

DRAFT

# Public Involvement Plan

As Part of the Environmental Review Process for the  
Downtown Access Project  
(I-515/US 95/US 93)  
Las Vegas, Nevada

Federal Highway Administration, Nevada Division  
Nevada Department of Transportation



NDOT Project Number: 74291  
FHWA Project Number: SPI-515-1(040)

August 2023

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# 1.0 PROJECT DESCRIPTION

The Nevada Department of Transportation (NDOT), in coordination with the Federal Highway Administration (FHWA), is preparing an environmental impact statement (EIS) to evaluate potential improvements to address the aging bridges and provide reliable travel along a 4-mile-long segment of Interstate 515 (I-515)/U.S. Highway 95 (US 95)/U.S. Highway 93 (US 93). The project is referred to as the Downtown Access Project or US 95.<sup>1</sup> The study area is in the City of Las Vegas and Clark County, Nevada, as shown on Figure 1-1.

Figure 1-1. Study Area



Table 1-1 shows select demographic data for the state, county, city, and 0.25-mile area surrounding the project corridor. Most of the residential areas adjacent to the study area are environmental justice populations because they have a significantly higher percentage of minority population compared to the city, county, and state. When comparing residents who identify as Hispanic or Latino, the study area has a much greater Hispanic population than the city, county, and state. The study area also meets the definition of a low-income population because the rates of poverty (households at or below the U.S. Department of Health and Human Services poverty threshold) are significantly higher than the poverty rates in the city, county, and state. The study area contains a greater population of people with disabilities as well as a greater population of people with limited English proficiency than the comparison population.

<sup>1</sup> While I-515 and US 93 are also routed along this segment of freeway, this document will refer to US 95 rather than I-515/US 95/US 93 because most Las Vegas residents refer to it as US 95.

**Table 1-1. 2021 Census Comparison of Select Demographic Data**

| Characteristic                               | Nevada    | Clark County | Las Vegas | Study Area <sup>[a]</sup> |
|--|-----------|--------------|-----------|---------------------------|
| Total Population                             | 3,059,238 | 2,231,147    | 634,786   | 43,572                    |
| Minority Population <sup>[b]</sup>           | 53%       | 59%          | 58%       | 81%                       |
| Hispanic or Latino Population <sup>[c]</sup> | 29%       | 32%          | 34%       | 59%                       |
| Low-Income Population <sup>[d]</sup>         | 13%       | 14%          | 15%       | 33%                       |
| Limited English Proficiency <sup>[e]</sup>   | 5%        | 6%           | 7%        | 14%                       |
| Spanish-Speaking                             | 21%       | 23%          | 25%       | 38%                       |
| Disabled                                     | 12%       | 13%          | 11%       | 18%                       |

<sup>[a]</sup> The study area consists of census tracts and block groups within the 0.25-mile buffer of the project corridor.

<sup>[b]</sup> Minority population reflects people who do not identify as “White Alone.”

<sup>[c]</sup> The U.S. Census collects data on Hispanic or Latino origin (ethnicity) in separate questions from race. Respondents have the option to choose “Hispanic or Latino” or “Not Hispanic or Latino” and also choose any race.

<sup>[d]</sup> Percentage of families and people whose income in the past 12 months is below the U.S. Department of Health and Human Services definition of poverty level. The study area percentage of low-income families and people is a weighted average.

<sup>[e]</sup> The limited English proficiency population includes those 5 years and older who report speaking English “not well” or “not well at all.”

Source: U.S. Census Bureau 2021

## 2.0 PUBLIC OUTREACH TEAM

The primary members of the Downtown Access Project who provide public outreach direction, management, planning, implementation, and support are the following individuals:

