), F.S.**, minutes of public meetings must be taken, promptly recorded, and available for public inspection. The minutes may be posted or provided upon request. Recordings or transcripts are not required, but persons attending are permitted to record or videotape the meeting.

3. EXEMPTIONS

There are a limited number of exemptions to public meetings requirements under **Section 286.0113, F.S.**:

A. Meetings in which all or part of a security system plan would be revealed.

B. Procurements under **Section 287.057, F.S.**, in which there are negotiations with a vendor or there are oral questions and answers of a vendor. As required by **Section 286.0113(2), F.S.**, a complete recording of the negotiations or oral presentations must be made and no portion may be off the record. The recordings will be exempt from the public records requirement of **Section 286.0113(2), F.S.**, until a notice of decision or intended decision is provided or 30 days after the bids, proposals, or final replies are opened.

4. CONSEQUENCES OF SUNSHINE LAW VIOLATIONS

There are a number of consequences for failure to comply with the Sunshine Law:

A. Noncriminal penalties. A violation constitutes a noncriminal infraction and violators are subject to the imposition of a fine not to exceed \$500. **Section 286.011(3)(a), F.S.**

B. Criminal penalties. A knowing violation, occurring either within or outside the state, is a second-degree misdemeanor, punishable under **Section 775.082, F.S.**, or **section 775.083, F.S.**, which provides for up to 60 days in jail or a fine of \$500. **Sections 286.011(3)(b) and (c), F.S.**

C. Attorney's fees. In an action to enforce the Sunshine Law or to invalidate actions taken in violation of the Sunshine Law, attorney's fees will be assessed against the agency and may be assessed against individual members of the board or commission, including attorney's fees on appeal. Anyone filing such an action found to have done so in bad faith may also be assessed with attorney's fees. **Section 286.011(4) and (5), F.S.**

D. Injunctions. Circuit courts have jurisdiction to issue injunctions to enforce the Sunshine Law. **Section 286.011(2), F.S.**

E. Action Void. Actions taken at a meeting where the Sunshine Law was violated are void. **Section 286.011(1), F.S.** Only a full open hearing, meeting, or workshop can cure a Sunshine Law violation; a perfunctory ratification of actions taken will not suffice.

F. Removal from office. **Section 112.52(1), F.S.**

G. Loss of public confidence.

Appendix B

Committee brainstorming session – What is going well? Positives?

The following is a list of brainstorming ideas from the committee. These individual ideas have been grouped into categories below.

- General Greenbook
 - Being kept relevant and updated
 - Book is well organized
 - Chapters connect well
 - Chapters within the Greenbook are now connecting
 - Comprehensive
 - Connections between chapters
 - Converging with FDM
 - Design Guides
 - Easy to follow
 - Easy to follow and use
 - Forward thinking
 - Greenbook covers most all of the design parameters
 - Makes job of engineers easier
 - Moving faster than before adoption
 - Other States look at the Greenbook
 - Program has been re-organized
 - Provide a set of standards for all roads, including off system
 - Sets the standard for local governments
 - Statewide Resources
 - Text Connected to tables and graphics
 - Valuable Design Graphics
 - Valuable Design Tables
- Context Classification
 - Consideration of Land Use/Context
 - Context Classification
 - Context Classification included in discussions for design
 - Context Design
 - Tools are in FDM to support complete streets/speed management
- Communication
 - Ability to meet virtually
 - All comments matter
 - Allowing input from counties and LAP CoP
 - Available Digitally
 - Being kept relevant and updated
 - City/Co. Engineer are protected from crazy ideas that clearly don't work!
 - Collaboration with team members in working on chapters
 - Collaborative
 - Communications
 - Continued meetings of the minds
 - Coordination
 - Easy to find PDF of it on web
 - Enhanced communication with the locals from FDOT
 - Good feedback and input from different areas of the State and agencies
 - Good group to discuss issues. Great experience

- Jacqui herding us all
- Known Committee Roles
- Locals are active in establishing content of the FL Greenbook
- Meeting annually in person
- Organized meetings
- Regular subcommittee meetings
- Tells the story, the why behind criteria
- Transparency
- Updates
- Updates available
- Working together towards common goal
- Chapter Specific
 - Chapter 1 - Planning and Land Development
 - More funding available for safety/complete streets
 - Chapter 3 - Geometric Design
 - Parking Requirement
 - Chapter 6 – Lighting
 - Lighting design standards
 - Chapter 14 - Design Exceptions and Variations
 - Addition of Variation process has been helpful
 - Chapter 15 - Traffic Calming
 - Allows for lower speed Designs
 - Traffic Calming
 - Chapter 18 - Signing and Marking
 - Good language for audible pavement marking
 - Chapter 20 – Drainage
 - Emphasis on Drainage

Committee brainstorming session – Opportunities

The following is a list of brainstorming ideas from the committee. These individual ideas have been grouped into categories below.

