

**REGIONAL TRANSPORTATION COMMISSION**  
**OF SOUTHERN NEVADA**

***Notice and Agenda of Public Meeting***



**SOUTHERN NEVADA STRONG  
STEERING COMMITTEE**

**PLEASE NOTE  
TIME CHANGE**

**Thursday, April 25, 2024, at 10:30 AM**

**RTC Administration Building  
600 S. Grand Central Parkway, Room 108  
Las Vegas, NV 89106  
(702) 676-1500**

The Regional Transportation Commission of Southern Nevada (RTC) encourages citizen participation at its public meetings. During the initial Citizens Participation, any citizen may address the Southern Nevada Strong Steering Committee (Committee) on an item featured on the agenda. During the final Citizens Participation, any citizen may address the Committee on matters within the Committee's jurisdiction, but not necessarily featured on the agenda. No vote can be taken on a matter not listed on the posted agenda; however, the Committee can direct that the matter be placed on a future agenda. The Chair must recognize each citizen. When called on by the Chair, the citizen is asked to approach the microphone at the podium, to state his or her name, and to spell the last name for the record. Comments will be limited to three minutes for both citizens participation comment periods. The RTC appreciates the time citizens devote to be involved in this important process.

Please note that the RTC will no longer read aloud public comments received via email. Any public comments received via email will be included only in the written record. Written public comments relating to the RTC may be submitted via email to [PublicComments@rtcsonv.com](mailto:PublicComments@rtcsonv.com) to be included in the written record of the meeting.

The RTC keeps the official record of all proceedings of the meeting. In order to maintain a complete and accurate record, copies of documents used during presentations should be submitted to the Recording Secretary.

The meeting room is accessible to the disabled. Assistive listening devices are available for the hearing impaired. A sign language interpreter for the deaf will be made available with 48 hours advance request to the RTC offices. Additional language interpretation services are available upon request with a 48-hour advance notice to the RTC. Phone: (702) 676-1500 or TDD: (702) 676-1834.

This agenda, including the supporting materials, is available at the RTC Administration Building, 600 S. Grand Central Parkway, Las Vegas, Nevada, 89106; the RTC's website, [www.rtcsonv.com](http://www.rtcsonv.com); or by contacting Jennifer King by calling (702) 676-1698 or by email at [kingj@rtcsonv.com](mailto:kingj@rtcsonv.com).

In compliance with Nevada Revised Statute 241.035(4), the RTC shall create an audio and/or video recording of the meeting and retain such recording(s) for the required period of time.

This meeting has been properly noticed and posted in the following locations: at the RTC Administration Building, 600 S. Grand Central Parkway, Las Vegas, Nevada, 89106; on the RTC Website at [www.rtcsonv.com](http://www.rtcsonv.com); and on the Nevada Public Notice site at <https://notice.nv.gov>.

Please be advised that the Southern Nevada Strong Steering Committee has the discretion to take items on the agenda out of order, combine two or more agenda items for consideration, remove an item from the agenda, or delay discussion relating to an item on the agenda any time.

1. Conduct a comment period for citizens participation  
[Initial Citizens Participation - Pdf](#)
2. Approve the Minutes: Meeting of October 26, 2023 (FOR POSSIBLE ACTION)  
[SNS Minutes 2023-10-26](#)  
[MINUTES BACKUP: Item 4 - SNS Regional Plan Update Scope](#)  
[MINUTES BACKUP: Item 5 - SNS Steering Committee Structure](#)
3. Designate the Southern Nevada Strong Steering Committee Chair and Vice Chair for 2024 (FOR POSSIBLE ACTION)  
[SNS Steering Committee 2024 Officers - Pdf](#)
4. Provide input on proposed messaging for Southern Nevada Strong Regional Plan outreach (FOR POSSIBLE ACTION)  
[SNS Proposed Messaging - Pdf](#)
5. Receive a presentation on the Nevada Governor's Office of Economic Development Southern Nevada Regional Industrial Study and identify potential next steps (FOR POSSIBLE ACTION)  
[Nevada GOED Southern Nevada Regional Industrial Study - Pdf](#)
6. Provide input on the Southern Nevada Strong Inventory of Underutilized Land, including parameters for defining underutilized land and a draft list of key project stakeholders (FOR POSSIBLE ACTION)  
[Southern Nevada Strong Underutilized Lands Inventory - Pdf](#)
7. Receive an update on the Southern Nevada Water Authority 2024 Water Resource Plan  
[Southern Nevada Water Authority 2024 Water Resource Plan - Pdf](#)
8. Share current work activities and priorities related to implementation of the Southern Nevada Strong Regional Plan  
[SNS Regional Plan Implementation Updates - Pdf](#)
9. Identify future Southern Nevada Strong Steering Committee meeting dates, location(s), and agenda items (FOR POSSIBLE ACTION)  
[Future SNS Committee Meetings and Agenda Items - Pdf](#)
10. Conduct a comment period for citizens participation  
[Final Citizens Participation - Pdf](#)

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Initial Citizens Participation
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Conduct a comment period for citizens participation
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### **FISCAL IMPACT:**

None by this action

### **BACKGROUND INFORMATION:**

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of Southern Nevada (RTC) Southern Nevada Strong (SNS) Steering Committee shall invite interested persons to make comments. For the initial Citizens Participation, the public should address items on the current agenda. For the final Citizens Participation, interested persons may make comments on matters within the SNS Steering Committee's jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the SNS Steering Committee can direct that it be placed on a future agenda.

**MINUTES**  
**SOUTHERN NEVADA STRONG STEERING COMMITTEE**  
**REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA**  
**OCTOBER 26, 2023**

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*These minutes are prepared in compliance with NRS 241.035. Text is in summarized rather than verbatim format.  
For complete contents, please refer to meeting recordings on file at the Regional Transportation Commission of Southern Nevada.*

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**THIS MEETING WAS PROPERLY NOTICED AND POSTED  
IN THE FOLLOWING LOCATIONS ON OCTOBER 19, 2023**

RTC	RTC Website	Nevada Public Notice
600 S. Grand Central Pkwy.	<a href="http://www.rtcnv.com">www.rtcnv.com</a>	<a href="https://notice.nv.gov">https://notice.nv.gov</a>
Las Vegas, NV 89106		

**CALL TO ORDER**

Chair Zane Marshall, SNWA, called the meeting to order at 1:03 p.m. in the Molasky Corporate Center of the Southern Nevada Water Authority Offices.

**MEMBERS PRESENT:**

Zane Marshall, Chair, Southern Nevada Water Authority  
Sami Real, Vice Chair, Clark County Comprehensive Planning (Alternate)  
Nicole Bungum, Southern Nevada Health District (Alternate)  
Lisa Corrado, City of Henderson  
David Damore, The Lincy Institute and Brookings Mountain West  
Seth Floyd, City of Las Vegas (via teleconference)  
Shawn Gerstenberger, University of Nevada, Las Vegas (via teleconference)  
Jared Luke, City of North Las Vegas (Alternate)  
M.J. Maynard, Regional Transportation Commission of Southern Nevada  
Michael Mays, City of Boulder City  
Janet Quintero, United Way of Southern Nevada  
Sondra Rosenberg, Nevada Department of Transportation  
Tick Segerblom, RTC Board of Commissioners Liaison  
Rick Van Diepen, Urban Land Institute  
Marco Velotta, City of Las Vegas (Alternate) (via teleconference)

**MEMBERS ABSENT:**

Rick Baldwin, Clark County School District  
Tina Quigley, Las Vegas Global Economic Alliance  
Vacant, Federal Reserve Bank of San Francisco  
Vacant, Las Vegas Metropolitan Police Department  
Vacant, Southern Nevada Regional Housing Authority  
Vacant, Conservation District of Southern Nevada  
Vacant, Southern Nevada Regional Planning Coalition

**RTC STAFF:**

Andrew Kjellman, Senior Director of Metropolitan Planning Organization  
Deb Reardon, Manager of Regional Planning  
Grant Shirts, Senior Transportation Planner  
Miguel Davila, Senior Regional Planner  
Michelle Larime, Senior Regional Planner  
Marin DuBois, Government Affairs Supervisor  
Tiffany Voss, Administrative Specialist



**INTERESTED PARTIES:**

Cinthia Moore, Nevada Environmental Justice Coalition

Jackie Spicer, Nevada Environmental Justice Coalition

Amanda Voskov, Nevada Housing Coalition

Shawn McCoy, University of Nevada, Las Vegas Lied Center for Real Estate

Minjia Yan, Asian American Pacific Islander Chamber of Southern Nevada

**Item:**

1. Conduct a comment period for citizens participation

**Comments:**

Ms. Amanda Voskov made the following comment:

*Hi, everyone. My name's Amanda Voskov. I'm the Government Affairs and Policy Manager for the Nevada Housing Coalition, happy to be here today. Really applaud this group for convening stakeholders to solve regional problems, and something that is a story I know you've all have heard is that housing affordability is increasingly an issue in Southern Nevada. Since the last Southern Nevada Strong Regional Plan, the median home price has risen by 48.9%, as of September 2023. Additionally, there is little to no naturally occurring affordable housing anymore. It's an achievement that our inventory of subsidized housing has grown since 2015. However, when we factor in Clark County's population growth, this increase still isn't meeting the needs of the population because the number of subsidized units has decreased from 10.6 per thousand from 2014, to 9.6 per thousand in 2022. So simply put, our subsidized housing inventory, in proportion to our population since the last plan was approved, has net decreased by about 10 percent. So, in this plan, the Housing Coalition would like to see devoted attention to the issue of housing affordability, especially since it's more pressing since the past plan and will continue to be going forward, and to address this problem regionally, we need to consider things like preserving our existing affordable housing inventory, expanding our new affordable housing inventory, efficient land use for affordable housing developments, and nowadays, that doesn't just mean seeking HOME funds or affordable developers seeking LIHTC credits. Now that means compliance with the affordable housing tools and NRS 278, strategic land acquisition, and even green energy initiatives. So, looking forward to that conversation, thank you.*

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

2. Approve the Minutes: Meeting of July 27, 2023 (FOR POSSIBLE ACTION)

**Comments:**

No comments were made.

**Motion:**

Ms. Nicole Bungum, Southern Nevada Health District, motioned to approve the minutes of the July 27, 2023, meeting.

**Vote/Summary:**

15 Ayes. 0 Nays. The motion carried.

Ayes: Zane Marshall, Sami Real, Nicole Bungum, Lisa Corrado, David Damore, Seth Floyd, Shawn Gerstenberger, Jared Luke, M.J. Maynard, Michael Mays, Janet Quintero, Sondra Rosenberg, Tick Segerblom, Rick Van Diepen, Marco Velotta

Nays: None

Absent: Rick Baldwin, Tina Quigley

**Item:**

3. Welcome new SNS Steering Committee members and facilitate introductions

**Comments:**

Chair Zane Marshall, Southern Nevada Water Authority, welcomed the new members attending the Southern Nevada Strong (SNS) Steering Committee for the first time. The SNS Steering Committee members took some time going around the room and introducing themselves in turn.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

4. Provide input on the Southern Nevada Strong Regional Plan update process, goals, and scope (FOR POSSIBLE ACTION)

**Comments:**

Following a detailed PowerPoint presentation [attached], Ms. Deb Reardon, Regional Planning Manager for the Regional Transportation Commission of Southern Nevada (RTC), introduced the Southern Nevada Strong (SNS) Regional Plan (Plan) update scope, and described the background and ongoing goals of the Plan in working toward a more sustainable community. However, much has changed in the past 10 years since the Plan was originally drafted, so an update would be helpful.

Ms. Reardon mentioned the challenges of finding affordable housing and the protection of natural resources are top issues that could be addressed through coordinated regional planning. A Plan update would allow the region to update its vision map for growth and other long-term planning efforts. Ms. Reardon stated that the RTC's goal was not to dictate development of the region but, rather, facilitate information sharing and collaboration that would allow regional stakeholders to direct improvements through an evidence-based lens. This is one of the top goals of the SNS Steering Committee. Next, she introduced Mr. Miguel Davila, Senior Regional Planner for the RTC, to describe the planning phases in more detail.

Mr. Davila explained some of the pre-planning efforts undertaken thus far, noting that Task 1 of the Plan update process includes targeted outreach across housing, communities, and industries. This would inform the creation of an infill map and further studies to examine redevelopment opportunities in underutilized parcels within the Southern Nevada Public Land Management Act (SNPLMA) disposable boundary. Working groups would be formed from there to leverage the data inputs and begin work on identified tasks. Mr. Davila noted that research efforts have indicated that certain economic issues like rent increases disproportionately affect minority populations in the area. Due to this, the SNS team is partnering with the Nevada Environmental Justice Coalition to perform community listening sessions on top concerns for community members in Southern Nevada.

Next, Ms. Jackie Spicer, Nevada Environmental Justice Coalition, shared updates from these community listening sessions. She first noted increases in rent as well as increases in household size, with many people living in increasingly crowded home conditions. Respondents also reported that

they prefer to avoid public transit because of issues with scheduling, safety, and long travel times. Ms. Spicer said that 11 additional listening sessions had been scheduled to hear from those affected by extreme heat.

Next, Ms. Michelle Larime, Senior Regional Planner for the RTC, mentioned that the procurement process for the Plan update would be underway for the bulk of the SNS update work. She briefly described the scope of the update and said the full scope was available in the agenda backup. She reviewed the planning process for the update, noting that it was focused on a robust, long-range planning effort to turn the SNS vision map into an actionable, parcel-based guide for future growth decisions.

Task 2 of the scope, Ms. Larime continued, involved performing a regional housing market analysis, with the goal of updating the regional assessment of current and future housing needs in the Southern Nevada region. It would also inform development of scenarios around housing strategies that will be in the final Plan itself. This analysis focuses on four areas, including housing and land supply, housing needs, housing stability barriers, and ongoing education.

Ms. Larime remarked that discussions with stakeholders have highlighted the need to focus on housing stability as a key component. This would help address the needs of unhoused and other housing-vulnerable populations.

Then, Mr. Grant Shirts, Senior Transportation Planner for the RTC, described the regional scenario planning process, describing how these involved assessments of various regional metrics to create “scenarios”, or possible futures, built on existing data and assumptions. These are helpful tools for gathering valuable feedback from stakeholders and the public about preferred growth scenarios for the region. Gaps in the region’s current land use and transportation forecast modeling tool show a shortfall between anticipated population growth and planned future land use. Scenario planning will help illuminate possible solutions to these concerns.

Mr. Shirts reviewed various scenarios that were generated as part of regional planning efforts from the Truckee Meadows Regional Planning Agency. Based on the assessments, four scenarios were identified, including a classic scenario, a McCarran scenario, smart greenfield scenario, and an infill scenario to study different regional and community impacts of land use and transportation decisions. Based on research and engagement through the SNS update and scenario planning, a consensus vision will be developed that will seek to provide a cohesive path forward. It will also provide benchmarks to measure progress and help raise awareness of everyone’s role in bringing about a desired future for the community.

Ms. Lisa Corrado, City of Henderson, mentioned that the software used to generate the scenarios was now obsolete, stating that land use modeling is currently based on historic trends. This meant that there were challenges relying on infill modeling to drive economic investment.

Ms. Sondra Rosenberg, Nevada Department of Transportation (NDOT), mentioned that the scenarios also include cost planning analyses and other data that could still be helpful tools. Ms. Corrado agreed.

Commissioner Tick Segerblom, RTC Board of Commissioners Liaison, asked how the water resource angle factored into the assessment. Ms. Corrado said that water usage was assessed based on different types of developments modeled, so different development and infill strategies create different resource needs.