**Table 2-1. Public Outreach Team Roles and Contact Information**

| Name              | Title                              | Phone        | Email                        | Outreach Role     |
|-------------------|------------------------------------|--------------|------------------------------|-------------------|
| Ryan Wheeler      | NDOT Project Management            | 702.671.8876 | rwheeler@dot.nv.gov          | Program Oversight |
| Ken Gilbreth      | Jacobs Project Management          | 702.953.1207 | ken.gilbreth@jacobs.com      | Program Oversight |
| Chris Young       | NDOT Environmental                 | 775.888.7687 | cyoung@dot.nv.gov            | Program Oversight |
| Mary Taitano      | NDOT Environmental                 | 702.385.6506 | mtaitano@dot.nv.gov          | Program Oversight |
| Charlie Webb      | Jacobs Environmental Lead          | 414.847.0248 | charlie.webb@jacobs.com      | Program Oversight |
| Cassie Mlynarek   | NDOT Public Involvement Specialist | 702.232.5288 | cmlynarek@dot.nv.gov         | Program Oversight |
| Justin Hopkins    | NDOT Public Information Officer    | 702.385.6509 | jhopkins@dot.nv.gov          | Program Oversight |
| Joey Paskey       | City of Las Vegas Lead             | 702.229.2212 | jpaskey@lasvegasnevada.gov   | Program Oversight |
| Debi Bohnet       | Jacobs Public Outreach Lead        | 702.953.1239 | debi.bohnet@jacobs.com       | Outreach Lead     |
| Ericka Aviles     | Minority Outreach                  | 702.300.7670 | ericka@erickaaviles.com      | Outreach Support  |
| Shaundell Newsome | Minority Outreach                  | 702.562.6397 | shaundell@sumnumarketing.com | Outreach Support  |

## 3.0 PUBLIC OUTREACH PROGRAM GOALS

The goals of this outreach program are outlined herein. Project strategies and tactics will be evaluated based on how they meet the following goals and objectives and will be redirected as necessary.

Goals:

- Successfully meet NDOT's outreach requirements and expectations
- Successfully accomplish all FHWA National Environmental Policy Act (NEPA), Environmental Justice, and Title VI federal public involvement standards
- Achieve compliance with Environmental Justice requirements (Executive Order 12898) by involving minority and low-income populations that have traditionally been under-represented to give them equal access to the decision-making process
- Provide accurate and timely information regarding the environmental study, potential impacts, and benefits to affected stakeholders, residents and businesses
- Seek input from the public — including business owners and operators, residents, commuters, government representatives, visitors, and other corridor users — to help develop solutions that will best meet the needs of those who live near or use this corridor
- Work collaboratively with corridor stakeholders, residents, and businesses to receive feedback and comments regarding this project
- Provide abundant avenues through which stakeholders can actively obtain information, provide feedback, ask questions, or voice concerns
- Successfully address, mitigate, and help resolve questions or concerns from the public
- Keep representatives of local governing bodies and stakeholder groups involved and informed of the study and its progress
- Encourage stakeholders, residents, and businesses to be active partners in the environmental study

## 4.0 PROJECT STAKEHOLDERS

This project will impact a wide variety of stakeholders along the corridor, from residents and small business owners to large corporations like casino/hotels, community facilities, and local and out-of-state commuters.

### 4.1 Large-Campus Facilities

There are business and government facilities along the corridor with large footprints that have a sizable stake in this process (such as the City of Las Vegas Fire Station 1, City of Las Vegas Parks & Recreation facilities, Zappos campus, and Boyd Gaming). It is imperative to have continuous dialogue with these facilities and ensure they are active in the environmental study process. The outreach team will foster relationships with these larger stakeholders in the stakeholder working group, as well as meet with their staff one-on-one as needed.

### 4.2 Corridor Residents

There are many single-family residences along the corridor, as well as several multi-family complexes. Many of the people living in this corridor are long-time residents. A large percentage of the population is classified as low-income, minority, and elderly. Learning more about their transportation habits and needs for everyday living will provide important information necessary for the process and to help inform decisions. The team will reach out to residents and seek their input through public meetings, door-to-door surveys, and other outreach efforts when necessary, as part of the Environmental Justice outreach efforts. Refer to the *Environmental Justice Targeted Outreach Plan* (<https://ndotdap.com/environmental>) for more details.

### 4.3 Corridor Businesses

Retail and commercial facilities are sprinkled throughout the corridor. Seeking input from them will provide valuable insight into how customers use the corridor to reach their establishment, transportation and transit needs, and what is necessary to maintain flow into and out of their establishments. Interaction with corridor businesses will be via public meetings, direct mailers, distributed printed media, and email updates. Contact information will be collected from businesses directly impacted by the project and used to request feedback.

