ABOUT RCLCO

RCLCO is a land use economics firm delivering real estate strategies, market intelligence, and implementation assistance.

Practice Groups
- Public Strategies
- Community Development
- Urban Development
- Management Consulting
- Institutional Advisory

Offices
- Washington, DC
- Los Angeles
- Austin
- Orlando
OUR TEAM
EXCELLENCE ACROSS ALL DISCIPLINES

Project Team Lead
Market and Real Estate Expertise
Comprehensive Planning

Policy
Affordable Housing

Community Planning
Meeting Facilitation and Engagement

Meeting Facilitation
Public and Environmental Justice Outreach
OUR TEAM
KEY INDIVIDUALS AND TEAM STRUCTURE

Erin Talkington
Principal

Jake Ross
Vice President

Rachel Waldman
Senior Associate

Michael Spotts
Neighborhood Fundamentals

Traceé Strum-Gillian
PRR

Allysha Lorber
JMT

Elisabeth McCollum
JMT

If applicable, insert Source here
PROJECT OBJECTIVES
PROJECT UNDERSTANDING
GOAL TO EXPAND THE TYPES OF HOUSING THAT CAN BE BUILT, BY WHOM, AND WHERE

Increase awareness of housing as a “fundamental, essential component of community infrastructure”

Housing masterplan will serve as a component of general plan update but also stand on its own

Strengthen and diversify the county’s housing opportunities:

- Better serve current residents
- Create housing opportunities for people who are part of community but live elsewhere
- Integrate new housing with existing communities and public services

Source: RCLCO
PROJECT UNDERSTANDING
PROCESS DESIGNED TO UNCOVER OPPORTUNITIES AND DRIVE TRANSFORMATION

Analytical:
• Understand supply, demand, and land use trends
• Policy evaluation
• Evaluate barriers and opportunities

Ground Truthing:
• Interviews
• Best practices
• Community feedback and outreach
• Taskforce participation
• What is working and what is not

Political:
• Evaluate strategies and approaches
• Fiscal and financial implications
• Implementation and funding strategy
• Post-project review
KEY RESEARCH TOPICS

OBJECTIVES OF THE REPORT

DEVELOP A SET OF PRIORITIES AND GOALS FOR HOUSING IN THE COUNTY

► Organize and assess potential approaches relative to their opportunities and challenges
► Ways to impact target populations
► Way to improve homeownership opportunities
► Potential funding strategies
► Fiscal and financial implications of the above
► Implementation plan with metrics, accountability, and monitoring
ROLE OF THE TASK FORCE
STAKEHOLDER ENGAGEMENT
PARTICIPATION PROCESS

Public Input

Task Force Input

Workgroup Input
TASK FORCE ROLES
ENGAGING DIVERSE STAKEHOLDERS

TASK FORCE
• Appointed representatives
• Key decision-makers

WORKGROUPS
• Subject matter experts
• Designated stakeholders

PROJECT TEAM
• RCLCO Team Members – with JMT and PRR

KEY ROLES:
• Final Review and Approval
• Conflict Resolution
• Review Technical Analyses
• Identify Strategies and Recommendations

KEY ROLES:
• Select Strategies and Recommendations
• Evaluate Conflicts Between Workgroups

KEY ROLES:
• Schedule Meetings
• Plan Meeting Activities
• Facilitate Discussion as a Neutral Person
• Keep Group Members Regularly Informed
• Prepare Meeting Summaries
TASKFORCE ORGANIZATION
WHAT YOU CAN EXPECT FROM US

DEVELOP AND PROVIDE HOUSING PLANNING, LEGISLATIVE, AND POLICY RECOMMENDATIONS

► Facilitate increased communication, trust and cooperation amongst stakeholders and the public
► Provide desirable options for all who want to live in Howard County
► Improve quality of life for all residents of Howard County
TASKFORCE RESPONSIBILITIES

WHAT WE EXPECT FROM YOU

 ► Workgroup Chair - provides advisory support for Workgroup efforts and final recommendations
 ► Subcommittee Chairs - group spokesperson to Workgroup
 ► Consultant Support - facilitation and technical support
GROUND RULES

► Everyone has a chance to speak without interruption
► No idea is a bad idea - all ideas and opinions will be respected
► All participants are invited to ask questions of an existing point of view
► The focus is on goals, not solutions or personal intention - the group will create solutions to agreed upon, mutual goals
► Before each meeting ends, the group will jointly design next steps that demonstrate the level of commitment necessary to succeed
CONFLICT RESOLUTION

- Take time to understand the problem (stripped of emotion and personal needs)
- Once problem is understood/defined, generate ideas to solve the problem
- Prioritize solutions
- Develop recommendation
STAKEHOLDER ENGAGEMENT

TASK FORCE STRUCTURE

Task Force

Project Team

Affordable & ALICE Housing Policies Workgroup
- Review Policies
- Identify Issues
- Recommend Solutions

New Development Planning Workgroup
- Identify Locations
- Identify Transportation and Infrastructure Needs

Rental Permits and Code Enforcement Workgroup
- Review Policies
- Identify Issues
- Recommend Solutions

Real Estate and Economic Markets Workgroup
- Review Market Trends and Forecasts
- Identify and evaluate strategies
TEXT: JMTP991

PHONE #: 22333

- Standard text messaging rates may apply
- Raise your hand if you need help
- For multiple choice, simple reply A, B, C, etc.
- For word clouds, reply with a one word answer only
What is your favorite color?