Ms. Reardon referred back to the scope of the update and asked the attending members if there were any other issues or questions to bring up.

Mr. Rick Van Diepen, Urban Land Institute, expressed appreciation for how modeling could benchmark other communities.

Vice Chair Sami Real, Clark County Comprehensive Planning, asked how the analysis took into account the balance of housing and jobs. Ms. Larime said that employment was included in the affordability pieces of the analysis.

Vice Chair Real stressed that different types of areas were more supportive of certain developments and wanted to ensure that the study makes a case for diversity in housing needs. Ms. M.J. Maynard, RTC, noted there were experts in the area studying these issues who could be referenced in the Plan outreach.

Ms. Corrado said that per past analyses, local incomes are not correlated with housing price, noting a mismatch for housing supply and housing needs. She said it could be helpful to include more information on how to populate task groups and focus engagement efforts effectively to inform the Plan update.

Ms. Janet Quintero, United Way of Southern Nevada, mentioned the need to integrate Spanish language outreach and cultural sensitivity into these efforts as well. Ms. Reardon agreed.

Commissioner Segerblom asked if new development could fund the infrastructure required to sustain growth. Mr. Davila said that he believed this is part of the analysis that was planned, noting that choices would need to be made as a region to support a balance of development and sustainable growth.

Ms. Reardon and Ms. Corrado briefly discussed ensuring that an appropriate amount of the budget would be allocated to community engagement.

Then, Ms. Mijia Yan spoke to make several comments on behalf of the Asian Americans and Pacific Islanders (AAPI) Chamber. She noted that AAPI individuals currently represent the second largest minority group in the state of Nevada, as well as the fastest-growing population. She expressed the AAPI Chamber's interest in getting involved with community engagement efforts, specifically noting work on the Spring Mountain Corridor Redevelopment project. She also mentioned the need to include subgroups in the Plan update to discuss affordable housing, as well as the need to expand the definitions of certain housing types. She expressed the need to address water usage to enable smart growth in the region. She also stated that the AAPI Chamber Foundation is the only foundation that incorporated placemaking into the economic development strategy. This was a key economic and

innovation driver, particularly with attracting younger populations to areas for long-term and stable living in Southern Nevada.

Ms. Cinthia Moore, Environmental Justice Coalition, said that affordable housing discussions need to include utilities, as many older homes are poorly insulated and require more investment. This presents financial hardships that should be accounted for.

Concluding the report, Ms. Reardon said that staff will take this information, make some edits to the scope, and present it again with the input incorporated.

***Motion:***

No motion was necessary.

***Vote/Summary:***

No vote was taken.

***Item:***

5. Evaluate the current Southern Nevada Strong Steering Committee structure and identify changes needed to support the upcoming Regional Plan update (FOR POSSIBLE ACTION)

***Comments:***

Following a detailed PowerPoint presentation [attached], Ms. Deb Reardon, Regional Planning Manager for the Regional Transportation Commission of Southern Nevada (RTC), reviewed how the Southern Nevada Strong (SNS) Steering Committee acts as the recommending body for moving the SNS Regional Plan (Plan) forward. She suggested that members review the language of the bylaws to suggest what edits could be made, noting that it had been recommended that the SNS Steering Committee act as the key decision-maker in the Plan update process. She asked what other considerations the members might want included.

Ms. Lisa Corrado, City of Henderson, said that one purpose could be to act as a tiebreaker or intermediary when disagreements occur within task groups and stakeholder groups. She later added that the group could also function as support across other Plan development aspects.

Commissioner Tick Segerblom, RTC Board of Commissioners Liaison, said the group could be aspirational and raise issues with community members about where they want to go and how to get there.

Then, Ms. Reardon reviewed how active SNS Steering Committee organizations are split up by category, including land use planning, economic development, housing, transportation, health and human services, public facilities and infrastructure, higher education research, and environmental and community perspectives. These are the largest buckets of stakeholders that could make up these groups, but Ms. Reardon asked if the members could think of any to add.

Commissioner Segerblom said that police and criminal justice should also be included as part of the update.

Ms. Nicole Bungum, Southern Nevada Health District, suggested adding an education category.

Mr. David Damore, The Lincy Institute and Brookings Mountain West, suggested adding nonprofits as another option.

Ms. Janet Quintero, United Way of Southern Nevada, said that a category could be added around community engagement.

Ms. Sondra Rosenberg, Nevada Department of Transportation (NDOT), said that an emergency response category could be added too.

From there, Ms. Reardon discussed bringing in other organizations that had not been active, commenting that there had been interest in past presentations to further discuss housing supply. She added that groups like the Las Vegas Metropolitan Police Department and Desert Research Institute are good candidates to include in the SNS Steering Committee. Ms. Reardon asked if there were any other groups the members could think of including.

Ms. Minjia Yan suggested the Asian Americans and Pacific Islanders (AAPI) Chamber as well as the American Institute of Architects (AIA) as options.

Mr. Damore suggested adding in groups from real estate and workforce economic development areas.

Ms. Larime mentioned a comment from the public to add NV Energy.

Mr. Rick Van Diepen, Urban Land Institute, suggested the National Association for Industrial and Office Parks (NAIOP).

Vice Chair Sami Real, Clark County Comprehensive Planning, mentioned including the Southern Nevada Home Builders Association, as well as Clark County Water Reclamation District. She also mentioned Harry Reid International Airport and the need to accommodate its operations as well in balance with redevelopment goals.

Mr. Michael Mays, City of Boulder City, asked if the Bureau of Land Management (BLM) was included.

Ms. Corrado said that representatives from federal, state, and local levels were all being included.

Ms. Rosenberg asked about including groups focused on conservation and natural resources.

Ms. Amanda Voskov, Nevada Housing Coalition, brought up the housing portion and said that getting the perspectives of infill and market rate developers could be beneficial.

Ms. Reardon agreed, stating that the members would have additional chances to provide feedback.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

6. Share current work activities and priorities related to implementation of the Southern Nevada Strong Regional Plan

**Comments:**

Chair Zane Marshall, Southern Nevada Water Authority (SNWA), stated that SNWA staff was bringing an interlocal agreement to its November Board meeting with Clark County and other jurisdictions for the regional climate collaborative. SNWA will also be updating its Board of Directors on the Water Resource Plan in January 2024.

Ms. Nicole Bungum, Southern Nevada Health District (SNHD), said SNHD is working with the Regional Transportation Commission of Southern Nevada to expand pop-up produce stands at the RTC's Bonneville Transit Center.

Mr. David Damore, The Lincy Institute and Brookings Mountain West, said they would be releasing a report looking at industrial development opportunities as well as resources for other issues, such as lessons learned from COVID.

Mr. Andrew Kjellman, Senior Director of Metropolitan Planning Organization for the RTC, said that the RTC had applied for federal grants to perform environmental studies and preliminary design for Charleston Boulevard and Boulder Highway, which will allow the RTC to expand high-capacity transit on those corridors.

Mr. Jared Luke, City of North Las Vegas, said it was continuing to redevelop infill and collaborate with the RTC on how to expand transit.

Mr. Michael Mays, City of Boulder City, said it was working to encourage reinvestment of properties in the area's Historic District, and the City Council has adopted two grant programs that focus on those opportunities. In addition, the City Council adopted an updated landscaping ordinance.

Vice Chair Sami Real, Clark County Comprehensive Planning, said next steps are to take the current Southern Nevada Strong efforts and match them to the efforts being done by Clark County holistically. She said Clark County is looking to expand redevelopment areas to encourage reinvestment. Options for innovative technologies are also being explored to support transit, connectivity, and housing development.

Ms. Sondra Rosenberg, Nevada Department of Transportation (NDOT), said that NDOT is working on its Transportation Emissions Reduction Program to meet the federal requirement for carbon reduction strategies. This strategy is due by November 15, 2023. NDOT also recently completed a vulnerable road user project that will be incorporated into the larger highway traffic safety plan.

Commissioner Tick Segerblom, RTC Board of Commissioners Liaison, said that Clark County is continuously seeking ways to support new developments and striving to meet the needs of the people who live there.

Ms. M.J. Maynard, Chief Executive Officer for the RTC, brought up the issue of funding and ensuring that the region has the infrastructure to support new developments. Transit infrastructure currently

comes up short in this area. She noted that the fuel revenue indexing expires in 2026, so funding sources will need to be in place to support new development.

Ms. Janet Quintero, United Way of Southern Nevada, said it would be beneficial to integrate messaging, pointing out that the United Way of Southern Nevada recently completed a federal funding process that will allow it to launch a new program in December 2023 in conjunction with 12 nonprofits.

Mr. Rick Van Diepen, Urban Land Institute (ULI), said that ULI's role might be best realized by providing expertise and acting as a conduit to the development community. ULI can support the rollout of implementation focused on forward-thinking technologies.

Mr. Marco Velotta, City of Las Vegas, said the City of Las Vegas had been busy implementing the Master Plan, announcing that the annual report to the City Council will occur on November 1. Some of the work being done includes work on the Charleston Boulevard corridor as well as new tree planting projects to be undertaken over the next few years. The City of Las Vegas is also working on other infrastructure opportunities, solar installations, and other projects.

Chair Marshall thanked Mr. Velotta for mentioning the tree funding project before concluding the discussion.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

7. Identify future meeting(s) and agenda items

**Comments:**

Ms. Deb Reardon, Regional Planning Manager for the Regional Transportation Commission of Southern Nevada, asked if any members had agenda items to bring forward at the next meeting. Seeing none, she suggested delaying the meeting to give staff and contractors time to catch up and lead to a more comprehensive update in the spring. She asked the Southern Nevada Strong Steering Committee members for their opinions.

Ms. Janet Quintero, United Way of Southern Nevada, asked if the stakeholder groups will still be active. Ms. Reardon said staff could put energy into smaller task groups to get work started instead. No members objected.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

8. Conduct a comment period for citizens participation

**Comments:**

No comments were made.



Minutes – Southern Nevada Strong Steering Committee  
Meeting of October 26, 2023  
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***Motion:***

No motion was necessary.

***Vote/Summary:***

No vote was taken.

**ADJOURNMENT**

The meeting adjourned at 2:29 p.m.

Respectfully submitted,

DocuSigned by:

*Tiffany Voss*

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Tiffany Voss, Recording Secretary

DocuSigned by:

*Marek Biernacinski*

26AA405162134B0...

Marek Biernacinski, Transcription Secretary

# Southern Nevada Strong

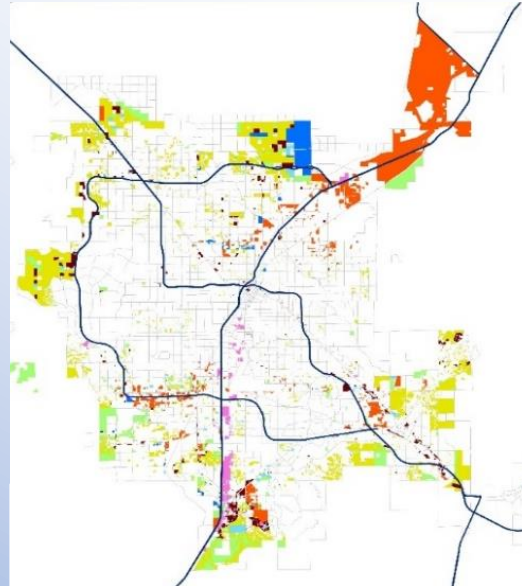
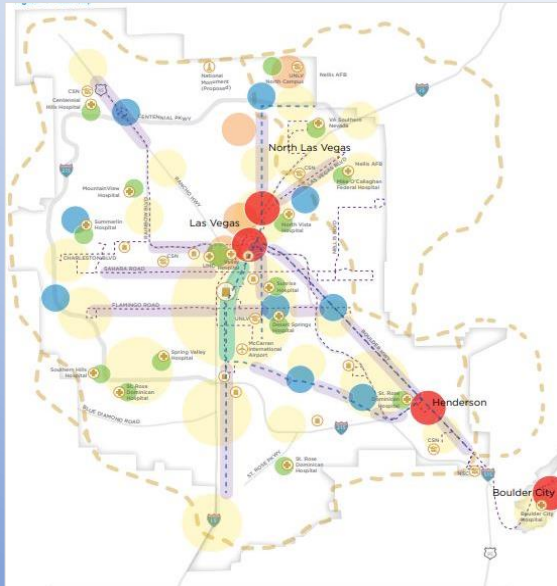


1

## Planning for Growth



2



3

## Budget

Task	Funding
Housing Needs Analysis	\$ 250k
Land Use and Transportation Scenario Planning	\$ 225k
Underutilized Parcels and Transportation Impacts (FY25)	\$ 75k
Livable Centers	\$ 350k
<b>Total</b>	<b>\$ 900k</b>

4

# Leadership\*

Approval	RTC and Agency Boards
Recommendation	SNS Steering Committee
Plan Development	Staff Working Group Stakeholder/Citizens Advisory Committee
Task Groups	Economic Development Housing Infrastructure Policy Community Engagement

*\*Working Draft*

5

# Pre-Planning

Plan Chapter One

## Outreach

- Housing
- Community
- Target Industries

Infill Map

Team Formation

6

# Listening Sessions

**NEVADA ENVIRONMENTAL  
JUSTICE COALITION**



7

## SNS Plan Update

Purpose  
and Need  
Infill Map  
Targeted  
Outreach

Housing  
Strategy

Scenario  
Planning

Action Plan

Pilot  
Project(s)