### 4.4 Schools and Recreational Facilities

The corridor includes several community recreational facilities and schools. Interaction with schools and recreational facilities will be via public meetings, direct mailers, distributed printed media, and email updates. These facilities may also serve as venues for meetings with the community.

### 4.5 Traveling Public/Commuters

The traveling public will be a valuable resource during the study, providing insight into current corridor use and needs. Due to the large numbers of stakeholders, the team will reach out to them through public meetings and posting notices at appropriate locations, including stores and restaurants with high traffic volumes throughout the corridor.

## 4.6 Emergency Service Providers

Emergency service providers such as City of Las Vegas Fire Department, Las Vegas Metropolitan Police Department, Nevada Highway Patrol, and local ambulance carriers can provide information about their use of the corridor, issues, and needs. The outreach team will include them in our stakeholder meetings and engage the Traffic Incident Management Coalition to learn about their needs and specific use of the corridor.

## 4.7 Individual Stakeholders Impacted by the Project

The agencies and companies below will be informed of the project and asked to participate in the project's environmental process. Participation will include, at a minimum, meetings of the Downtown Stakeholder Group, individual meetings and presentations, and public meetings.

- Amistad Cristiana
- Boyd Gaming
- Cashman Field
- CIM Group
- City of Las Vegas, including City Council members
- City of Las Vegas Fire Station 1
- City of Las Vegas Parks & Recreation
  - Dula Community Center
  - Las Vegas Senior Center
- Clark County, including Commission members
- Department of Public Safety
- Derek Stevens Properties
  - The D
  - Golden Gate
  - Circa
- Downtown Boys & Girls Club
- Downtown Project
- Fremont Street Experience
- Future development planned in the surrounding area
- International Market Centers
- Nevada Trucking Association
- Las Vegas Metropolitan Police Department
- Las Vegas Rescue Mission
- Latin Chamber
- Molasky Group
- Nevada Highway Patrol
- Nevada Ready Mix
- Union Pacific Railroad
- Regional Transportation Commission of Southern Nevada
- Southern Nevada Regional Housing Authority
- Southern Nevada Water Authority
- Steel Edge
- The Doyle
- The Mob Museum
- The Smith Center
- Urban Chamber
- Vegas Chamber
- Zappos



## 5.0 PUBLIC OUTREACH PROGRAM STRATEGY

The following strategies will be used to meet and exceed the goals of the public outreach program for the Downtown Access Project, as well as follow the federal NEPA requirements. Some of these strategies may be redirected and altered during the project to better fit the project and NDOT's needs.

### 5.1 Project Branding and Messaging

To create a visible, recognizable project, all project materials, collateral, and communication tools will convey the pre-approved brand and messaging. This will ensure consistency of design and message for easier project identification. All materials will be reviewed and approved by NDOT.

### 5.2 Project Website

A standalone, project-specific website has been developed and will be maintained for the duration of the project – [www.ndotdap.com](http://www.ndotdap.com). The website includes the latest project information, environmental process information, community engagement details, an opportunity to sign up for project updates, and an archive of previous public meetings and project materials. The site is linked to NDOT's main website and will be advertised on project materials, public announcements, and at public venues. This site was designed and developed prior to the first public meeting with NDOT oversight, input, and approval.

### 5.3 Project Outreach Materials and Collateral

The outreach team will work with project management and the NDOT communications office to develop, update, and distribute printed and electronic versions of project educational materials (in both English and Spanish) to study area stakeholders in its effort to provide accurate and timely information on the study and offer opportunities to participate. All materials will be properly branded and messaged and consistently reviewed for accuracy and timeliness of information. These items will be available online, at public meetings (for this project and adjacent projects) and distributed at events deemed appropriate by NDOT.

### 5.4 Social Media

Social media pages for the project have been created and are active on Twitter, Facebook, and Instagram (@ndotdap). All posts are in English and Spanish. These accounts and their messages will be managed in accordance with NDOT standards and practices. Posts will be shared on NDOT's social media pages to expand reach, as appropriate.

### 5.5 Public Information Meetings

Public information meetings are held at critical milestones of the environmental study. The meetings will be announced in English and Spanish via postcard to residents and businesses near the project corridor, print and digital advertising, social media, morning traffic anchors on the local news, and extensive grassroots outreach to the community. The meetings will be documented and included in the project record.