- Red: 19%
- Yellow: 6%
- Green: 25%
- Blue: 44%
- Other: 6%
Using just 1 word, describe what the current state of the housing market in Howard County needs/is lacking:

affordability expensive

supply limited sustainability walkability location

income equity subsidies revenue income

modern density streams

affordable segregated inclusion

unaffordable adaptable inclusivity

mixed integration money

inexpensive insufficient
Using just 1 word, describe the biggest obstacle to implementing changes that would better the state of the housing market:
Which Workgroup is of most interest to you and/or matches your background/area of expertise?

- Affordable Housing: 48%
- New Development (housing, commercial, etc. and associated growth and infrastructure): 30%
- Rental Permits/Code Enforcement: 4%
- Real Estate and Economic Markets: 4%
- Other: 17%
Using just 1 word, describe how you envision the future of the housing market in Howard County:

- inclusive
- sustainable
- green
- affordable
- mixed-use
- bigger
- opportunities
- green
- purple
denser
- bigger
- opportunities
- green
- sustainable
- affordable
- mixed-use
- bigger
- opportunities
Using just 1 word, describe what is needed/how we get there:

Vision
OVERVIEW OF KEY TASKS

PHASE I: RESEARCH AND ANALYSIS

► Task 1: Reconnaissance, Data Collection, and Existing Conditions
  » Review Prior Work and Existing Data
  » Review and Evaluate Policy
  » Data Analysis and Mapping
  » Supply and Demand Analyses

► Task 2: Outreach
  » Environmental Justice Outreach
  » Web Survey
  » Stakeholder Interviews
  » First Community Workshop

RESULT OF PHASE I: SWOT ANALYSIS AND BARRIERS TO EXPANSION
OVERVIEW OF KEY TASKS

PHASE II: BEST PRACTICES

► Task 2: Outreach
  » Summary of Web Survey Results

► Task 3: Best Practices in Other Jurisdictions
  » Research Best Practices and Collaborate with County Staff
  » Interview Other Communities and Developers
  » Pop Up/Mobile Workshops

RESULT OF PHASE II: GENERATE IDEAS BASED ON THE EXPERIENCES OF OTHER JURISDICTIONS
OVERVIEW OF KEY TASKS

PHASE III: RECOMMENDATIONS

► Task 4: Identify and Evaluate Options
  » Organize and Assess Potential Approaches
  » Evaluate Potential Approaches Relative to the Target Populations They Would Impact
  » Identify Ways to Improve Homeownership Opportunities
  » Identify Funding Strategies
  » Assess Above Approaches Relative to Fiscal and Financial Implications

► Task 2: Outreach
  » Environmental Justice Outreach
  » Final Community Engagement Workshop

RESULT OF PHASE III: IMPLEMENTATION PLAN AND DRAFT REPORT
### APPROACH AND PROCESS

#### PHASE I

#### PHASE I: RESEARCH & ANALYSIS

- Team Kick-Off
- Data Collection & Existing Conditions
- Environmental Justice Outreach
- Web Survey Launch
- Stakeholder Interviews
- Workgroup Meeting
- SWOT/Barriers Analysis
- Review With County
- Taskforce Meeting
- Community Meeting

#### PROJECT TIMELINE

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<thead>
<tr>
<th>Date</th>
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<tr>
<td>20-Jan</td>
<td>Kick-Off</td>
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<td>27-Jan</td>
<td>Research &amp; Analysis</td>
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<td>3-Feb</td>
<td>Communications &amp; Outreach</td>
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<td>Deliverable / Recommendations</td>
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# APPROACH AND PROCESS

## PHASE II

### PROJECT TIMELINE

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### PHASE II: BEST PRACTICES

- Team Kick-Off
- Best Practices Research & Interviews
- Summarize Web Survey Results
- Pop Up & Mobile Workshops
- Workgroup Meeting
- Taskforce Meeting

Legend:
- **Kick-Off**
- **Research & Analysis**
- **Communications & Outreach**
- **Deliverable / Recommendations**
- **County**
- **Taskforce / Workgroup**
- **Community**
APPROACH AND PROCESS

PHASE III

**PROJECT TIMELINE**

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**PHASE III: RECOMMENDATIONS**

- Team Kick-Off
- Environmental Justice Outreach
- Assess Potential Approaches
- Workgroup Meeting
- Identify Initial Recommendations
- Share Interim Ideas With County
- Review With County
- Taskforce Meeting
- Community Meeting
- Draft Report
- County Review
- Report Revisions
- County Review
- Report Revisions
- Final Report to County
- Present Report
MEETINGS AND KEY DATES
FOR TASK FORCE AND WORKGROUPS

PHASE I

► Mid-March: First Set of Workgroup Meetings
► End of April: Taskforce Meeting #2
► Mid-May: Community Meeting #1

PHASE II

► Early June: Second Set of Workgroup Meetings
► End of June: Taskforce Meeting #3

PHASE III

► Late July: Third Set of Workgroup Meetings
► Late August: Taskforce Meeting #4
► Early October: Community Meeting #2
► Late October: Final Taskforce Meeting

DELIVERABLES

► Early October: Draft Report to County
► Early December: Final Report to County