

Work Plan

Task 1. Project Management & Coordination

Project management services will be ongoing throughout the duration of the project. These services include providing general oversight and direction, coordination of meetings, developing monthly progress reports, adhering to the schedule, and invoicing.

TASK 1.1 PROJECT MANAGEMENT

Alta will manage the project in compliance with RTC requirements and oversee the development of the pedestrian comfort plan and conceptual design, implementation, and evaluation of six temporary, low-cost demonstration projects. Over the course of the project, Alta's Project Manager Danielle Berger will provide monthly status updates and regular bi-weekly check-in calls to keep the project on schedule and in budget. This will include a variety of correspondence such as e-mails, telephone calls, written documents and in-person meetings. Alta will maintain detailed meeting agendas and notes summarizing discussion items and will include a list of action items and the responsible party for each task. Danielle will work efficiently to meet invoicing and progress reporting obligations.

TASK 1.2 PROJECT INITIATION

Successful initiation of this project will include an expedited contract approval and kick-off, a final schedule, and a final scope that confirms overall expectations and task deliverables. Alta will provide a revised scope, schedule, and budget as necessary. Project initiation is anticipated for March 2018 with a project duration of 12 months.

Alta's Principal-in-Charge Joe Gilpin will administer the contract with RTC and will provide oversight, recommended strategies, and quality assurance/control throughout the process. Danielle Berger will oversee and manage project workload and progress and will be the primary point of contact. Alta will facilitate an orientation call (or in-person kick-off meeting) with RTC staff to:

- Review project goals and objectives and finalize work program

- Identify key contacts at City departments and agencies
- Collect available data, city documents and studies, and other published materials
- Establish a meeting schedule
- Establish invoicing requirements and communication protocol
- Discuss other relevant project details

In advance of the kick-off meeting, Alta will prepare a Data Needs Request Memorandum that lists major items needed to advance the project, including GIS data and key policy documents for background review. At the conclusion of the kick-off meeting, key action items will be identified, and the project schedule will be revised. In addition, a public engagement plan will be provided to the RTC outlining a schedule of tasks for outreach throughout the project, including details on what is the outreach method, who is the target audience, and how the outreach will be completed and by whom.

TASK 1.3 PROJECT MILESTONE PRESENTATIONS

We will organize and facilitate five in-person presentations at project milestones to review deliverables and solicit feedback from the RTC and committees identified in the RFP. Meeting dates will be discussed during project initiation (Task 1.2).

- Metropolitan Planning Subcommittee (two meetings)
- Executive Advisory Committee (two meetings)
- Regional Transportation Commission (one meeting)

Task 1 Deliverables

- Ongoing project management: monthly invoices, progress reports, meeting agendas, meeting notes with action items
- Kick-off meeting: agenda, meeting notes with list of action items, data needs memorandum
- Project milestone presentations (five meetings)
- Public engagement plan

Task 2. Stakeholder Engagement

TASK 2.1 COMMUNITY SURVEY & RESULTS ANALYSIS

The Alta team will develop a survey in English and Spanish to collect input on pedestrian trends, behavior and challenges. The survey will be available online and distributed to the focus group, TAC, and other stakeholder groups. The survey will also be used as an education and a promotion tool so participants understand the concepts of the pedestrian comfort study and are better equipped to participate in other public involvement activities. The survey will include questions pertaining to:

- Identification of primary destinations. This will inform candidate locations for the demonstration events.
- Areas of safety concern, barriers, and access issues.

The results of the pedestrian survey will be summarized and included in the public outreach document, and will inform the location of the six temporary demonstration projects.

TASK 2.2 TECHNICAL ADVISORY COMMITTEE DEVELOPMENT & MEETINGS

We understand the project TAC is the over-arching advisory group consist of city, county, and agency representatives and key project partners such as the Southern Nevada Health District, Clark County School District and community leaders. Our team will leverage previous outreach work conducted for RTC projects and plans to engage the region's stakeholders. The TAC will be instrumental in facilitating the jurisdiction approval for the installation of temporary demonstration projects. Over the course of the project, the Alta team will facilitate four meetings with the TAC at key project milestones to solicit feedback on 1) Project Overview & Existing Conditions, 2) Goals & Strategies, 3) Final Draft Materials including refined concepts of six temporary demonstration projects, and 4) Final Report

TASK 2.3 FOCUS GROUP DEVELOPMENT & MEETINGS

The Alta Team will lead the development of a focus group which will be comprised of a diverse group of community members. Alta will work with the RTC

Project Manager to develop the makeup of this group however it should tentatively include a broad cross-section of users such as transit riders, parents of school children, or local business interests. The focus group will meet for two bilingual meetings, which will be conducted as collaborative, interactive sessions that will give the focus group members an opportunity to discuss the challenges of each site and contribute to the design concepts for the temporary demonstration projects. The Alta team will also conduct a walking tour of the demonstration project sites that will allow focus group members to experience the projects firsthand and provide feedback.