NDOT held its first public information meeting virtually because of the declared Covid-19 emergency, from August to September 2020. This meeting informed potential stakeholders of the project and

solicited feedback for the NEPA process. Over 1,300 new users participated in the meeting and NDOT received more than 100 public comments.

The second public meeting was held online from January 17 to February 15, 2022, with an in-person event held on January 25, 2022. This meeting informed stakeholders of the three proposed Build Alternatives along with comparison details for environmental impacts, right-of-way impacts, cost, estimated construction timeframe, etc. In preparation for this meeting, 3D visualizations of each alternative were created to help communicate the project details to the public. The online meeting had nearly 4,000 visitors and the in-person meeting had 46 attendees. NDOT received 59 comments.

The third public meeting is scheduled to be held online from August 14 to September 14, 2023, with an in-person event on August 29, 2023.

A public hearing will be held in Spring 2024 after the release of the Draft EIS.

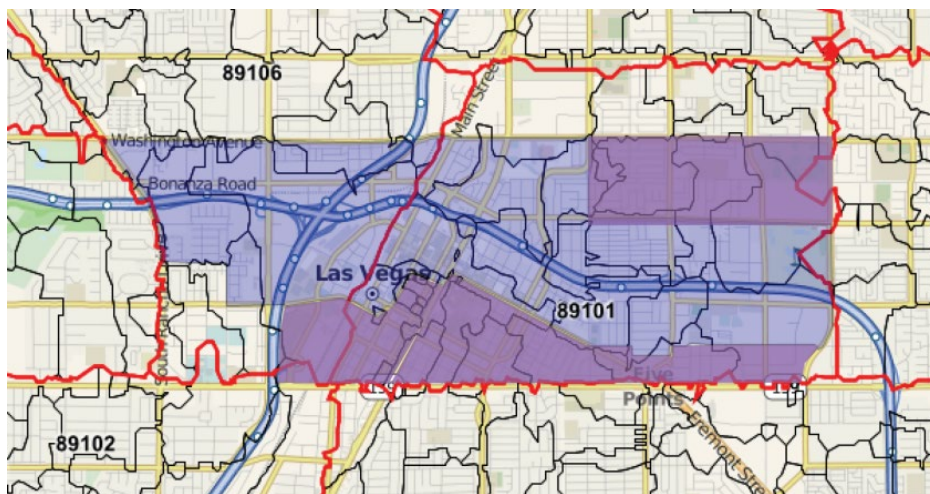
## 5.6 Community Stakeholder Notification

In accordance with NDOT and FHWA specifications, the outreach team notifies property owners, residents, and businesses directly adjacent to the project of any upcoming outreach activities. The team maintains a stakeholder database that currently exceeds 1,600 people. Notices and posters (in both English and Spanish) are displayed prominently in public locations throughout the corridor prior to any meetings or outreach activities.

Mailings to Date (mailing footprint shown on Figure 5-1):

1. January 2020: Intent to Study Letter
2. August 2020: Public Information Meeting #1
3. March 2021: Street Closures Campaign
4. May 2021: Environmental Justice Survey
5. December 2021: Community Enhancement Survey
6. January 2022: Public Information Meeting #2
7. November 2022: Announcement of Project Office/Recruiting for Community Conversations

**Figure 5-1. Public Outreach Mailings Footprint**



## 5.7 Media Relations

The outreach team assists the NDOT communications office — which serves as the media relations lead — with any media-relations tasks, as directed. The team archives related news stories for project documentation.

The outreach team actively develops news releases, advisories, public service announcements, community calendar items, and other information relevant to the media regarding the study. These items are being developed on an as-needed basis in conjunction with major project activity/impacts and milestones.

As directed, bilingual team members participate in Spanish language media outreach. Efforts include working closely with multicultural and grassroots media partners to ensure their readers and audiences are getting the information. All media items and relations are to be pre-approved by NDOT, with NDOT disseminating the message(s) to the media.

## 5.8 Paid Media

The team will explore a more comprehensive paid media approach, based on project needs, which may include media buys with local television, radio, mailers, and print publications, as well as online channels such as Facebook ads.

## 5.9 Public Outreach Surveys

Surveys are used during execution of the study as appropriate.