← Community Engagement →

8



## Task 2: Housing Market Analysis

Housing and Land  
Supply

Housing Needs

Housing Stability  
Barriers

Education

9



10

## Tasks 3-5: **Scenario Planning**

**Planning  
Factors**

**Scenario  
Generation**

**Market  
Feasibility**

**Preferred  
Scenario(s)**

11

## Task 3: **Scenario Planning Factors**

**Economic**

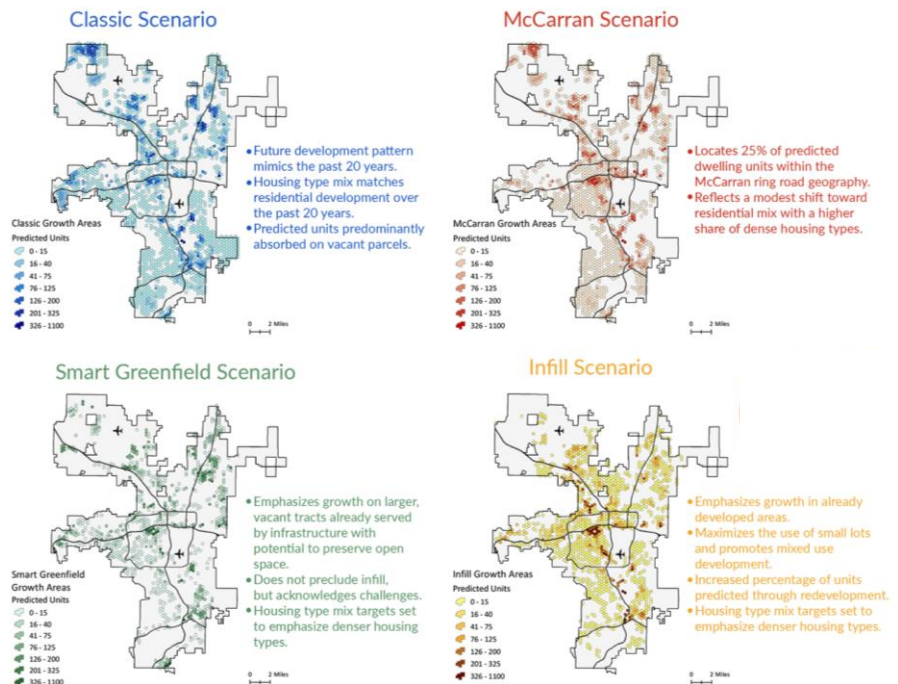
**Equity**

**Environment**

12

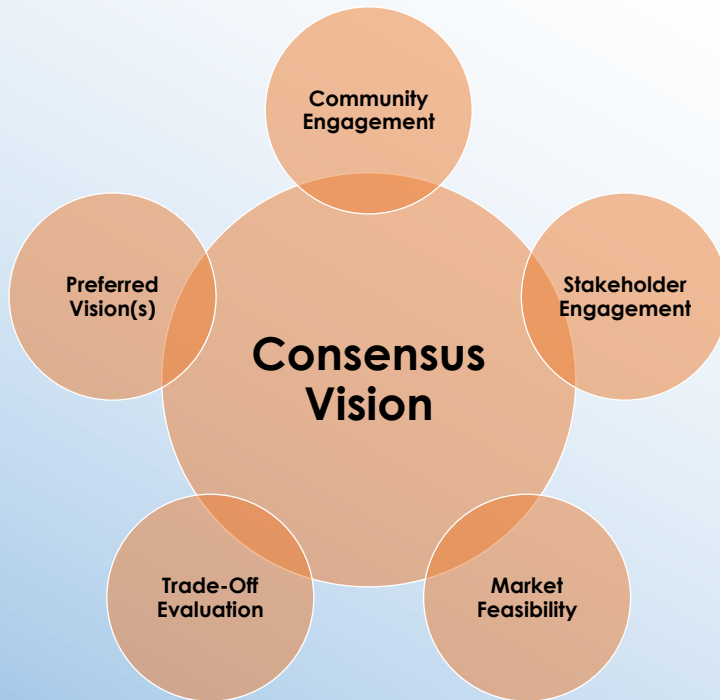
## TASK 4 SCENARIO GENERATION

ITMRPA  
TRUCKEE MEADOWS REGIONAL PLANNING AGENCY



13

## TASK 5 PREFERRED SCENARIO



14



# Implementation

Projects

Policies

Metrics

Roles

Pilot

15

## Scope Feedback

1. What's **missing**?
2. What **upgrades** do you recommend?
3. How to **mitigate** challenges?



16

## Next Steps



## Leadership\*

Approval	RTC and Agency Boards
<b>Recommendation</b>	SNS Steering Committee
<b>Plan Development</b>	Staff Working Group Stakeholder/Citizens Advisory Committee
<b>Task Groups</b>	Economic Development Housing Infrastructure Policy Community Engagement

*\*Working Draft*

1

## Purpose

### EXISTING

- Coordinate and support SNS implementation
- Engage, educate and empower member organization's constituencies in SNS implementation
- Identify regional and organization-specific actions to support implementation.

### POTENTIAL ADDITIONS

- Serve as key decision-maker in plan update process
- 
- 
- 
- 

2

Stakeholder Category	Active SNS Steering Committee Organizations	How to Engage?
Land Use Planning	Clark County, Henderson, Las Vegas Boulder City	City of Mesquite
Economic Development	LVGEA North Las Vegas	CBER, GOED
Housing	Urban Land Institute	Greater Las Vegas Realtors Association
Transportation	NDOT, RTC, RTC Board	
Health and Human Services	Southern Nevada Health District, United Way	
Public Facilities and Infrastructure	Southern Nevada Water Authority CCSD	Metro
Higher Education/Research	UNLV School of Public Health Brookings Mountain West	DRI
Environment		
Community		

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Steering Committee 2024 Officers
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Designate the Southern Nevada Strong Steering Committee Chair and Vice Chair for 2024 (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### FISCAL IMPACT:

None

### BACKGROUND INFORMATION:

The Regional Transportation Commission of Southern Nevada's (RTC) Public Participation Plan and Policies and Procedures establishes the Southern Nevada Strong (SNS) Steering Committee (Committee). According to these guiding documents, the Committee's purpose is to:

1. Coordinate and support implementation of the SNS Regional Plan;
2. Engage, educate, and empower partner organizations in SNS Regional Plan implementation;
3. Identify support needed by partner organizations to implement the SNS Regional Plan;
4. Identify regional activities and strategies that RTC staff may pursue to support SNS Regional Plan implementation; and
5. Make recommendations to the RTC Board of Commissioners.

The Committee Chair collaborates with RTC staff to convene, design, and lead Committee meetings. If the Chair is unable to perform these duties, the Vice Chair acts in place of the Chair. The Committee Chair and Vice Chair are typically elected annually in October. Since officers were not selected during the last Committee meeting held in October 2023, a Chair and Vice Chair for 2024 will be selected at the April 2024 meeting.

### ATTACHED:

[SNS Officers PPP](#)

[SNS Officers Policies](#)

# 2022

## Engaging the Community

### Public Participation Plan

Regional Transportation Commission of Southern Nevada  
Metropolitan Planning Organization & Transit Planning

**Draft plan for public comment  
August 2022**





## ***Executive Summary***

The **Public Participation Plan (plan)** establishes policies, processes and methods for engaging citizens, stakeholder groups, and other interested parties in regional transportation and transit planning. As required by federal regulations for Metropolitan Planning Organizations, the plan also establishes the public participation and amendment process for the Regional Transportation Plan and Transportation Improvement Program.

### ***RTC Policies for Public Involvement***

- |  |  |
|--|--|
| ☑ Provide opportunities for involvement        | ☑ Provide easy access to information and meetings            |
| ☑ Engage the public early                      | ☑ Consider and respond to public input                       |
| ☑ Engage traditionally underserved populations | ☑ Coordinate with statewide plans                            |
| ☑ Build partnerships for engagement            | ☑ Be creative, flexible, and evaluate participation outcomes |



## Transportation and Transit Plans

The plan establishes public comment periods, public meetings, and Regional Transportation Commission of Southern Nevada (RTC) Board and committee reviews required for transportation and transit plans, including:

### *Regional Transportation Plan*

Long-range plan for the region's transportation needs and investment, completed in conjunction with the four (4)-year **Transportation Improvement Program**, a list of funded roadway and transit projects

### *Unified Planning Work Program*

Two-year program outlines planning studies and activities for the RTC's Metropolitan Planning Organization (MPO), such as the Regional Transit Center Study and Livable Centers Study program

### *Major Transit Service Changes*

Review of potential bus route and schedule changes

### *Community Mobility Program*

Funding for non-profit service providers who offer transportation services to seniors, veterans, people with disabilities, and low-income residents





## Community Engagement Planning

The plan includes a list of key stakeholders, tools, tactics, best practices, and resources for use in outreach planning. Appendix D also provides additional details around best practices for engagement and Appendix E provides in-depth tools for engagement planning that were developed as part of the [Southern Nevada Strong Community Engagement Toolkit](#). Additionally, the plan sets goals and performance measures for evaluating the success of public participation processes.

### *Public participation goals include:*

>>> The public has multiple opportunities to learn about and participate in regional transportation and transit planning processes.

>>> The community is involved and engaged in transportation and transit planning processes.

>>> Public engagement participants are reflective of the community and/or study area at large, including representation of disadvantaged communities and other vulnerable populations.

>>> The community understands how public engagement informed the planning and decision making processes.

### *Learn More*

To learn more about the plan, contact the RTC of Southern Nevada at 702-676-1636.



**Several performance measures have been established to evaluate public participation in action.**

## ***RTC Committee Quick Reference Guide***

Regional transportation and transit decisions are made by the RTC Board of Commissioners, who receive recommendations from the committees summarized below. Committee meetings are open to the public and occur on an ongoing basis. Go to [rtcsonv.com](http://rtcsonv.com) for upcoming meeting dates and agendas and to sign-up to receive e-mail notifications.

Committee	Key Topics
Executive Advisory Committee	Transportation planning, transit, streets and highways funding, roadway design
Metropolitan Planning Subcommittee*	Transportation planning and programming
Operations Subcommittee*	Traffic management and roadway operations
Specifications Subcommittee*	Roadway design
Southern Nevada Strong Steering Committee	Southern Nevada Strong regional plan implementation
Transportation Resource Advisory Committee	Transportation infrastructure funding and resources
Bus Shelter and Bench Advisory Committee	Bus shelters and benches
Transportation Access Advisory Committee	Paratransit and mobility for seniors and people with disabilities
Evaluation Committee	Evaluation of the Chief Executive Officer
Finance Committee	Budget and finances

*\*Subcommittee of the Executive Advisory Committee*



# Acknowledgements

## Regional Transportation Commission of Southern Nevada

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## Contributors and Reviewers

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# About the Regional Transportation Commission

The **Regional Transportation Commission of Southern Nevada (RTC)** is the regional entity that oversees public transportation, traffic management, roadway planning and funding, and implementation of the Southern Nevada Strong Regional Plan. In short, the RTC is the transit agency, metropolitan planning organization (MPO), and traffic manager for the entire region – all housed under one roof.

The MPO oversees federally mandated transportation planning processes for Southern Nevada, and planning for the valley's roadways and transit infrastructure to accommodate a growing and diverse population. The MPO also administers the Southern Nevada Strong Regional Plan and oversees the RTC's Bike Share Program – a system of 200 classic and electric bikes that are available 24 hours a day, seven days a week, 365 days per year in downtown Las Vegas for short-term checkout and use by residents and visitors.

RTC's Transit Department also provides and plans for public transit that connects neighborhoods, businesses, and destinations throughout Southern Nevada. The Transit Department oversees the following:

- **Fixed route transit service** along 39 routes, including a route that serves the Las Vegas Strip, two freeway express routes, and seven routes that operate in transit-exclusive lanes for a portion of their alignment. Eight of the RTC's 39 routes provide frequent service, operating every 15 minutes or better during at least weekday daytime hours.
- **Transit centers** at six locations that offer various amenities depending on the facility, such as bike repair, climate-controlled waiting areas, and easier bus transfers.
- **Park and ride facilities** at three of the transit centers, with additional park and rides at private businesses and casinos.
- **Paratransit** service is a shared-ride, door-to-door program available for those who are functionally unable to independently use the RTC's fixed-route system, either all of the time, temporarily, or under certain circumstances.
- **Flexible Demand Response (FDR)** is a door-to-door transit service provided by the RTC. FDR allows residents to call and schedule rides on a public transit system that would not otherwise be available in their area.
- **Silver STAR** routes connect senior living communities to shopping centers and other daily needs through limited service loop routes.
- **RTC-OnDemand** is a new pilot micro-transit option established to serve a zone consisting of West Henderson and the southwest valley. RTC-OnDemand will pick passengers up from their doorstep and connect them to popular destinations, such as transit stops, medical facilities, grocery stores and more. RTC-OnDemand links passengers to several destination drop-off choices with options to transfer to RTC bus routes and provides paratransit passengers door-to-door service throughout the broader RTC service area.



## **Regional Planning: Southern Nevada Strong (SNS) Implementation**

In 2015, the Southern Nevada region came together and developed a collaborative, inclusive vision for regional planning. This vision is adopted regionally as the Southern Nevada Regional Planning Coalition's (SNRPC) Regional Policy Plan, also called [Southern Nevada Strong \(SNS\)](#). The plan identifies a community desire for more inclusive engagement in planning processes and the RTC is committed to implementing community engagement goals and strategies from the SNS plan. These have been incorporated throughout the Public Participation Plan, providing Southern Nevada residents with "opportunities to continue public participation in decision-making processes throughout the region."

### **Generally, these strategies include:**

#### **>>> Equity in Engagement**

Ensure that all populations and demographic segments are involved in outreach activities, including those with diverse backgrounds and those who represent populations with varying degrees of mobility and independence. Support and connect minority and disadvantaged communities, and conduct outreach to gather input on the needs of these populations.

#### **>>> Partnerships & Relationships**

Develop and maintain partnerships and relationships with local governments, community-based organizations, and community stakeholders through formal and informal contact and activities, including actively participating and engaging with the community at large to increase awareness and trust for regional planning, including transportation and transit planning.

#### **>>> Tailored Methods & Languages**

Tailor outreach and engagement methods based on what has worked well in the past, respecting the cultural, linguistic, temporal, and geographic preferences of different populations. Leverage bilingual community partners, volunteers, and staff to provide information in appropriate languages, and to convey a genuine celebration of a multi-cultural and socially equitable future.

#### **>>> Convenient Outreach Methods**

Utilize a variety of outreach methods that bring engagement opportunities to residents and employ go-to-them public engagement methods to reach a diverse range of residents and stakeholders. Use a blend of online and in-person methods and/or interactive tools to facilitate convenient, time-efficient participation, while being mindful that not all populations have access to technology and broadband access.



*The Southern Nevada Strong Regional Plan received the American Planning Association's 2016 National Planning Excellence Award for Public Outreach.*



## ***About the Public Participation Plan***

The **Public Participation Plan (plan)** is intended to promote the continuing, cooperative and comprehensive (3-C) transportation planning process. The plan establishes methods for engaging citizens, stakeholder groups, and other interested parties by offering opportunities to provide meaningful input in the transportation and transit planning processes, especially at key decision points. The plan guides public participation in the MPO and Transit Department's work.

The plan was developed in consultation with key stakeholders, community organizations, and the public. The plan identifies federal and state regulations that the agency is required to follow. Also included are the RTC's policies and procedures for conducting public outreach, scheduling public meetings, and incorporating public input into the transportation and transit planning processes.

The RTC values public participation so as to inform transportation-related decisions that are made by the RTC Board.

## Goals

The primary goals of the RTC's Public Participation Plan are to:

- Describe how the RTC approaches public engagement in transportation and transit planning processes;
- Ensure early, continuous, and broad public notification about RTC plans and activities;
- Receive meaningful public input to inform the decision making process for transportation and transit planning;
- Ensure participation and access to major actions and decisions by the RTC Board.

## Outcomes

RTC's desired outcomes for public participation in transportation planning are to:

- Increase overall awareness of transportation and transit planning activities;
- Receive public input on regional transportation activities and decisions;
- Share information about RTC's transportation planning activities with a broad, representative cross section of the public;
- Ensure notification and participation of all populations, including people of all races and ethnicities, incomes, abilities, underserved groups, such as seniors and veterans, and people with limited English proficiency;
- Ensure planning decisions incorporate the concerns, needs, and vision of all residents in the Southern Nevada region.

## *Why should the community engage in transportation planning?*

Civic engagement improves decision-making and builds ownership of resulting plans and recommendations. The transportation and transit planning processes are proactive public involvement processes that provide the public access to important information that can be utilized to make decisions about investments that will impact transportation infrastructure in Southern Nevada. Public participation provides an opportunity for the community to share their perspective and help guide transportation decisions that matter to them – from congestion during commutes to investments in neighborhood sidewalks.

The following are some additional reasons to get involved and help shape the transportation system in Southern Nevada:

### *Transportation is important to everyone.*

Every household and business depends on safe transportation infrastructure to move both people and goods. Consider all the modes of transportation you and your family take each day - walking, biking, driving a vehicle, or taking the bus. The RTC is involved in the planning and funding of facilities to improve transportation in Southern Nevada. Improved infrastructure and transit service means more mobility and transportation choices for you and your family.

### *Transportation supports the region's economy.*

Southern Nevada's mobility, quality of life, economic growth and competitiveness rely on the multi-modal transportation network. The movement of goods and connecting people to places to work, shop, learn, and recreate is dependent on transportation.

### *Transportation infrastructure is funded by the region.*

The funding to build and maintain our transportation system comes from several sources, including public tax dollars.