TASK 2.4 LOCAL JURISDICTION MEETINGS

The Alta Team will meet with up to seven local jurisdictions over the course of the project. These presentations provide an opportunity for jurisdictions to provide feedback on the Pedestrian Toolkit (Task 4.1) or the Demonstration Project Events (Task 4.3). RTC will provide direction as to which task they would like to have be the focus of the local jurisdiction meetings and intended outcomes. It is expected that KHA staff will lead these meetings with Alta staff joining remotely to answer questions. If local jurisdiction meetings are scheduled during other budgeted Alta trips, staff will attend these meetings in person.

TASK 2.5 PUBLIC INFORMATION MARKETING MATERIAL

The Alta team will leverage the well-designed RTC website to create informational content to be posted on the agency's website and other media platforms. Promotional material for the temporary demonstration projects will also be developed including flier, banners, project fact sheet, and/or other collateral items. All promotional material will be reviewed and approved by RTC prior to purchase.

TASK 2.6 PUBLIC ENGAGEMENT REPORT

A public engagement report will be created and included in the final project report. It will include a summary of the community survey results, stakeholder database, and community feedback gathered during the TAC meetings, focus group meetings, and Local Jurisdiction Meetings.

Task 2 Deliverables

- Bilingual pedestrian survey
- Meeting agendas, presentation materials, and meeting minutes
- Informational and marketing material
- Public engagement report

Task 3. Data Collection & Review

TASK 3.1 EXISTING CONDITIONS DOCUMENT REVIEW

The Alta Team will review publicly available studies and plans related to infrastructure improvements in the Las Vegas Valley. Our team has already reviewed many of the documents listed in the RFP as part of other projects, so we can accomplish this task in a cost-effective and timely manner. Plans and studies that will be reviewed include but are not limited to:

- Regional Bicycle and Pedestrian Plan (2017)
- Southern Nevada Strong (2015)
- Modeling and Analysis of Walkability in Suburban Neighborhoods in Las Vegas (2017, Mineta Transportation Institute)
- City of Henderson ADA Transition Plan,
- Swenson/Twain Complete Streets Study (2017)
- Washington Avenue and Owens Avenue/Vegas Drive Complete Streets Study (2016)
- City of North Las Vegas Complete Streets Corridor Ranking Study (2015)
- Complete Streets Evaluation Process in the City of Henderson (2014)
- School Walk Audits (2017)
- Regional Schools Multimodal Transportation Access Study (2015)
- Regional Bicycle and Pedestrian Counts Study
- Regional Pedestrian Infrastructure Inventory and Analysis (2014)
- Southern Nevada Household Travel Survey (2015)
- Water Street District Pedestrian and Bicycle Master Plan (2013)
- Other plans or studies identified by RTC

TASK 3.2 GIS-BASED EXISTING CONDITIONS EVALUATION

Our GIS and data experts will analyze publicly available existing conditions data and any additional

data sources provided by the RTC to better understand on-the-ground pedestrian challenges in the region. This will include an inventory of existing pedestrian infrastructure such as sidewalks and crosswalks. We will also analyze data which can indicate the comfort and safety of the pedestrian realm such as traffic volume, intersection density posted speed limit, street light location and land use. The Alta team will perform a crash data analysis using Nevada DOT crash data, a latent demand model, and equity analysis to identify areas of concern for safety and mobility. The results of our GIS analysis will build upon the walkability analysis of the study area performed by the Mineta Transportation Institute (2017) and will help inform the design concepts and locations of the temporary demonstration projects.

TASK 3.3 BEST PRACTICES & CASE STUDIES REVIEW

Alta is a national leader in developing best practices for pedestrian-focused planning across the country and will identify the most appropriate design solutions for the Las Vegas Valley. Alta will rely on our 30+ offices around the country to select the most appropriate and beneficial case studies for inclusion in the study. Case studies will be utilized to inform the tools and strategies presented in Task 4.1.

TASK 3.4 EXISTING CONDITIONS REPORT

Our team will summarize the findings from Task 3.1-3.3 and create an Existing Conditions Report which will ultimately be included in the final project report. The Existing Conditions Report will be used to guide the goals and objectives of the Pedestrian Comfort Study and shared with the TAC for review.