Street Closures Survey – NDOT completed a street closures outreach campaign in March and April 2021. During this survey, NDOT simulated the proposed street closures for a period of 5 weeks and requested feedback from the public about the street closures during this time. The public could provide feedback in English or Spanish via an interactive online survey, a phone hotline, during stakeholder meetings before and during the test closures, or to project team members that distributed information to the public in-person. NDOT received approximately 450 comments during this survey. Although the feedback generally opposed closing the streets, most respondents supported improving US-95.

Subsequently, in May and June 2021, NDOT surveyed all of the households within 0.25-mile of the project's right-of-way, excluding the areas west of US-95 where no right-of-way acquisition or displacements would occur. The purpose of this survey was to 1) ensure adjacent residents are aware of the proposed project, 2) confirm the accuracy of Census data for the area, and 3) learn how often adjacent residents use US-95.

A survey (in English and Spanish) was mailed to approximately 8,900 homes. Several weeks later, the project team visited 1,300 of the households closest to US-95. During the door-to-door survey, the project team made contact with 135 residences. Overall, 701 households responded to the survey via mail, phone, website, and in-person during the door-to-door survey. The survey inquired about:

- Number of individuals that lived within each residence
- Age of residents
- Whether the residents have a disability
- How long the residents have lived in their home
- Race and ethnicity of the residents

- Predominant language spoken at home
- Whether the home is owned or rented
- Annual household income
- Mode of travel to work/school
- Number of cars the household has access to
- Where residents regularly visit within US-95
- Frequency residents travel on US-95

The survey data do not dramatically differ from the most recent census data; however, the survey did find a lower percentage of Black residents and a higher percentage of Hispanic residents. Also, about 2/3 of those who responded to the survey use US-95 at least weekly.

From December 17, 2021 through January 17, 2022, NDOT surveyed adjacent residents and businesses regarding potential mitigation measures for the project. NDOT will continue to conduct extensive outreach to elected officials, stakeholders, and neighborhoods throughout the duration of the project.

### 5.10 Community Stakeholder Meetings

Community meetings will be held throughout the duration of the study to provide updated information to stakeholders, inform them of potential benefits and impacts, and seek input into the environmental recommendations.

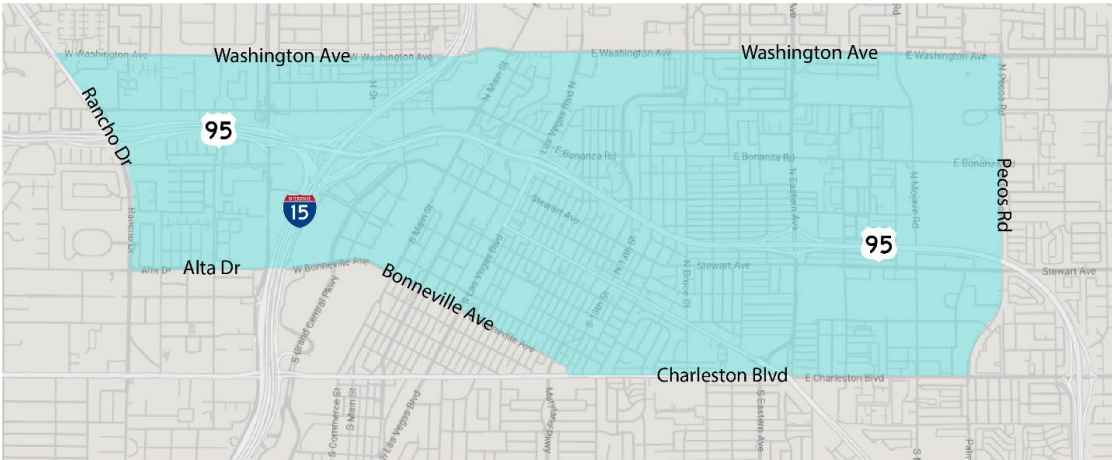
### 5.11 Government Affairs

Because of the dynamic nature of this project and its significance, a solid government affairs strategy is prudent to project success. The outreach team will develop briefing materials for the project to be presented to elected officials at the local, regional, and state levels.

### 5.12 Community Conversations

Community conversations were conducted to cultivate more meaningful relationships with the community through a consistent presence to develop a true partnership that benefits the community long-term. The target audience is residents, businesses, and community leaders most likely to be impacted by the project, either from right-of-way acquisition or proximity to the expanded freeway. The outreach area shown on Figure 5-2 was approved by FHWA and EPA for this effort.