**These goals and outcomes are achieved through RTC's Policy for Public Participation.**



## Public Participation Plan Evaluation

The plan is not a static document – it is a strategy that continues to evolve based on the experiences and ever-changing circumstances of the Southern Nevada region. The document is updated, at a minimum, every four years and each update is an opportunity to evaluate the utilization and effectiveness of the plan. As such, future updates to the plan will include an evaluation of the previous plan's effectiveness.

Future measures of effectiveness may include:

- Evaluation of the number of participation opportunities provided by the MPO and Transit as well as whether participation opportunities follow the principles and best practices established in the plan;
- Evaluation of the public's response rates to engagement efforts, assessing the public's interest in transportation planning activities;
- Evaluation of the direct and indirect impacts that public feedback has on transportation and transit planning, regional planning activities, and decision making (refer to evaluation goals and performance measures on page 42 & 43);
- Recommendations for future updates to the plan.

*The ReImagine Boulder Highway Plan engaged over 3,000 people through meetings of a Technical Advisory Committee, two online surveys, intercept surveys at bus stops and community destinations, one-on-one meetings with key landowners, and pop-up meetings at community events.*



# RTC Public Bodies & Working Groups

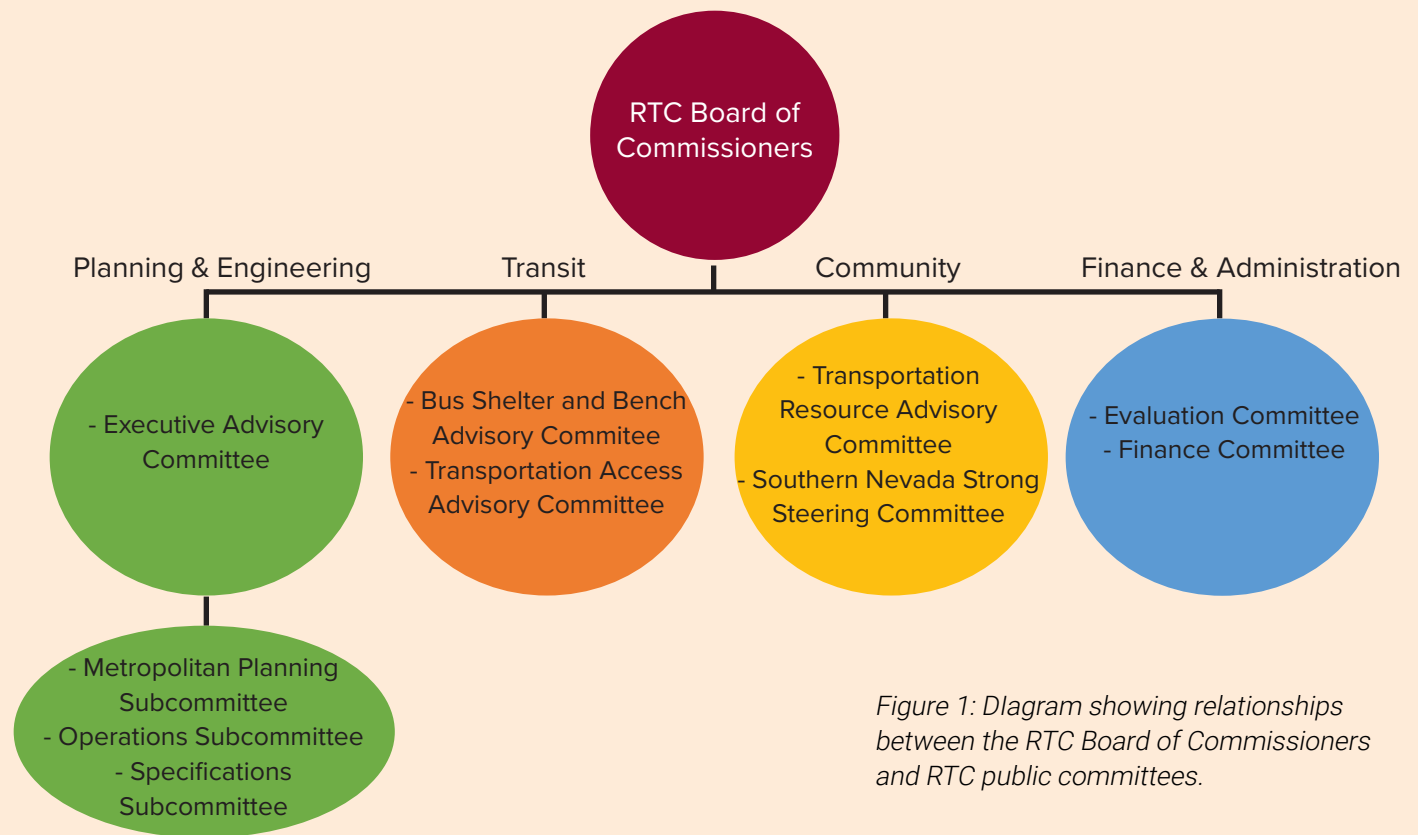


Figure 1: Diagram showing relationships between the RTC Board of Commissioners and RTC public committees.

## RTC Committees

RTC committees develop and make recommendations related to transportation projects, plans, programs, funding, transit amenities, and other agency-related matters to the RTC Board of Commissioners. Three additional subcommittees (Metropolitan Subcommittee, Operations Subcommittee, and Specifications Subcommittee) make recommendations to the Executive Advisory Committee, who advises the RTC Board on administrative, planning, transit, streets and highways funding, operational, and technical matters.

RTC Board and committee meetings are open to the public and community participation is encouraged. Agendas are publicly noticed and posted. Meeting dates and locations are subject to change if circumstances warrant; final dates and locations are also publicly noticed.

In addition to internal committees, the RTC participates in other regional meetings as a member entity. External meetings with current participation by RTC can be found on the [RTC Meetings and Agendas webpage](#). These meetings are also typically open to the public and community participation is encouraged.

The public may raise issues that are not on the public agenda during citizen participation periods. Issues raised in this manner may be placed on future meeting agendas for discussion and further public participation.

## RTC Board & Committees<sup>1</sup>

RTC OF SOUTHERN NEVADA BOARD OF COMMISSIONERS	
Meets on the second Thursday of each month at 8:45 a.m. in the Clark County Government Center Commission Chambers	
PURPOSE	Regional entity that oversees public transportation, traffic management, roadway design and construction funding, transportation planning, and implementation of the Southern Nevada Strong Regional Plan.
REPRESENTATIVES	Elected officials from Clark County (2), City of Las Vegas (2), City of Henderson (1), City of North Las Vegas (1), City of Boulder City (1), City of Mesquite (1); Director of the Nevada Department of Transportation serves as a non-voting member.
EXECUTIVE ADVISORY COMMITTEE (EAC)	
Meets on the last Thursday of each month at 9:15 a.m. in the RTC Administration Building, Room 108	
PURPOSE	Makes recommendations related to non-personnel related administrative, planning, technical, transit, streets and highways funding, operational matters, and other items requested by the RTC Board. Receives recommendations from the Metropolitan Planning, Operations, and Specifications Subcommittees.
REPRESENTATIVES	RTC member entity planning and public works departments (director, manager, or senior-level staff).
METROPOLITAN PLANNING SUBCOMMITTEE (MPS)	
Meets on the second Tuesday of odd-numbered months at 9:00 a.m. in the RTC Administration Building, Room 108	
PURPOSE	Considers transportation planning and programming issues.
REPRESENTATIVES	Senior staff representatives overseeing land use planning from each of the RTC member agencies, Nevada Department of Transportation, Clark County Department of Environment and Sustainability - Air Quality Division, Clark County Department of Aviation, Clark County School District, Bureau of Land Management, Southern Nevada Water Authority, and representatives from RTC mass transit contractors, urban goods/freight transportation, and taxicabs or private motor carriers.

<sup>1</sup> Meeting dates and times are subject to change. Meetings may also be held virtually as determined by RTC Government Affairs.

## OPERATIONS SUBCOMMITTEE

Meets on the Tuesday of the week prior to the last Thursday of odd-numbered months at 1:30 p.m. in the RTC Administration Building, Room 108

PURPOSE	Makes recommendations to the EAC related to traffic management and roadway operations, such as standardized traffic control features and RTC transit operations.
REPRESENTATIVES	Traffic engineers from each RTC member entity and the Nevada Department of Transportation; staff from law enforcement agencies serve as non-voting members.

## SPECIFICATIONS SUBCOMMITTEE

Meets on the second Wednesday of even-numbered months at 1:30 p.m. in the RTC Administration Building, Room 108

PURPOSE	Makes recommendations to the EAC related to roadway design updates, completed through the following RTC documents: Uniform Standard Specifications for Public Works Construction Off-Site Improvements and the Uniform Standard Drawings.
REPRESENTATIVES	RTC member entity public works department staff; the Clark County Regional Flood Control District and NDOT serve as non-voting members.

## SOUTHERN NEVADA STRONG (SNS) STEERING COMMITTEE

Meets on the last Thursday of the first month of the quarter or as needed in the RTC Administration Building, Room 108

PURPOSE	Coordinates and supports Regional Policy Plan implementation with regional partner organizations. Provides insight and guidance on: 1) how MPO Regional Planning can support regional partner organizations and 2) region-wide activities and strategies MPO Regional Planning can take to support implementation.
REPRESENTATIVES	Senior management representatives from each of the 13 regional partners and representatives from other community and special interests.

## TRANSPORTATION RESOURCE ADVISORY COMMITTEE (TRAC)

Meets as needed at the Las Vegas Valley Water District, Colorado River Room in the Molasky Corporate Center

PURPOSE	Works to ensure transportation infrastructure and resources are in place to accommodate current and future growth, in order to move our community forward by enhancing connectivity and improving mobility throughout the valley.
REPRESENTATIVES	Representatives from large groups of citizens impacted by transportation-related issues, including: home builders, resort and tourism industry, labor unions, engineering, real estate, medical, government, businesses, education, transit riders, cyclists, seniors, and non-profits.

## BUS SHELTER & BENCH ADVISORY COMMITTEE

Meets on the third Thursday of even-numbered months at 3:00 p.m. in the RTC Administration Building, Room 108

PURPOSE	Provides input and makes recommendations on issues related to bus shelters and benches, as required by NRS Chapter 373.
REPRESENTATIVES	Two members of the general public appointed by each city within the county, and six members of the general public appointed by the RTC Board.

## TRANSPORTATION ACCESS ADVISORY COMMITTEE (TAAC)

Meets on the Wednesday before the last Thursday every other month at 1:30 p.m. in the RTC Administration Building, Room 108

PURPOSE	Provides input on transportation concerns and needs of seniors and people with disabilities, and serves as the RTC's Paratransit Consumer Advisory Committee as required by the American Disabilities Act of 1990.
REPRESENTATIVES	Members appointed by the RTC Board and currently represent seniors, people with disabilities, paratransit customers, and transportation providers.

## FINANCE COMMITTEE

Meets as needed in RTC Administrative Building, Room 108

PURPOSE	Provides recommendations regarding the agency's budgetary and financial issues.
REPRESENTATIVES	Four members of the RTC Board of Commissioners.

Table 1: RTC Board and committees schedule and description.



## Working Groups & Ad Hoc Committees

Working groups and ad hoc committees are established on a project specific basis. Such groups meet for a limited time to address specific issues of a particular project or plan. These groups may be managed by the RTC or by other participating agencies. The number of meetings, group composition, and extent of public involvement is situational and depends on the magnitude of the issue.

### The following key working groups contribute to the MPO's Regional Transportation Plan:

#### **Conformity Working Group (CWG)**

The RTC serves as the Conformity Working Group (CWG) lead agency, convening meetings quarterly or as needed to discuss and review drafts of conformity analysis and determination for the development or amendment of the RTP, TIP, and documents relating to Transportation Control Measures for potential inclusion into the State Implementation Plan (SIP). The Clark County Department of Environment and Sustainability, Division of Air Quality (DAQ) is the lead agency that develops the SIP and provide notification of SIP findings. The CWG also helps coordinate related air quality model activities required under 40 CFR §93.105 and determines conformity of federal actions to state or federal air quality implementation plans, including determining exempt projects (40 CFR §93.126 and §93.127).

The CWG is comprised of local and state air quality agencies, RTC, NDOT, Environmental Protection Agency (EPA), Federal Transit Administration (FTA), Federal Highway Administration (FHWA), and local and tribal governments. RTC staff sends meeting notices to all agencies involved.

The RTC follows all respective roles and responsibilities for air quality related transportation planning activities specified in the Clark County Transportation Conformity Plan, which applies to all EPA designated nonattainment and maintenance areas for transportation related criteria pollutants within Clark County, now or in the future.

The interagency consultation process requires agency procedures that detail how an agency makes conformity determinations and develops the RTP, TIP, and SIP. Through interagency consultations

*The Conformity Working Group coordinates transportation air quality modeling.*



and meetings with other government agencies, the RTC requests the member cities and all other Clark County agencies to submit candidate projects and programs for inclusion in the draft. The RTC then sends information of the proposed projects that need to be included in the determination process, the conformity analysis assumptions, and proposed analysis methods to the CWG for consultation through discussions. The CWG also provides consultation on the RTC's conformity analysis results and the draft of environmental technical reports for plans and plan amendments.

## *Land Use Working Group (LUWG)*

The Land Use Working Group (LUWG) consists of land use planners and professionals from multiple local entities, who work collaboratively to develop consistent land use, population and employment forecasts for use in the Regional Transportation Plan (RTP). The LUWG group meets quarterly at the time of RTP development and is also convened for RTP amendments requiring conformity analysis and other planning studies as needed. The land use planning process and results developed by the LUWG are documented in the RTP and TIP documents. The following steps are used to develop, approve and use the forecasts:

1. Land use, population and employment forecasts are developed by the Land Use Working Group.
2. Forecasts are approved by the Southern Nevada Regional Planning Coalition and RTC Board.
3. Forecasts are added to the Travel Demand Model, which estimates future growth and traffic, by RTC staff.
4. Travel demand model is used to develop the draft RTP, which is subject to public review and comment.







*The Regional Transportation Plan is the region's 20 year blueprint for transportation investments. Nearly 7,000 people participated in the 2016 RTP vision survey.*

## ***Metropolitan Planning Organization & Transit Planning Processes***

The RTC's Metropolitan Planning Organization (MPO) is responsible for overseeing the long-range transportation plans and the Transit Planning department is responsible for operating, maintaining, and planning RTC transit services in Southern Nevada including fixed route bus service, paratransit, and specialized transportation services. The work of both departments is informed by public input and participation.



## Metropolitan Planning Organization (MPO)

The RTC's Metropolitan Planning Organization (MPO) is responsible for overseeing the following transportation plans:

- **Regional Transportation Plan (RTP)** is a 20-year plan that describes the projected transportation needs in the region and outlines the strategic investments in transportation that are planned within the expected resources available. The RTP includes the **Public Participation Plan**, which outlines the procedures for ensuring public involvement in the development of the transportation planning documents produced by the MPO and Transit.
- **Transportation Improvement Program (TIP)** is a detailed listing of roadway and transit projects that are taken from the RTP and are expected to receive federal funding over the next four years. The TIP for Southern Nevada is usually updated every two years and is revised or amended more frequently as needed. (See Appendix A for federal regulations on revising and amending the TIP.)
- **Unified Planning Work Program (UPWP)** lists MPO transportation planning studies and activities in Southern Nevada with updates every two years. (See Appendix A for a description of the process used to develop the UPWP.)
- The **Title VI Report** and **Limited English Proficiency Plan** are prepared every three to document the ongoing Title VI activities pursued by the MPO and Transit over the previous three fiscal years. The goal of the RTC is to comply with all federal, state, and local nondiscrimination regulations and policies.