- Chapter Specific
 - Chapter 3 - Geometric Design
 - Better guidance on roundabouts or alternative intersections
 - Border width
 - Greenbook K-value for crest vertical curves
 - Chapter 4
 - Clear zone
 - RRR Criteria
 - Chapter 5 - Pavement Design and Construction
 - Consider alternative materials such as previous asphalt and concrete
 - Chapter 8 - Pedestrian Facilities
 - Better guidance with midblock crossings
 - Chapter 9 - Bike Facilities
 - Accommodation for golf cars
 - Accommodation for personal electric vehicles
 - Better bike lane guidelines
 - Criteria for shared paths in urban settings
 - Expand off railroad crossing safety for bikes and pedestrians
 - Need to discuss bike lane protection
 - Paint or artwork on bike lanes and crosswalks
 - Chapter 11 - Work Zone Safety
 - Minimum requirements for temporary traffic control
 - Chapter 12 – Construction
 - Better understanding of construction impacts for local agencies
 - Chapter 14 - Design Expectations and Variations
 - Add an example for a variation and exception that has been approved by local agency to use as an example.
 - Chapter 15 - Traffic Calming
 - Action plans when prevailing 85% speed greater than posted target speed
 - Increased information on speed management
 - Raised crosswalk standards
 - Standards for Parklets
 - The speed categories of ≤ 25 and ≤ 45 forces cities to maintain coll. to suburban standards
 - Chapter 16 - Residential Street Design
 - Chapter 17 - Bridges and Other Structures
 - Bridge cross slope
 - Bridge/Structure/Wall criteria outside of DOT ROW under LAP projects
 - Chapter 20 – Drainage
 - More talk about drainage in the future with new DEP rules - Performance Design
- Context Classification
 - Further development of context classification approach
 - Match context classification with FDOT
- Education
 - Better guidance on approval flow for LAP projects required by department
 - Can FDOT conduct Greenbook training modules?
 - Have more local governments adopt it as a standard instead of re-inventing wheels

- Improve communication with public
- Need better "PR" many agencies don't use book
- Positive way to navigate changing rules in middle of project
- Publicize it more so locals know its value. It's Free!
- Show public how new ideas should be used
- Formatting and Alignment
 - Allows for lesser standards than FDM
 - Clarification of differences in criteria with FDM
 - Consideration and reference of NACTO Standards
 - Convert to format for the FDM
 - Do overview to see if some of the 'shalls' can be changed to 'shoulds'
 - K-Value different in FGB vs. FDM - not provided for new construction (RRR K-values)
 - More 'shall' statement considerations in urban environment - justification through footnotes is troublesome
 - Needs to discuss how other manuals conflict with Greenbook criteria, such as NACTO
 - Only use numerical for each section. Eliminate the alphabetical break down.
 - 'Should' does not set the bar and gets exploited by politicians and lawyers
 - 'Should' must be replaced with 'must'
 - Support local ideas very strongly
 - Update chapters that haven't been touched in a while
- General Greenbook
 - Approve new members faster
 - Guidance is needed on safe systems - Vision Zero
 - Rotate consultant members often
 - Landscape Guidelines/Rules
- Meetings
 - Meet in-person!
 - Meet twice a year in person
 - More presentations like this morning was helpful
 - More subcommittee meetings for chapter discussions
 - Need workshops at other meetings. APWA, FES, SAME
 - Try another meeting location with walkability and bike ability for real
 - Workshop review of chapters
- Resilience
 - Impacts of Hurricanes
- Rulemaking
 - Faster adoption process
 - Faster approval of book!
 - Provide status of rule making process
 - Speed up the rule making process

Appendix C

How might we align the Florida Greenbook with context classification and the Traditional Neighborhood Development?

- Add Context Based Design
- Add context chapter
- Add Context Classification to Chapter 1 and filter through remaining chapters
- Adjust Chapter 1 with some parameters
- Align Context classification with FDOT
- Allow/Encourage unique elements of Context Classification definitions needed by locals
- Assign one person to incorporate throughout
- Building in room for modal - priority networks
- Define Context area and set minimum roadway standards for each context area. Each county and city define deviations from minimum roadway standards.
- Define local context and get consensus
- Define TND and Context Classification Definitions Section
- Develop a new chapter - Rick, Billy, Derwood & Ramon (should be involved)
- Explain in chapter 1 how context classification criteria is organized throughout the Greenbook
- Focusing more on descriptive characteristics than labels which may be established by locals differently
- Follow the pattern established by the FDM
- Get buy in from locals on matrix - hand out in meetings and modify
- Go through the Greenbook and sort out the context that is C3R/C3C
- How Do they connect
- Identify schedule with milestones
- Incorporate both in introduction chapter
- Insert components into the various chapters
- Introduce in chapter using matrix
- Keeping it somewhat flexible or high level to account for local variability
- Make clear the relationship between current land use and context classification vs future land use
- Make sure chapters align with context classification
- Mirror FDM
- Model table to reflect criteria for each context zone
- Modify Greenbook to follow FDM
- Reference the FDOT Context Classification Guide
- Remove T.N.D.
- Reorganize FGB to flow from planning to maintenance
- Review how FDM does it. Follow/Improve
- Specific Chapter - Context Classification
- Strengthen the Greenbook better matrix
- Towards Zero Deaths
- Understanding community vision and mobility goals which vary throughout the state
- Use more technical criteria for elected officials