Figure 5-2. Community Conversations Outreach Area



### Phase 1 (kitchen-table style conversations in groups of 10 to 12)

- Conversations Held
  - Residential (English) – Spanish interpretation available:
    - 2022: 8/27, 9/27, 10/17, 12/15
    - 2023: 1/7, 1/17, 1/23
  - Residential (Spanish):
    - 2022: 12/6
    - 2023: 1/19
  - Faith-Based Leaders: 11/10/22
  - Las Vegas Metropolitan Police Department Downtown Area Command: 11/17/22
  - Small Business: 12/1/22
  - Large Business/Organizations: 12/13/22 (Virtual)
  - Downtown Vegas Alliance: 1/17/23
  - Unhoused Survey: Jan 2023
  - Paiute Tribe: 1/19
- Discussion Topics/Questions
  - How could a new freeway benefit/better connect the community? What type of freeway would you like to see? Thoughts on the project’s purpose and need? Types of community enhancements? Maryland Parkway High-Occupancy Vehicle?
- Compensation for participation (\$50 Visa gift card)
- Food and beverage provided
- Coloring books and activities to keep younger kids occupied

### Phase 2 (follow-up meetings)

- English (in-person: 6/5/23, virtual: 6/8/23)
- Spanish (virtual: cancelled due to no interest, in-person: 6/15/23)
- Open to all Phase 1 participants
- Reviewed input from small group discussions.
- Discussed efforts by NDOT team to move project forward based on feedback.
- Provided \$50 gift card for each participant.

### Future Phases

- Continue to keep participants engaged in a meaningful way as the project moves forward. This could be quarterly meetings, surveys, etc.

## 5.13 Project Office

In an effort to become part of the community, a project office that is easily accessible to those who live and work in the area has been established. To start, the team will use office space inside a community

partner's building (East Las Vegas Community Center). This will be a place for the community to come for project information, but more importantly, the team wants this space to become a location for community gatherings.

The office opened on November 14, 2022, and was announced via press release, social media, postcard to residents in businesses in outreach area shown on Figure 5-1, and via email to the project database of 1,200+ people. The office is staffed on Tuesdays and Thursdays from 4 pm to 7 pm to correlate with the community center's busier times. This schedule is subject to change.

## 5.14 Community Partnerships and Events

The project team will continue to build partnerships with community leaders and organizations, which will be vital to the project's success. A list of events and opportunities to engage the communities follows.

- Participate in local events hosted by Ward 3, Ward 5, Latin Chamber, Urban Chamber, Commissioner McCurdy, and others.
  - 10/4: Las Vegas Metropolitan Police Department Downtown Area Command National Night Out
  - 10/15: East Las Vegas Community Center Fiesta (Grand Opening)
  - 12/17: City of Las Vegas Winter Wonderland (sponsored by CW Diaz and Commissioner Segerblom)
  - 3/25: Cesar Chavez Celebration
- Create videos of elected officials and community leaders to help with calls to action, as appropriate, based on phase of project/community input needed.
- Host event and/or table at community gathering locations, such as Hollingsworth Elementary School, East Las Vegas Community Center, East Las Vegas Library, Dula Community Center, Stewart Market parking lot, Southern Nevada Regional Housing Authority complex, and others as appropriate.
  - 11/30: Hollingsworth Elementary School Pastries with Parents
  - 6/8, 6/15: East Las Vegas Community Center
- Sponsor community events that help the team reach the target audience.

### Stakeholder Meetings and Presentations

Maintain all current stakeholder contacts and extend to include new stakeholders, as appropriate. Continue to identify opportunities with stakeholders and the customers they serve to conduct presentations to other groups including board of directors, advisory councils, neighborhood groups, etc. to help reach a wider group within each organization and the overall community.

### Neighborhood Canvassing

Target neighborhoods where project participation is low; encourage them to attend public meetings, community events where we will have presence, and provide details about the project office.

### Newsletter

Newsletter to be emailed on a quarterly basis (was previously based on specific outreach efforts) with content that mirrors latest call to action or review of community events (recent and upcoming).