Other Transportation Planning Studies are identified in the UPWP and often involve a degree of public participation. While the details vary from study to study, all such involvement is undertaken in accordance with the broad procedures outlined in the plan. Regionally significant and federally funded projects are also included in the RTP and TIP, which includes required public participation (see Federal and State Regulations).

### MPO Plan Update Schedule

The following schedule was developed during June 2022 and is subject to change:

Transportation Plan	Update Frequency	Last Update	Next Update
Regional Transportation Plan (RTP) & Transportation Improvement Program (TIP)	4 years	February 2021	February 2025
Public Participation Plan	4 years	December 2019	December 2022
Unified Planning Work Program	2 years	May 2021	May 2023
Title VI Report	3 years	September 2022	September 2025

Table 2: Update schedule for federally required transportation plans managed by the MPO.

2025 Regional Transportation Plan Timeline

The RTC will follow the adopted process in the plan for public and stakeholder involvement and coordination in the development of the RTP. Public notices will be published in multiple languages and widely circulated in local newspapers, through social media, and online. Public meetings will be conducted throughout Southern Nevada and include multiple locations within the metropolitan planning area. Public comments received will be documented and attached as an RTP appendix.

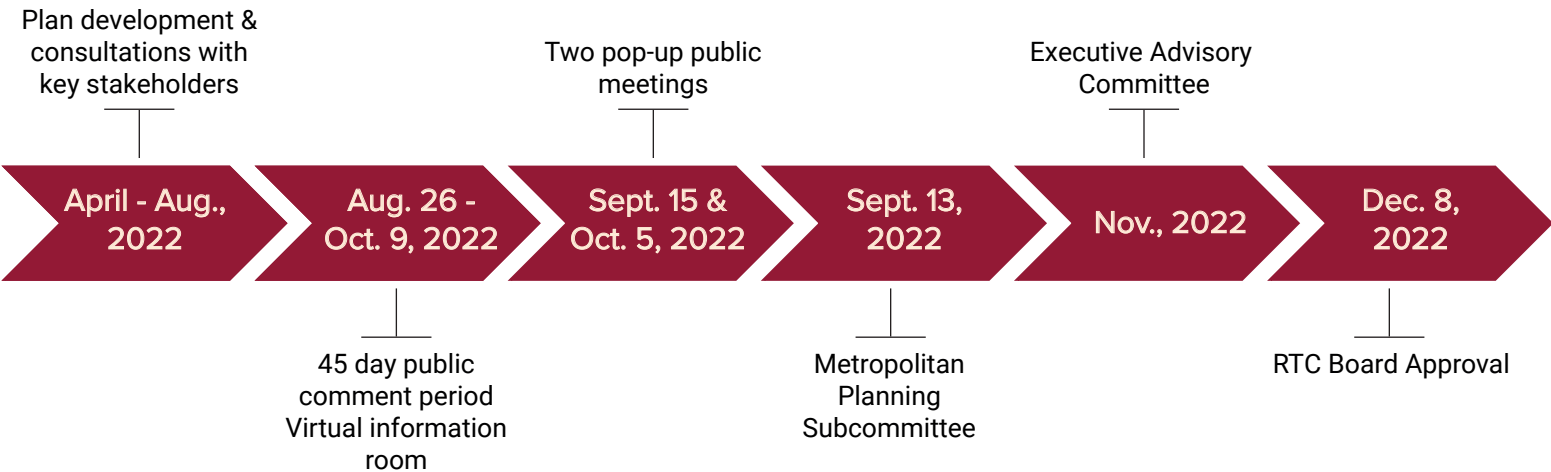
The preliminary draft timeline for development of the RTP update follows:

RTP Activity	Timeline
Develop scope and initiate procurement for consultant services.	December 2022
Initiate plan development by consultant.	April 2023
Complete community engagement to determine regional transportation vision and strategies.	2 years July 2023 (estimated)
Finalize vision and strategies that guide project selection process.	October 2023
Inform agencies and initiate call for projects	January 2024
RTP project list complete	May 2024
Air quality modeling	May 2024 - October 2024
RTP draft document development with performance measures	May 2024 - October 2024
RTP public meetings and comment period	October 2024
Review and incorporate public and stakeholder comments	November 2024
Finalize RTP and submit for approval	December 2024 - January 2025

Table 3: 2025 Regional Transportation Plan update schedule.

Public Participation Plan Update Process

The plan is typically updated every four years. Since the plan establishes the Regional Transportation Plan (RTP) outreach process, the update occurs just before the RTP update, which also occurs every four years. The plan is a living document, which may be updated more frequently if needed. The 2022 plan update process is shown below:



## Transit Planning

The RTC Transit Planning department is responsible for operating, maintaining, and planning RTC transit services in Southern Nevada including fixed route bus service, paratransit, and specialized transportation services. The Transit Planning department continually monitors transit routes, and collects, and analyzes ridership data to enhance transit service. (The RTC Finance Department manages the budget for transit services and keeps the transit department informed of the revenues and funds for seamless transit operations.)

The Transit Department also coordinates with the MPO to monitor the region's population growth, land-use patterns, and demand within the service area, which may result in a need to change transit services. Changes in the schedule(s) and route(s) follow the Federal Transit Administration (FTA), Title VI, and Environmental Justice requirements, which are documented in the Transit Title VI report.

The following planning and programming initiatives and documents are maintained by RTC Transit:

- **Annual Transit Service Changes** occur, at a minimum, once a year. The Transit Planning department reviews RTC's fixed route services to determine if any changes in service are needed. Major changes in service, which is defined as a 25% or more alteration to service miles or hours, will have a 30 day public comment period. Major changes include both growth and contraction of transit services.
- **Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan)**, prepared in collaboration with RTC's MPO, covers the regulations, services, needs, and programs associated with meeting the needs of seniors and people with disabilities. The plan is derived through a locally developed process that included members of the public, private and non-profit transportation providers, and human service agencies. The Coordinated Plan guides the development of the Transit Program of Projects funded by Seniors and Individuals with Disabilities (Section 5310) and Urbanized Area Formula Programs (Section 5307), which currently funds RTC vehicles, and the Community Mobility Program.
- **Community Mobility Program (Section 5310 and 5307 Grant Program)** directs local funds to non-profit providers that offer transportation services in an effort to increase transportation and mobility options for eligible seniors, persons with disabilities, and low-income residents. The RTC developed the Community Mobility Project as a reimbursement program to match eligible transportation expense for non-profit 501c3 organizations.
- **Transit Program of Projects** is a list of projects proposed to be funded from the urbanized area's Section 5307 apportionment in a grant application, submitted to FTA by a state or designated recipient. The RTC is the designated recipient of these funds and the RTC Program of Projects is listed in the Transportation Improvement Program. The POP includes a brief description of the projects, including any sub-allocation among public transportation providers, total project costs, and federal share for each project, and the amount of funds used for program administration from the 10 percent allowed.
- **Short Range Transit Plan (SRTP)** identifies and analyzes the transit capital and operational needs of the Las Vegas metropolitan region for the next five to ten years. The SRTP is presented to the RTC Board for review and approval. Additionally, the SRTP is included in the travel demand model in the adopted RTP.

Appendix A provides additional information regarding federal regulations for transit planning.

Transit Plan Update Schedule

The following schedule was developed during June 2022 and is subject to change:

Transportation Plan	Update Frequency	Last Update	Next Update
Coordinated Public Transit – Human Services Transportation Plan	4 years	June 2020	June 2024
Transit Program of Projects (POP)	4 years (Updated as part of the RTP)	February 2021	February 2025
Short Range Transit Plan (SRTP)	As needed	June 2020	NA

Table 4: Update schedule for federally required transportation and transit plans managed by Transit.





# Federal and State Regulations

Public participation is integral to developing transportation policies, programs, and projects that respond to the needs of the region. Without meaningful, inclusive public participation in transportation planning processes, there is a risk of making decisions that do not adequately serve the region or that have unintended consequences. As such, there are federal and state regulations and requirements that establish minimum standards for public participation in transportation and transit planning processes.

## Federal Regulations (23 USC §134, 23 CFR 450.316, 49 USC §5310)

The following federal regulations related to Metropolitan Transportation Planning establish requirements for public participation: U.S. Code Title 23, Section 134 (Participation by Interested Parties), 23 CFR 450.316 (Interested parties, participation, and consultation), and U.S. Code Title 49, Section 5310 (Certification Requirements).

As shown in Table 5, a 45 day public comment period is required for the Public Participation Plan. However, federal regulations do not provide specific public comment and meeting requirements for other transportation planning documents; therefore, requirements are locally developed and determined.

Transportation Plan	Federal Requirements: Public Comment Periods & Meetings
Regional Transportation Plan	“All interested parties have reasonable opportunities to comment on the contents of the transportation plan...” (23 USC §134) “May use social media and other web-based tools to further encourage public participation and solicit public feedback during the transportation planning process.”
Regional Transportation Plan (amendments) & Transportation Improvement Program (TIP)	“Providing adequate public notice of public participation activities and time for public review and comment at key decision points, including a reasonable opportunity to comment on the proposed metropolitan transportation plan and the TIP” (23 CFR 450.316) “Providing an additional opportunity for public comment, if the final metropolitan transportation plan or TIP differs significantly from the version that was made available for public comment...” (23 CFR 450.316)
Public Participation Plan	“A minimum public comment period of 45 calendar days shall be provided before the initial or revised participation plan is adopted by the MPO” (23 CFR 450.316)
Coordinated Public Transit-Human Services Transportation Plan	“The plan was developed through a process that included seniors, individuals with disabilities, representatives of public, private and nonprofit transportation and human services providers and other members of the public” (49 USC §5310)

Table 5: Federal Comment Period and Meeting Requirements

## Key Stakeholders

Federal regulations related to Metropolitan Transportation Planning also recommends interested parties, special interest groups, and underrepresented populations for involvement in regional transportation planning and decision making. The following list includes groups identified in federal regulations, combined with locally identified stakeholder groups.

CFR Title 23, Section 450.316	U.S. Code Title 23, Section 134	U.S. Code Title 49, Section 5310	Additional Stakeholder Groups
Affected public agencies, Bicyclists, Citizens, Employers, Freight shippers, Low-income job services, Pedestrians, People with disabilities, Private and non-profit, transportation providers, Private providers of transportation, including intercity bus operators and employer-based commuting programs, Public ports, Public transportation customers, Public transportation employers, Transportation management organizations	Affordable housing organizations, Airport operations, Economic development, Environmental protection, Natural disaster risk reduction, State and local entities responsible for land use, economic development, housing, management of road networks, or public transportation, Tourism, Tribal governments	Department of Health and Human Services, People with disabilities, Public, private and non-profit transportation and human services providers, Seniors, Transportation providers supported by Federal departments and agencies	Arts and culture, Banking and finance, Bicycle and pedestrian, Businesses, Civil rights, Climate change, Construction, Economic development, Education, Engineering and design, Environment and sustainability, Faith-based organizations, Food access, Health, Housing, Labor unions, Neighborhood associations, Non-profit and philanthropy, Parks and recreation, Public safety, Resorts and tourism (LVCVA), Social service organizations, Transportation network companies, Underrepresented groups, Utilities, Workforce development

Table 6: List of Potential Stakeholder Groups for Transportation and Transit Plans

The RTC engages these key stakeholders based on transportation project goals and target audiences as well as regional goals defined by the SNS Regional Plan. Additionally, comprehensive stakeholder analysis<sup>1</sup> is completed for plans, studies, and projects, resulting in customized stakeholder contact lists.

<sup>1</sup> The MPO maintains a robust database for conducting stakeholder analysis on transportation projects and studies. The database catalogues various partner agencies, community-based organizations, and community coalitions and leaders who are active in the region. The MPO uses this database to identify key stakeholders on a project by project basis.

## Executive Orders

### *Executive Order #12898 (Environmental Justice)*

In February 1994, President Bill Clinton signed Executive Order #12898 on Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations. The order is intended to focus federal attention on the environmental and human health conditions in minority and low-income communities with the goal of achieving environmental justice.

Environmental justice is primarily the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including racial, ethnic, or socioeconomic group should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies.

Environmental justice is achieved through promoting nondiscrimination in federal programs substantially affecting human health and the environment, including the “natural environment, the built environment, the cultural and social fabric of our country, and the quality of life of the people who live here.” Furthermore, environmental justice is achieved by providing minority and low-income communities’ access to public information and an opportunity for public participation.

In its capacity, MPO and Transit planning assesses the potential effects of its plans on minority and low-income populations and strives to avoid disproportionate impacts on minority, low-income, and other potentially disadvantaged populations. The RTC also proactively engages with such populations and seeks to overcome barriers that may prevent them from participating in transportation planning processes.





## ***Executive Order # 13166 (Limited English Proficiency)***

Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, reprinted as 65 FR 50121 (August 16, 2000), directs federal agencies to examine their services and to develop and implement a system so that limited English proficiency (LEP) persons can access those services. The order is intended to improve the accessibility of information for LEP persons and to ensure meaningful access to information and financial assistance for LEP persons under the national origin nondiscrimination provisions of Title VI of the Civil Rights Act of 1964.

### **Language Assistance Plan**

The Language Assistance Plan is based on federal guidance provided by the U.S. DOT and is a key tool for determining the level of language assistance services required in order to address the identified needs of the region's LEP population. The plan evaluates language needs using the "four-factor analysis."

The four-factor analysis considers:

1. The number or proportion of LEP persons eligible to be served or likely to be encountered in RTC's services and/or programs;
2. The frequency with which LEP individuals come in contact with RTC's services and/or programs;
3. The nature and importance of the RTC's services and/or programs to people's lives; and
4. The resources available to the RTC for LEP outreach, as well as, the costs associated with the outreach.

These four factors are used in conjunction with the RTC's Public Participation Plan as well as an analysis of area demographics, community partners, and availability of funding to determine the appropriate extent of LEP services. Some transportation planning projects, studies, or programs will require higher levels of interaction with the public, necessitating more language service requirements than others.

The RTC provides language assistance through the following methods:

- Bilingual print and digital communications
- Multilingual staff
- Bilingual public meetings (in-person and virtual)
- Bilingual bus announcements
- Sign language and braille
- Website translation

*The RTC received the Nevada Chapter of the American Planning Association's 2018 Outstanding Public Outreach Award for On Board, reaching over 12,000 people through community events and an online survey.*



The RTC also offers additional language translation services for public meetings at no cost to the public, if the request is made 48 hours prior to the time of the scheduled meeting. For RTC virtual public presentations held online, translation services can be provided if the request is made 72 hours prior to the time of the scheduled online meeting. Assistance such as oral language translations, sign language service, foreign language service and resources, and document translation services can also be provided. Additionally, the MPO provides executive summaries of documents in Spanish and English and translation to other languages is available upon request.



Language	Estimated Population	Speaks English "Very Well"	Speaks English "Less Than Well"	% with Limited English Proficiency
Total:	2,089,863			
Speak only English	1,383,682			
Spanish:	479,535	288,081	191,454	39.9%
French, Haitian, or Cajun:	7,367	6,024	1,343	18.2%
German or other West	6,437	5,672	765	11.9%
Russian, Polish, or other Slavic	12,016	8,410	3,606	30.0%
Other Indo-European	28,268	19,344	8,924	31.6%
Korean:	9,913	4,822	5,091	51.4%
Chinese (incl. Mandarin)	28,263	12,073	16,190	57.3%
Vietnamese:	9,024	4,122	4,902	54.3%
Tagalog (incl. Filipino):	73,493	52,500	20,993	28.6%
Other Asian and Pacific Island	24,775	15,740	9,035	36.5%
Arabic:	4,790	3,260	1,530	31.9%
Other and unspecified	22,300	14,234	8,066	36.2%

Table 7: Limited English Proficiency - Clark County, Nevada

Source: Table C16001 – "Language Spoken at Home", American Community Survey, 5 year data, 2016-2020

## Title VI

Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, and natural origin in programs and activities that receive federal funds or financial assistance.