Task 3 Deliverables

- Best practices and six case studies review
- Existing conditions report

Task 4. Strategy Toolbox & Demonstration Projects

TASK 4.1 PEDESTRIAN IMPROVEMENT TOOLBOX

The Alta team will develop a pedestrian improvement toolbox tailored to the needs to the Las Vegas Valley. The GIS-based existing conditions evaluation (Task 3.2) and case studies (Task 3.3) will inform the development of a suite of context-sensitive solutions

for improving pedestrian mobility, safety, and activity. The toolbox is intended to supplement and inform each jurisdiction's design standards and guidelines. The toolbox will also include policy recommendations as we understand that policy is an important part of implementing change. Each "tool" in the toolbox will include a thorough analysis of when and where to implement specific solutions, references to development of a pedestrian toolbox, national guidelines or standards, common implementation issues, and funding sources. Once completed, the RTC's Pedestrian Improvement Toolbox will be a pedestrian design resource for the region.

TASK 4.2 DEMONSTRATION PROJECT DEVELOPMENT

Based on the input collected during Task 2 and data analyzed during Task 3, we will develop six low-cost, temporary demonstration projects. The site design plan is where all of the details come together. Study goals, community assets and capacity, sense of place, and community values are all integrated into the preferred site plan and demonstration projects. The innovative demonstration project concepts will be rooted in best practices and engineering feasibility. The concepts will be developed at scale ranging from spot treatments such as an intersection or mid-block crossing up to limited linear treatments (one block maximum). From our experience, demonstration events at this scale are the most cost-effective.

Our demonstration projects concepts will include project description, cross-sections and drawings, traffic control needs, planning level cost estimates, potential benefits, and materials needed for temporary construction. And may include renderings or other high quality graphics. The demonstration projects will be reviewed by the TAC and focus group to solicit feedback on concept designs and site locations.

TASK 4.3 DEMONSTRATION PROJECT EVENTS

The Alta team will coordinate and facilitate six temporary demonstration projects events. These events will bring to life the pedestrian infrastructure recommendations developed during Task 4.1 and engage members of the focus group and TAC.

We propose the six demonstration events will be rolled out in a maximum of two phases. We have found that grouping events together is the most efficient use of staff time and resources. This approach also helps to generate enthusiasm and support for the project by concentrating the visibility of the demonstration projects. The duration of each demonstration project event will be dependent on community and local staff input, permitting requirements, and other factors. Alta will purchase and provide storage for all materials needed to construct the temporary projects. Project materials will be property of RTC and storage responsibilities will be transferred from Alta to RTC at end of the project contract. Based on our experience constructing pedestrian infrastructure demonstration projects, we estimate each temporary project will cost between \$2,000-\$3,000. The exact cost per demonstration project will depend on the scale and detail of the concept design, constructions materials, and permit fees if applicable.

RTC will pre-approve any expenditures for the demonstration projects. All material expenses associated with the demonstration projects are to be paid by RTC separately up to an approved maximum amount.

TASK 4.4 DEMONSTRATION PROJECT EVALUATION

We will outline a documentation and evaluation plan at the outset of the project. The process will include a public survey component (available at each demonstration project), focus group feedback, and field observations. It is essential not just to record the successes, but also the setbacks and challenges of the events, so that information summarized and shared will benefit future projects.

The documentation and evaluation plan will include:

- Cursory traffic analysis with before and after evaluations (traffic modeling excluded)
- A survey form and survey implementation actions
- An interview script and list of categories of key persons to interview
- Photography plan (types of photographs, labeling protocol, and photo release form)

After each event, we will host a debrief meeting with RTC staff, focus group, and/or TAC members to discuss and document successes, lessons learned, and unique features of each demonstration project event. The evaluations from the six demonstration events will be consolidated and submitted to the RTC as a technical memorandum and will be included in the Final Report.

Task 4 Deliverables

- Pedestrian Improvement Toolbox - One electronic copy, six (6) printed and bound hardcopies, one for each jurisdiction.
- Site Plans for six temporary demonstration projects
- Demonstration project evaluation memorandum

Task 5. Final Report

TASK 5.1 DRAFT REPORT

The Alta team will make revisions to the deliverables from Tasks 2-4 based on RTC, TAC, focus group, and local jurisdiction staff. The Alta team will prepare a draft report and submit it to the RTC for review and comment. The Alta team will collect one consolidated list of comments and will prepare a final punch list of requested revisions to the report, and submit this to the RTC for concurrence. The draft report will be presented to the TAC as outlined in Task 2.3.

TASK 5.2 FINAL REPORT

The final report will be submitted to RTC in the following formats:

- One high-resolution electronic document suitable for printing
- One printed and bound hardcopy

Task 5 Deliverables

- Draft Report
- Draft Report punch list of requested revisions
- Final Report