- August 2020: Public Information Meeting

- August 2021: Announcement of project social media pages
- December 2021: Community Enhancement Survey
- January 2022: Public Information Meeting
- November 2022: Project Office Announcement and Community Conversation Recruiting
- May 2023: Community Conversation Summary/Next Steps
- August 2023: Public Information Meeting
- Late 2023: Identification of Preferred Alternative
- May 2024: Public Hearing

## 5.15 Title VI/Limited English Proficiency Outreach

Title VI/Limited English Proficiency outreach strategies are the following:

- Seeking out, building, and maintaining a comprehensive database of mail and email contact information for Environmental Justice communities and advocacy groups
- Partnering with senior, disability, social service, transit, and area Hispanic liaison offices to provide information regarding the project
- Inviting Environmental Justice communities to comment and coordinating with advocates to attend already scheduled meetings
- Advertising meetings at neighborhood centers along the project corridor using flyers and static displays
- Placing ads in Hispanic publications
- Translating all project materials to Spanish
- Providing interpreters (Americans with Disabilities Act [ADA] and Spanish) free of charge at the public meetings/hearings
- Engaging audiences through greater use of visuals, larger font, and simpler language in flyers, display boards, and presentations
- Holding meetings at ADA-accessible locations
- Translating features on the project webpage, especially the online meetings
- Providing font enlargement features on the project webpage
- Coordinating information distribution to focused communities based on Geographic Information System mapping and socioeconomic and demographic information, such as environmental justice insight

## 5.16 Early Right-of-Way Support

The outreach team may start initial discussions, in coordination with right-of-way team members, for relocation: Nevada Ready Mix, Wat Lao, Southern Nevada Regional Housing Authority, Office of New Americans, Immigrant Home Foundation, etc. The team will work with FHWA and NDOT to have right-of-way information translated to other languages (such as Laotian), as needed. When appropriate, right-

of-way meetings will be held at the project office on a regular basis to discuss the process and answer questions and concerns from the community.

## 5.17 Assets

- Downtown Access Project-branded items to hand out at events
  - Chapstick
  - Pens
  - Post-it pads
- Marketing materials
  - Fact Sheet
  - Business Card
  - Postcard



# 6.0 PROJECT SCHEDULE

This schedule is preliminary and subject to change.



|               | 2020  |                                   | 2021                           |                              |                   |    | 2022 |   |    |   | 2023                     |    |    |    | 2024                                       |    |                               |  |
|---------------|---|-----------------------------------|--------------------------------|------------------------------|-------------------|----|------|---|----|---|--------------------------|----|----|----|--|----|-------------------------------|--|
|               |   | Q1                                | Q2                             | Q3                           | Q4                | Q1 | Q2   | Q3  | Q4 | Q1  | Q2                       | Q3 | Q4 | Q1 | Q2   | Q3 | Q4                            |  |
| Environmental | Intent to Study Mailing   | Agency Scoping Meeting            |                                |                              |                   |    |      |   |    | Agency Review: Range of Alternatives Considered | Publish Notice of Intent |    |    |    | Draft Environmental Impact Statement (EIS) |    | Final EIS/ Record of Decision |  |
|               | <i>Environmental Document Impact Analyses includes: Air Quality, Environmental Justice, Noise, Cultural Resources, Community, Threatened and Endangered Species, Hazardous Material, Residential and Business Displacements</i>         |                                   |                                |                              |                   |    |      |   |    |   |                          |    |    |    |  |    |                               |  |
| Design        | Alternatives Development  | Value Analysis                    | Cost Risk Assessment           | Alternatives Update          |                   |    |      |   |    | Alternatives Update                             |                          |    |    |    | Identify Preferred Alternative             |    | Select Preferred Alternative  |  |
| Outreach      | Virtual Public Meeting  | Proposed Street Closures Campaign | Environmental Justice Campaign | Community Enhancement Survey | Public Meeting #2 |    |      | Community Conversations Opened Project Office |    |   | Public Meeting #3        |    |    |    | Public Hearing                             |    |                               |  |
|               | Continuous Public/Stakeholder Communications<br><i>Business and residential meetings, special interest group meetings, project update emails, social media posts, agency coordination, email and community feedback line responses.</i> |                                   |                                |                              |                   |    |      |   |    |   |                          |    |    |    |  |    |                               |  |

\*Subject to change