The RTC adheres to the provisions of Title VI and strives to seek out and consider input from the general public, including Title VI populations such as seniors, minorities, low-income individuals, limited English proficiency groups, and people with disabilities.

Additional information about Title VI policies, procedures, and reports are available at the [RTC Legal Notices webpage](#).



*RTC partners with the Southern Nevada Health District and Veggie Buck Truck to offer fresh, low-cost produce to transit riders.*



## Disadvantaged Communities

Disadvantaged communities are communities that experience disproportionately high and adverse health, environmental, climate-related, economic, and other cumulative impacts<sup>1</sup>. Members of these communities may face unique barriers that limit their participation in regional transportation planning processes. Thus, outreach in these communities must be strategic and intentional so that these barriers can be overcome.

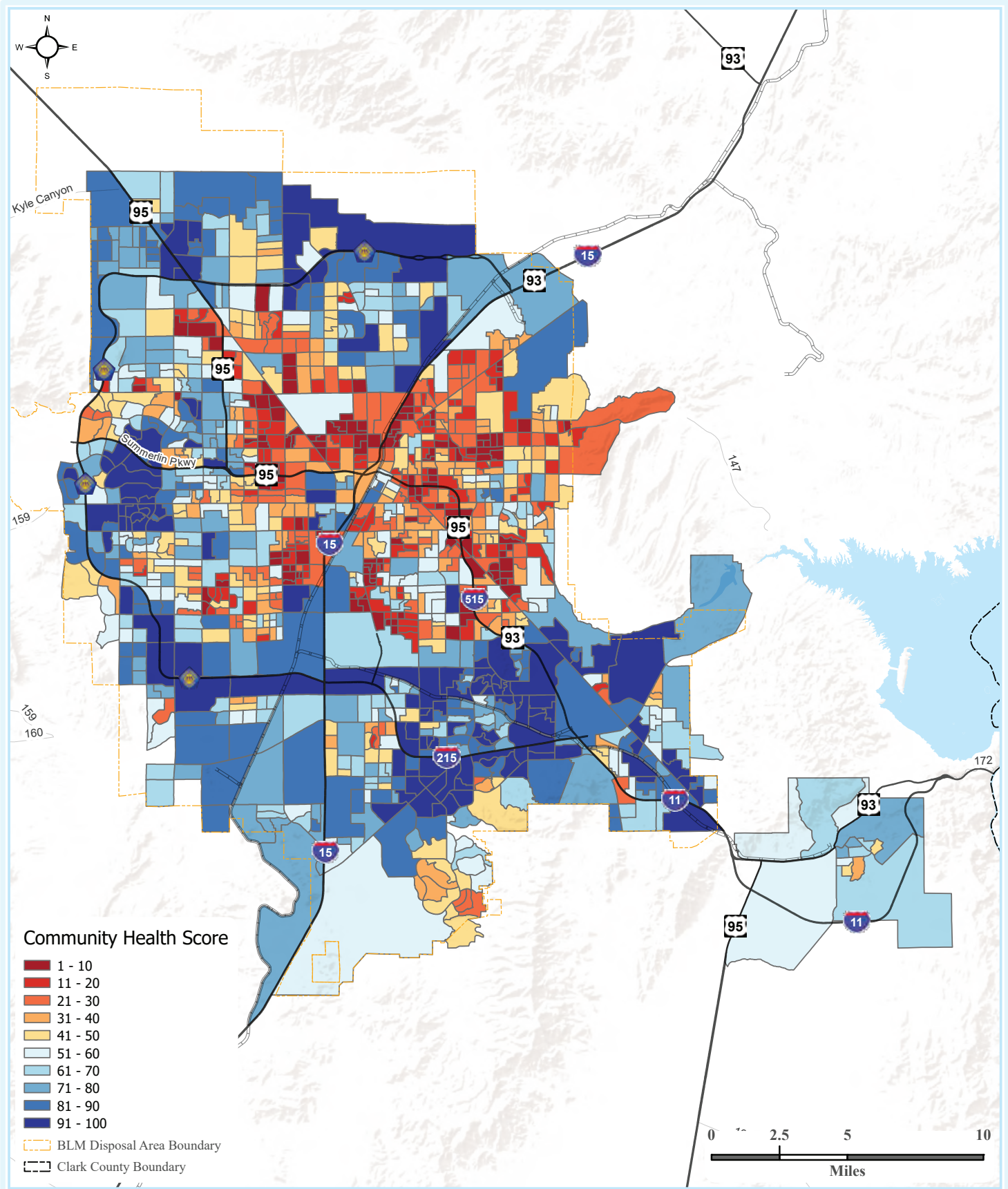
The RTC has adopted the [Community Health Score](#) (Figure 2) index to identify transportation disadvantaged communities within the urbanized area<sup>2</sup> of Clark County who, on average, experience higher social vulnerability and health risks related to public safety and transportation access in the region. Figure 2 shows the geospatial variation of health scores within the community – low scores highlighted in red are identified as disadvantaged communities having higher transportation-related health risks. Additional information about how the Community Health Score was developed can be found in Appendix G.

Disadvantaged communities may also include Title VI populations as well as overburdened and

underserved communities<sup>3</sup>. It may be necessary to refine the variables of the CHS in order to better suit specific project needs. The RTC has completed a variety of similar spatial analyses for identifying vulnerable populations in the region and continues to evaluate the region's demographics and changing transportation needs on an ongoing basis.

The RTC is committed to utilizing current and best practice data analyzation methods to inform and guide community engagement strategies and decisions, and strives to seek out input from residents in disadvantaged communities. Engagement with these communities may require a range of non-traditional engagement tactics and methods to ensure input received during regional transportation processes is inclusive and representative of all Southern Nevada residents.

<sup>3</sup> U.S. DOT defines overburdened communities as minority, low-income, tribal, or Indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental and/or safety harms and risks. This disproportionality can be a result of greater vulnerability to environmental hazards, heightened safety risks, lack of opportunity for public participation, or other factors. Similarly, underserved communities are defined as populations sharing a particular characteristic, as well as geographic communities that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of equity. (Source: U.S. Department of Transportation. (Jan. 2022). Equity Action Plan.)



# Community Health Score

Figure 2: Community Health Score - lower values indicate locations with more health vulnerability concerns. **Agenda Item #3.**



## **Executive Order #14008 (Justice40)**

Beginning in 2020, the Biden-Harris Administration named racial equity and addressing the climate crisis as immediate priorities. As a result, Executive Order 14008: Tackling the Climate Crisis at Home and Abroad created the Justice40 Initiative, a government wide initiative that aims to deliver 40 percent of the overall benefits of relevant federal investments in climate and sustainable transportation to disadvantaged communities<sup>1</sup>.

Subsequently, the US DOT has worked to improve their efforts to engage with underserved communities, to enforce key provisions of the Civil Rights Act of 1964 (Title VI), and to rebuild their Departmental Office of Civil Rights, ensuring that equity is a key consideration in every policy and program administered by the US DOT. As part of these efforts, the US DOT has released new information on how equity and civil rights compliance will be implemented in their discretionary grant programs, acting to ensure that federal dollars are available to support projects that tangibly benefit underserved<sup>2</sup> and overburdened<sup>3</sup> communities. The White House Council on Environmental Quality released the [Climate and Economic Justice Screening Tool](#). The tool aims to help Federal agencies and their partners identify disadvantaged communities that are marginalized, underserved, and overburdened by pollution. The tool is currently still in beta development, but it will be used by the US DOT to ask applicants to Justice40-covered programs to identify how their projects benefit disadvantaged communities.

Programs relevant to the RTC's work include, but are not limited to:

- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary grant
- National Electric Vehicle Infrastructure (NEVI) formula program
- Low or No Emission and Grants for Buses and Bus Facilities Program discretionary grant program

In the interim, the US DOT has provided a list of census tracts that meet the definition of disadvantaged communities, as well as a [Transportation Disadvantaged Census Tracts](#) mapping tool to assist its partners with identifying census tracts that meet the definition of disadvantaged communities.

Additionally, under the Justice40 Initiative, the US DOT adopted an Equity Action Plan, laying out expectations for improving how federal transportation programs are viewed and implemented. Equity actions highlighted in the plan are currently being incorporated into the MPO's and Transit's policies and procedures and will be documented in future updates to each department's core documents.

Relevant updates in this plan include:

- Updating evaluation measures to track public participation opportunities that encourage meaningful engagement with disadvantaged, underserved, and overburdened communities.
- Adapting a department wide definition for "disadvantaged communities," including underserved, and overburdened communities, to track and identify benefits of Justice40 programs in disadvantaged communities.

<sup>1</sup> US DOT defines disadvantaged communities as communities that experience disproportionately high and adverse health, environmental, climate related, economic, and other cumulative impacts.

<sup>2</sup> US DOT defined underserved communities as populations sharing a particular characteristic, as well as geographic communities that have been systematically denied full opportunity to participate in aspects of economic, social, and civic life.

<sup>3</sup> US DOT defines overburdened communities as minority, low-income, tribal, or Indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental and/or safety harms and risks. This disproportionately can be a result of greater vulnerability to environmental hazards, heightened safety risks, lack of opportunity for public participation, and/or other factors.

## ***Americans with Disabilities Act***

The RTC schedules public input meetings at convenient times and accessible locations that are compliant with the Americans with Disabilities Act (ADA). The RTC sends notices to English, Spanish, and Chinese publications and the RTC website is translatable into eight languages. Assistance such as oral language translation, sign language services, and document translation is provided upon request for all public meetings. Additionally, the RTC considers universal design principles when preparing transportation plan executive summaries and other key documents.

Section 508 of the Rehabilitation Act requires federally-funded departments or agencies that develop, procure, maintain, or use electronic and information technology to ensure that this information is accessible to all. The MPO now requires, to the greatest extent possible, that all MPO-led plans and studies be Section 508 compliant. For past plans and studies that do not meet this requirement, a designated RTC staff person can assist anyone with a prohibitive disability in accessing, reading, or understanding documents and electronically available information upon request.

## ***State Regulations & Policies***

### **NRS Chapter 241 (Open Meeting Law)**

The Nevada Open Meeting Law (OML), found in the Nevada Revised Statutes (NRS Chapter 241), was enacted in 1960. The OML sets standards for ensuring that meetings by public bodies are open and accessible to all members of the public. Most RTC actions by the Board and committees are subject to OML, though closed meetings are permitted under certain circumstances.

The OML has specific requirements for public notices, publishing information about the meeting, and record keeping of public meetings. Where OML applies, the RTC Board and committees meet and in most instances exceed these requirements. Board and committee meetings are generally noticed at least three (3) business days before the scheduled meeting, along with agendas and supporting materials. Meeting minutes from past Board and committee meetings are available at the [RTC Meetings & Agendas webpage](#). Staff may keep additional records from meetings that are also public records, which can be requested by completing the [RTC Public Records Request Form](#) (see NRS Chapter 239 below).

For additional information of the OML, please refer to the [Nevada Open Meeting Law Manual, Twelfth Edition<sup>1</sup>](#).

<sup>1</sup> Assembly Bill 253 introduced some amendments to Nevada's OML in order to adapt to changing technologies for hosting virtual and remote public meetings, which were adopted during the 2021 Nevada legislative session. The Nevada Open Meeting Law Manual, Twelfth Edition does not yet reflect these changes. Revisions include:

- Authorizes the use of a "remote technology system" (RTS), defined as a technology system that enables a person in a remote location to attend, participate, vote, or take any other action in a meeting even though they are not present physically at the meeting.
- Locations for posting written public notices were revised to include the principle location of the public body, the public body's website, and the Nevada Public Notice Website
- Public notices for meetings using a RTS must include information about how a member of the public may hear, observe, participate in, and provide public comment

## NRS Chapter 239 (Public Records Law)

The Nevada Public Records Law is found in NRS Chapter 239. Nevada's Public Records Law was enacted to ensure that government documents are available to the public and applies to most RTC actions. There are exceptions to Nevada's Public Records Law, as described in NRS Chapter 239. RTC public records are available by completing the [RTC Public Records Request Form](#).

## Coordination with Statewide Public Participation Plan

The RTC's Public Participation Plan has been developed in consultation with the Nevada Department of Transportation (NDOT). The plan was also informed by the [NDOT Public Involvement Plan](#), which identifies committees and outreach techniques, including stakeholder focus groups, public information meetings, public hearings, open houses, and public speaking engagements. NDOT communication tools include FAQs, project websites, and social media.

## Tribal Consultations

RTC staff accompanies NDOT staff to tribal consultation meetings as needed. The Las Vegas and Moapa Paiutes have two reservations within Clark County: the Las Vegas Paiutes in the urbanized area and northwest and the Moapa Paiutes in the northeast. Both communities are planning residential, industrial, and/or tourism development on their lands and are interested in working with NDOT and RTC to ensure adequate transportation facilities are available.





# ***RTC Policies for Public Participation***

Public participation is critical to the successful development and implementation of any transportation plan. The RTC's public participation procedures are consistent with federal and state regulations, but a meaningful public participation plan is guided by more than just federal and state requirements. In order to achieve meaningful public participation, RTC uses best practices for public participation and engagement throughout the agency.

The following policies guide the RTC's approach to public participation:

☑ **Provide opportunities for involvement.**

The development of transportation plans, programs, and projects, which represent identified local, regional, and state priorities and needs pertaining to multiple modes of transportation, is informed by public input and involvement.

☑ **Involve the public early.**

Offer early and continuous opportunities for the public to be involved in the identification of social, economic, and environmental impacts of proposed transportation planning decisions.

☑ **Connect with traditionally underserved populations.**

Seek out and consider the viewpoints of underserved populations including minorities, low-income individuals, seniors, youth, LGBTQ+, limited English proficiency groups, and people of all abilities during public outreach activities. This may require a variety of different tactics and methods.

☑ **Build partnerships for engagement.**

Partner with community-based organizations, such as non-profits and social service providers, on engagement and outreach activities to achieve robust, inclusive involvement in the development of transportation plans, programs, and projects.

☑ **Provide easy access to information and meetings.**

Provide timely notice and access to information about transportation issues and planning processes to all interested parties. Provide

technical information and meeting notices online. Hold public meetings at convenient locations and times, and go to where people are.

☑ **Consider and respond to public input.**

Summarize community input received through engagement activities and share how feedback informs planning decisions or a course of action. Individual public comments, including comments submitted via social media, and RTC responses are included in the appendices of federally required documents (RTP, TIP, UPWP, Public Participation Plan, and Coordinated Plan).

☑ **Coordinate with statewide plans.**

Coordinate the Public Participation Plan with statewide public participation plans to enhance public consideration and understanding of the area's transportation issues, plans, and programs.

☑ **Be creative, flexible and evaluate.**

Evaluate, on a periodic basis, the RTC's plan and planning processes to ensure that it meets the needs of both the public and the agency. Verify that: 1) the process is open to all interested individuals, 2) the procedures of the plan are being implemented and followed in accordance with federal regulation, and 3) the objectives set forth herein by the RTC are administered in the development of all transportation plans, projects, and program. The plan should continue to evolve and include new, innovative methods for inclusive and meaningful participation as the needs of the public continue to evolve and change.

## Community Engagement Plan Development

The RTC Government Affairs, Media & Marketing Department (GAMM), in collaboration with the MPO, other RTC departments, and RTC member entities (if applicable), review proposed transportation and transit plans, studies, and/or services/programs and determine their public engagement needs. A customized public engagement plan is then developed and implemented.

### Community Engagement Planning Steps

The [Southern Nevada Strong Community Engagement Toolkit](#) (see Appendix E) provides a detailed framework for developing and executing a community engagement plan. An abbreviated version of the engagement planning process is described below:

1. Clarify the **project goal**, decision-making process, and outreach purposes.
  - a. Use the [Community Engagement Spectrum](#) to clarify the level(s) of participation for key stakeholders and citizens.
2. **Designate resources** for planning, implementing, and evaluating the public engagement process.
3. Identify the **target audiences**, levels of engagement, and key stakeholders through use of the following tools:
  - a. Use the [Community Data Map](#) to gather socioeconomic and demographic data and identify target audiences and locations for outreach, including historically underrepresented groups that may be affected by the project.
  - b. Work with RTC's project managers to identify contact lists of key stakeholders, community-based organizations, and other identified partners for outreach in targeted areas.
4. Use the [Community Engagement Worksheet](#) to **develop the engagement plan**, which includes roles, outreach tactics, translation and interpretation needs, budget, and evaluation measures.
  - a. Intermediate public participation metrics should be designed to suit the known range of public engagement needs, yet **maintain flexibility** to adapt to changes if needs change over time.
5. **Document and evaluate** the outputs and outcomes (see [Evaluation Guide](#)), **prepare a summary report** on the engagement process, and share with the public and decision makers.

The Community Engagement Toolkit resources listed above are also available in Appendix E.

### Additional Resources

The following additional resources may also be helpful for developing and implementing community engagement plans:

- [RTC Title VI Reports and Language Assistance Plan \(October 2022\)](#)
- [Environmental Justice Analysis in Transportation and Programming: State of the Practice, FHWA \(March 2019\)](#)
- [Practices for Online Public Involvement, National Cooperative Highway Research Program \(2019\)](#)



## ***Best Practices for Engagement***

For many, public participation can be complex and challenging as the transportation planning and decision making processes involve many different bodies of government at various levels. It can be difficult for members of the public to participate in traditional types of engagement, such as public meetings and hearings, leaving many feeling frustrated and left out, especially vulnerable populations. The challenge, then, is to make public participation accessible, interesting, meaningful (relevant), and fun, so as to encourage all Southern Nevada residents to engage in the planning processes that shape their community and quality of life.

### ***Tools & Tactics***

The state of Nevada ranks third in terms of overall racial diversity and Southern Nevada is quickly becoming a majority minority region<sup>1</sup>. Public participation efforts must make time to better understand the demographic makeup and differing needs within the region, recognizing that a broad range of diversity exists not just in the community but within different populations and groups as well. A variety of tools and tactics are needed to ensure inclusive and equitable engagement among Southern Nevada's diverse population.

Table 8 is a reference tool that can assist with selecting strategies for reaching a diverse segment of the region's population, which can lead to improved inclusivity in RTC's public participation efforts overall.

Additionally, meeting locations should be accessible and meet ADA requirements and all materials and activities displayed during meetings should be at an accessible level.

Since audiences seek information in different ways, a dynamic approach that blends traditional, in-person, virtual, digital, and innovative methods is used. Table 9 provides an extensive (but not exhaustive) list of public outreach tools and tactics. The Southern Nevada Community Engagement Toolkit provides guidance on what tools are best used when, depending on the level and goals that are desired from the public participation process.

The RTC strives to incorporate best practices for public engagement and planning throughout the agency. Appendix D provides a short summary of best practices for various public participation tools and tactics that are often used for public participation within the MPO's and Transit's work.

<sup>1</sup> Source: Pattillo, A. (2021) Las Vegas becomes more populous and diverse. [Local news]. 13 Action News, Meadows to Metropolis. Retrieved 02.10.22 from <https://www.ktnv.com/news/nevada-growth/las-vegas-becomes-more-populous-and-diverse>

STRATEGIES	DEMOGRAPHIC CATEGORY											
	Seniors	Youth	Hearing Impaired	Sight Impaired	Disabled	Rural	Low-income	LEP	Transit Dependent	Shift Workers	Minority by race/ethnicity	LGBTQ+
Provide extended or special meeting hours	X	X					X	X	X	X	X	
Plan a special meeting in a convenient and comfortable location	X	X		X		X	X	X	X	X	X	X
Incorporate games or similar activities		X					X	X				
Incorporate giveaways and participation incentives	X	X	X	X	X	X	X	X	X	X	X	X
Provide Section 508 compliant written & web-based materials	X		X	X	X							
Provide American Sign Language interpreters and translation equipment at meeting			X									
Post meeting notices and project information in convenient locations within the community	X	X			X	X	X	X	X	X	X	X
Contact via telephone and/or text	X	X	X	X		X			X	X		
Use go-to-them strategies for engagement	X	X	X	X	X	X	X	X	X	X	X	X
May prefer virtual/remote tools for engagement		X							X	X		X
Customize messaging to reflect nuanced values of the target community	X	X				X	X	X			X	X
Provide extra staff to assist with conveying the information displayed during meetings	X		X	X	X							
Provide correctly translated materials in all applicable languages						X		X				
Ensure bilingual staff are available at public meetings						X		X				
Hold the meeting at a location that is on or within ¼ mile of a fixed transit route					X		X		X			
Provide childcare during meetings or activities						X	X	X	X	X	X	X

Table 8 was compiled from various U.S. DOT state agencies.

## Tools and Tactics for Public Engagement

<p><b>Public Meetings:</b></p> <ul style="list-style-type: none"> <li>• Community conversations</li> <li>• Neighborhood meeting</li> <li>• Open houses</li> <li>• Pop-up meeting</li> <li>• Public comment</li> <li>• Public hearings at RTC board and committee meetings</li> <li>• Public information meeting</li> <li>• Telephone town hall</li> </ul> <p><b>Committees:</b></p> <ul style="list-style-type: none"> <li>• Advisory boards (technical, citizen, other)</li> <li>• Stakeholder groups</li> <li>• Working groups</li> </ul> <p><b>Small Group Input:</b></p> <ul style="list-style-type: none"> <li>• Elected briefings</li> <li>• Stakeholder briefings</li> <li>• Focus groups</li> <li>• One-on-one interviews</li> <li>• Door-to-door canvasses</li> <li>• Conferences and webinars</li> </ul> <p><b>Local Media:</b></p> <ul style="list-style-type: none"> <li>• Newspaper advertisement</li> <li>• Press/media release</li> <li>• Public service announcements</li> <li>• Social media</li> </ul> <p><b>Surveys:</b></p> <ul style="list-style-type: none"> <li>• Intercept surveys</li> <li>• Surveys and polls (in-person or online)</li> <li>• Social media polls</li> <li>• Telephone surveys</li> </ul>	<p><b>Neighborhood &amp; Special Events:</b></p> <ul style="list-style-type: none"> <li>• Community or civic events</li> <li>• Conversation café</li> <li>• Design charrettes and participatory design activities</li> <li>• Local issues forum</li> <li>• Meet-ups</li> <li>• Neighborhood block parties</li> <li>• On Board Bus event</li> <li>• Pop-up events</li> <li>• Presentations at local partner and community-based organizations meetings</li> <li>• Workshops</li> </ul> <p><b>Online:</b></p> <ul style="list-style-type: none"> <li>• Applications and gamification</li> <li>• E-communications</li> <li>• Facebook Live public meetings</li> <li>• Feedback kiosks</li> <li>• Interactive/participatory websites and maps (Story Maps)</li> <li>• Project websites/webpages</li> <li>• Social media (Facebook, Twitter, Instagram, YouTube), social listening and monitoring, geo-targeted ads and social boosts</li> <li>• Video animation (Stop Motion, White Board, 3-D/2-D, kinetic typography, documentary, choose your video)</li> <li>• Online archives, including recordings, video, and summaries of meetings and public events</li> </ul>	<p><b>Printed Materials:</b></p> <ul style="list-style-type: none"> <li>• Brochures and fact sheets</li> <li>• Door hangers</li> <li>• Mailers &amp; flyers</li> <li>• Multilingual</li> </ul> <p><i>*All documents should be designed to be Section 508 compliant to the greatest extent possible</i></p> <p><b>Visualization</b></p> <ul style="list-style-type: none"> <li>• 3D rendering (streetscape or architectural drawing)</li> <li>• Aerial maps</li> <li>• Augmented reality</li> <li>• Before and after photos</li> <li>• Infographics</li> <li>• Interactive maps</li> <li>• Photo simulations</li> <li>• Sreetmix.net (roadway design)</li> <li>• Video production</li> <li>• Virtual reality</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>• Incentives/rewards for participation</li> <li>• Consensus building activities such as live polling</li> </ul>
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Table 9 Menu of potential tools and tactics that are incorporated into project-specific outreach plans. For tools highlighted in bold, both in-person and virtual options should be used in order to more fully engage with all citizens in the region.



## **General Outreach**

In addition to techniques customized for specific projects, the RTC uses the following tools for ongoing outreach and information sharing:

### **Website**

The RTC website, [www.rtcsonv.com](http://www.rtcsonv.com), is another outlet for citizens to give and receive information. Plans, programs, studies, and public notices are posted and available on the website for review and download.

The website is updated on a constant basis with the most current and relevant information related to the RTC. Bus passes may be purchased online, transit trips may be planned, and the user can sign up for services, download plans or agendas, or contact the agency via several online forms and portals. Public notices are posted on the main web page under the news and information tab to bring immediate attention to publically relevant topics or meetings.

### **Social Media**

The RTC utilizes social media technology, such as Facebook (and Facebook groups), Twitter, Instagram, and YouTube to bring attention to transportation issues and upcoming RTC events instantaneously.

### **Local Media**

The RTC maintains communication with local and national media through various means, including media advisories, press releases, reporter and editorial briefings, and informal communication. Commission meetings are also broadcast on Clark County Television (CCTV) Channel 4.

### **Special Events**

The RTC also participates and sponsors several community events each year to assist in promoting and educating the community regarding all forms of transportation.

### **Partnerships**

The RTC also participates in and sponsors several community activities and events each year to assist in promoting and educating the community regarding all forms of transportation.





## *Collaborating with Partners*

Public engagement can often be a time- and resource-intensive endeavor, for both the RTC and residents of Southern Nevada alike. There can be many agencies conducting public engagement activities at the same time and community-based organizations are often working on the ground, receiving input and feedback from their clients consistently through their work. In order to reduce redundancies and increase cost-effectiveness, the RTC frequently collaborates with other agencies to effectively and efficiently engage with the public. This collaboration takes place in a variety of ways, including:

- **Technical Advisory and/or Stakeholder Committees:** Technical Advisory and Stakeholder Committees are formed on a per project study basis. They are made up of several members who inform and advise the decision making process over the length of the project or study. Members represent agencies who have technical expertise in the subject-area of the plan or study, or are representative of local populations or groups with experience in the conditions that are being addressed as part of the plan or study.
- **Partner events and promotions:** The RTC often engages in joint promotion and cost-sharing agreements for hosting and participating in public events, forums, meetings, and workshops. This allows the RTC to reach a broader and more diverse range of audiences.
- **Community-based engagement:** The RTC collaborates with community-based organizations and non-profits to support their work on the ground and learn about their client's needs. Supporting these organizations in their community planning activities helps to build awareness for the RTC's services and builds public trust for engaging with public entities.

## *Notification Methods*

At a minimum and in accordance with Nevada's Open Meeting Law, all public meetings where discussion and decisions are made regarding regional transportation and transit plans are noticed in the lobby of RTC's primary location at 600 S. Grand Central Parkway, Suite 350, Las Vegas, NV 89106, on the [Meetings and Agendas](#) page of RTC's website, and on the state's Nevada [Public Notice Website](#). Notices are typically posted at least three (3) business days ahead of the meeting, and supporting documentation for each meeting can be found online or requested in advance.

Additionally, RTC publishes public notices in major English, Spanish, and Chinese newspapers, which have high viewership and circulation in the Las Vegas Valley.

Additional notifications are also utilized on a project by project basis. The following notification methods may also be utilized to share information about engagement opportunities, such as neighborhood meetings and pop-up events:

- RTC website
- Newsletters
- Mailing lists (E-blasts and direct mail)
- E-mail and online distribution by government agencies and partners
- News releases, media advisories, and media relations
- Local media (news and radio)
- Social media
- Paid advertisements (digital and print)
- Community message boards
- Flyer distribution at locations such as community based organizations, bus stations, government offices, etc. and door to door canvasses



## Capturing Public Input

Public input on transportation planning processes comes from a multitude of sources, including remarks offered at community meetings and events, email correspondences, social media comments, survey comments, statements entered into the record at public meetings, etc.

It is vital that this input is captured and considered in all of RTC's transportation planning processes. Using a variety of tools and procedures, MPO and Transit Planning staff and consultants make concerted efforts to document and synthesize all public comments and input, and to incorporate this feedback into final plans and decision-making opportunities. Tools and procedures for retaining and managing public input include:

- Meeting minutes and summaries of all RTC committee and Board meetings to keep track of public speakers and comments. These public meetings are also recorded, providing a real-time record for clarification if needed.
- All MPO plans and studies are posted to the RTC website with a staff email address for contact during the planning phase. All emails are answered by the appropriate RTC staff person and shared with the project team to be incorporated into final project documentation and decision making. Emails are also copied to the digital project folder for record keeping and referral.
- Social media and other online communication tools are popular resources used by the public to engage with RTC. Public input received through these tools and others are documented within the plan or project. One method of documentation used are comment summaries (see sample in Appendix C), including responses and follow up actions taken for each comment received. Summary styles can vary by plan.
- A majority of the plans and studies initiated by RTC's MPO and Transit Planning departments have public engagement components. The purpose and range of engagement activities vary by plan, but all plans and studies include a summary of how public input was collected and how this input was incorporated into the plan or study. This documentation may be summarized within or as an appendix to the plan or study.

The goal is to provide RTC committees and the RTC Board with an accurate and inclusive summary of all public engagement activities and public input received so that committee and Board members can give full consideration to all issues raised by the public and respond and make decisions accordingly.

## Evaluation and Performance Measures

A critical component of the public participation process is evaluation. Evaluation provides valuable feedback about the participation processes, both in terms of outputs and outcomes. Outputs are the immediate results of public engagement efforts, such as how many people attended or commented during an engagement activity, whereas outcomes describe the actual changes in the planning process as a result of the engagement process. Reporting on both outputs and outcomes can help the community better understand how planning and decision making takes place.

It is helpful to establish benchmarks and performance measures for the public participation process before it begins. Performance measures should help answer questions such as:

- Are we reaching our target audience and receiving feedback that is inclusive of the community at large?
- Are MPO and Transit planning documents effective at communicating the desired message?
- To what degree is the community participating in public participation opportunities and regional transportation and transit planning?

Evaluation is best done several times throughout the public participation process, both while the process is ongoing as well as at the completion of the project or study. Setting benchmarks for evaluation throughout the public participation process can ensure engagement efforts are on-track and effective.

At a minimum, evaluation of project-specific plans and studies should address the goals detailed in Table 10, complete with one or more performance measures that convey whether or not public participation goals were met.

Additional evaluation goals and performance measures may be identified to meet the needs of individual plans and studies. The [Southern Nevada Strong Community Engagement Evaluation Guide](#) may also be used throughout the project to assess the qualitative level of project success and impact, and identify any needed process changes.



Evaluation goals	Performance measures
The public has multiple opportunities to learn about and participate in public engagement activities and regional transportation and transit planning processes, including access to both in-person and remote or virtual opportunities.	<ul style="list-style-type: none"> <li>• Total number of opportunities-to-see (notices, advertisements, social media posts, etc.)</li> <li>• Geographic and cultural diversity of how/where opportunities-to-see occur (community message boards, ethnic newspapers, community events in underserved communities, etc.)</li> <li>• Number and type of documents distributed to the public (Press releases, E-blasts, flyers, letters, etc.)</li> <li>• Number and type of events and/or activities offered</li> </ul>
Public engagement participants are reflective of the community and/or study area at large, including representation of disadvantaged communities and other vulnerable populations.	<ul style="list-style-type: none"> <li>• Number of opportunities-to-see targeted to disadvantaged communities</li> <li>• Number and type of events and/or activities offered in disadvantaged communities</li> <li>• Number of requests for translation and accommodations made for disabled/impaired participants</li> <li>• Demographic makeup of participants is reflective of the community and/or study area at large</li> </ul>
The community is involved and engaged in the planning process.	<ul style="list-style-type: none"> <li>• Number of visits and interactions with website, social media, and other platforms where information can be viewed</li> <li>• Number of participants and organizations in events, activities, surveys, etc.</li> <li>• Number of media inquiries</li> <li>• Number and substance of comments made</li> </ul>
The community understands how public engagement informed the planning and decision making processes.	<ul style="list-style-type: none"> <li>• Number of opportunities to provide evaluation of the public participation process (follow up surveys, comment cards, etc.)</li> <li>• Number of documented revisions to plans based on citizen input</li> <li>• Number of questions, complaints, and substantial comments made at the completion of projects</li> </ul>

Table 10: List of public participation goals for project-specific plans and studies. One or more performance measures should be used to determine if public participation goals were met.



# ***Public Participation Plan Appendices***

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# Appendix A: MPO and Transit Planning Processes

## Metropolitan Planning Organization (MPO) Plans

The RTC's Metropolitan Planning Organization (MPO) is responsible for overseeing the following transportation plans:

- **Regional Transportation Plan (RTP)** is a 20-year plan that describes the projected transportation needs in the region and outlines the strategic investments in transportation that are planned within the expected resources available. The RTP includes the Public Participation Plan (PPP), which outlines the procedures for ensuring public involvement in the development of the transportation planning documents produced by the MPO and Transit.
- **Transportation Improvement Program (TIP)** is a detailed listing of roadway and transit projects that are taken from the RTP and are expected to receive federal funding over the next four years. The TIP for Southern Nevada is usually updated every two years and amended or modified more frequently as needed.
- **Unified Planning Work Program (UPWP)** lists MPO transportation planning studies and activities in Southern Nevada with updates every two years. The following process is used to develop the UPWP:
  1. Planning study proposals are requested through an email sent to RTC member entities and agenda items at EAC, TAAC and MPS meetings.
  2. Proposals are submitted followed by staff review.
  3. UPWP is prepared, including the development of project descriptions and budget estimates.
  4. Recommendations are made by the EAC, TAAC and MPS.
  5. Approval is granted by the RTC Board.
  6. NDOT makes an approval recommendation to the Federal Highway Administration.
  7. Final approval is granted by the Federal Highway Administration.
- The **Title VI Report** and **Limited English Proficiency Plan** are prepared every three years, documenting ongoing Title VI activities pursued by the RTC's MPO and Transit departments over the previous three fiscal years. The goal of the RTC is to comply with all federal, state, and local nondiscrimination regulations and policies.

Other **Transportation Planning Studies** are identified in the UPWP and often involve a degree of public involvement. While the details may vary from study to study, all such involvement is undertaken in accordance with the broad procedures outlined in the Public Participation Plan. Regionally significant and federally funded projects are also included in the RTC's RTP and TIP, which includes required public participation.

## Federal Regulations for MPO Public Involvement Processes

Table A1 outlines the minimum public engagement that is consistent with federal regulation. Additional public outreach, comment periods, public meetings, and/or public hearings may be completed at the discretion of the RTC and/or agency lead(s). Engagement beyond these minimums is encouraged and often exceeded.

Plan/ Document	Action(s)	Public Comment Period	Public Information Meeting(s) <sup>1</sup>	Board & Committee Public Meetings	RTC Communication Methods	Outreach Lead Department(s)
<a href="#">Regional Transportation Plan (RTP)</a>	Four-Year Update	30 day public comment period is required. An additional seven days may be required if the 30 day period resulted in substantial changes.	Three public information meetings are required. An additional meeting in an outlying area may also be held.	Executive Advisory Committee RTC Board	RTC website Social media	MPO Planning leads and coordinates with Government Affairs, Media & Marketing (GAMM)
<a href="#">Regional Transportation Plan (RTP)</a>	Amend- ment	21 day public comment period is required. An additional seven days may be required if the 21 day period resulted in substantial changes.	At least one public information meeting is required.	Executive Advisory Committee RTC Board	RTC website	MPO Planning leads and coordinates with GAMM
<a href="#">Transportation Improvement Program (TIP)/ High Priority Investment Program (HPIP)</a>	Four-Year Update	30 day public comment period is required. An additional seven days may be required if the 21 day period resulted in substantial changes.	At least one public information meeting is required.	Executive Advisory Committee RTC Board	RTC website Social media	MPO Planning leads and coordinates with GAMM

<sup>1</sup> Public information meetings may be held in person and/or online. Comments are recorded by staff, through comment cards, or tablet computers; a court reporter is not required, but may be provided as determined by the RTC.

Plan/ Document	Action(s)	Public Comment Period	Public Information Meeting(s)	Board & Committee Public Meetings	RTC Communication Methods	Outreach Lead Department(s)
<a href="#">Transportation Improvement Program (TIP)/ High Priority Investment Program (HPIP)</a>	Amendment See TIP Revision Process.	21 day public comment period is required, with the following exceptions: 1) added exempt project with a total cost of \$400k or less, which is not subject to a public comment period, and 2) project with an air quality conformity determination, which requires a 30 day public comment period.	Public information meeting is not required except for projects with air quality determinations, which require one public information meeting.	Executive Advisory Committee RTC Board	RTC website	MPO Planning leads and coordinates with GAMM
<a href="#">Transportation Improvement Program</a>	Administrative Modification See TIP Revision Process.	Public comment period is not required.	Public information meeting is not required.	Executive Advisory Committee RTC Board	RTC website	MPO Planning leads and coordinates with GAMM
Unified Planning Work Program	Development and Amendment	Public comment period is not required.	Public information meeting is not required.	Executive Advisory Committee RTC Board	RTC website	MPO Planning
Public Participation Plan	Development and Amendment	45 day comment period is required.	One public information meeting is required.	Executive Advisory Committee RTC Board	RTC website Social media	MPO Planning leads and coordinates with GAMM
Planning Studies	Development	Public comment period is not required.	Public information meeting is not required.	Executive Advisory Committee RTC Board	RTC website Social media	MPO Planning leads and coordinates with GAMM

Table A1

## *Transportation Improvement Program (TIP) Revisions*

The Las Vegas Metropolitan Area Transportation Improvement Program (TIP), a list of upcoming transportation projects also known as the High Priority Investment Program, is updated at least every four years in cooperation with area agencies. The TIP is also incorporated into the Nevada's Statewide Transportation Improvement Program (STIP). As projects move towards implementation, changes to the TIP (i.e. project budget increases, added or deleted projects) may be needed. Federal regulations and the RTC MPO's procedures to modify and amend the TIP are provided in this section.

### *Federal Regulations for TIP Revisions*

An MPO may revise the TIP at any time under procedures agreed to by the cooperating parties consistent with the procedures established in this part for its development and approval. In nonattainment or maintenance areas for transportation-related pollutants, if a TIP amendment involves non-exempt projects (per 40 CFR part 93), or is replaced with an updated TIP, the MPO and the FHWA and the FTA must make a new conformity determination. In all areas, changes that affect fiscal constraint must take place by amendment of the TIP. The MPO shall use public participation procedures consistent with §450.316(a) in revising the TIP, except that these procedures are not required for administrative modifications. Definitions from 23 CFR §450.104 follow:

**Administrative Modification** means a **minor revision** to a long-range statewide or metropolitan transportation plan, Transportation Improvement Program (TIP), or Statewide Transportation Improvement Program (STIP) that includes minor changes to project/project phase costs, minor changes to funding sources of previously included projects, and minor changes to project/project phase initiation dates. An administrative modification is a revision that **does not require public review and comment**, a re-demonstration of fiscal constraint, or a conformity determination (in nonattainment and maintenance areas).

**Amendment** means a revision to a long-range statewide or metropolitan transportation plan, TIP, or STIP that involves a major change to a project included in a metropolitan transportation plan, TIP, or STIP, including the addition or deletion of a project or a **major change** in project cost, project/project phase initiation dates, or a major change in design concept or design scope (e.g., changing project termini or the number of through traffic lanes or changing the number of stations in the case of fixed guideway transit projects). Changes to projects that are included only for illustrative purposes do not require an amendment. An amendment is a revision that **requires public review and comment** and a re-demonstration of fiscal constraint. If an amendment involves "non-exempt" projects in nonattainment and maintenance areas, a conformity determination is required.

### *NDOT eSTIP Portal*

The Nevada Department of Transportation in 2015 introduced the Electronic Statewide Transportation Improvement Program (eSTIP) portal to manage Statewide TIP. The RTC and MPOs statewide utilize eSTIP to print TIP project lists and manage TIP amendments and modifications. The entire TIP revision process from project submittal to Federal Highway Administration approval is processed in the eSTIP portal.

To initiate a proposed TIP revision, agencies (i.e. NDOT, RTC Transit, Las Vegas, North Las Vegas, Henderson, Clark County, Clark County Department of Air Quality, Clark County School District, Clark County Aviation, Las Vegas Monorail Company) contact the RTC MPO by email or phone. RTC staff reviews the proposed change, opens an eSTIP action, and assigns the proper TIP revision category. Agencies then add project details through the eSTIP portal.



## RTC TIP Revisions

TIP revisions are needed for projects that utilize federal or state funding and/or are regionally significant. There are two categories of revisions: A) administrative modifications and B) amendments. The RTC MPO is responsible for coordinating TIP revisions and facilitating the review, approval and public participation process, as outlined below.

### A. Administrative Modifications

#### 1. Revisions Acceptable through Administrative Modifications

- a. **Minor Changes to Project Costs and Un-programmed Balances:** Increasing the estimated cost of a project by less than \$5 million or by more than \$5 million if the amount is less than 40% of the total estimated cost.
- b. **Minor Changes to Project Dates:** The project fiscal year is revised without impact on air quality horizon years, as follows:
  - i. Projects can be moved within a four-year TIP as long as this change does not affect year quality conformity or the project is exempt.
- c. **Minor Changes to Project Description and Limits:** A minor change to the project description, scope, or limits is proposed; the proposal is not a major change as described in Section B.1.b.

#### 2. Review and Approval Process for Administrative Modifications

- a. **Agency Request:** Agency staff submits the request to RTC staff, allowing two weeks for staff and management review.
- b. **RTC Staff Review:** RTC staff reviews the request for completeness, and determines if it falls under administrative modifications. RTC staff consults with management staff (Planning Manager and/or Director) regarding the requested change. Following management concurrence, RTC staff approves the administrative modification in eSTIP portal.
- c. **NDOT Review:** NDOT reviews and approves the administrative modification in eSTIP portal.
- d. **Executive Advisory Committee (EAC) Informed:** EAC is notified of staff-approved administrative modification(s) through the consent agenda.
- e. **RTC Board Informed:** RTC Board is informed of staff-approved administrative modification through the consent agenda; RTC Board and FHWA approval are not required.

#### 3. Timelines

- a. Requests for administrative modifications are accepted on an ongoing basis. The review and approval process is approximately 2 months.

### B. Amendments

#### 1. B-1. Revisions Acceptable through Amendments

- a. **Project Added or Deleted:** A federally or state funded exempt project or activity defined under 40 CFR Part 93.126 or a regionally significant project is added or deleted. A regionally significant project serves regional transportation needs (such as access to and from the area outside the region; major activity centers in the region; major planned developments such as new retail malls, sports complexes, or employment centers; or transportation terminals) and is included in the MPO's transportation network modeling. At a minimum, this includes all principal arterial highways and all fixed guideway transit facilities that offer an alternative to regional highway travel.
- b. **Major Change in Project Cost or Public Funding Source:** The existing project funding increase is more than 40% of the total project cost and over \$5 million. Or, project funds change from private to public funding.
- c. **Major Change to Project/Project Phase Initiation Dates:** The horizon year completion date changes for regionally significant projects.

- d. **Major Change to Project Description and Limits:** A major change is proposed, such as 1) reducing or increasing the project limits/lengths, 2) significant addition or deletion of pedestrian paths, bike lanes, landscaping elements, bus turnouts, stops, and stations, or 3) significant change in number of equipment, buses, technology change, or site relocation.
- e. **Major Design Concept or Design Scope Change:** Major changes to the project scope, such as extending project termini, adding traffic lanes, changes to system capacity, changes to resulting system access. For regionally significant projects included in the modeled conformity analysis, a change in the design concept or scope is proposed. Or, a change to the implementation of Transportation Control Measures identified in the SIPs is requested.

## 2. B-2. Review and Approval Process

- a. **Agency Approved Request:** NDOT, RTC or a sponsoring agency requests an amendment to the TIP through eSTIP portal. Proposed Amendments must be submitted by designated staff of the sponsoring agency.
- b. **RTC Staff Review:** RTC staff consults management staff (Planning Manager and/or Director) of the requested change. Following the management concurrence, RTC staff begins the planning, public participation, and approval process.
- c. **Air Quality Conformity Process:**
  - i. **Exempt Project:** Roadway and transit projects listed in 40 CFR 93.126 (i.e. pavement resurfacing, adding medians) are typically exempt from the requirement to determine air quality conformity unless the MPO, in consultation with other agencies, identifies potentially adverse emissions impacts.
  - ii. **Conformity Statement:** This applies to actions that affect the design concept, scope, or alignment of regionally significant projects that are outside of the area included in the travel demand forecast model network, but are within an air quality nonattainment area.
    - a. To expedite program delivery, RTC will in certain cases approve a TIP amendment based on a conformity statement that the proposed amendment will have such minimal effect on emissions that a full conformity analysis is not warranted. RTC staff will determine on a case-by-case basis if the proposed amendment requires a conformity statement or a new conformity analysis. RTC will consult with NDOT and FHWA together or separately as appropriate in making this determination.
    - b. If a conformity statement is appropriate, RTC staff prepares a conformity statement justifying why the existing conformity finding is not affected by the proposed amendment. In the case of projects that are outside of the model network, estimates of VMT and emissions will be developed by the FHWA for the RTP conformity finding.
  - iii. **Conformity Analysis:** Added or major changes to regionally significant projects and changes to the implementation of Transportation Control Measures require conformity analysis. RTC staff initiates the Air Quality Working Group consultation process to determine the air quality modeling methodology, and prepares a conformity analysis and conformity determination after consulting with other agencies.
- d. **Public Participation:** A 21 day comment period is conducted for amendments, except for: 1) added exempt projects with a total cost of \$400k or less, which are not subject to a public comment period, and 2) projects with air quality conformity determinations, which require a 30 day public comment period and a public information meeting.
- e. **Executive Advisory Committee (EAC) Recommends Adoption:** EAC recommends approval through the non-consent agenda.
- f. **RTC Board Adoption:** RTC Board adoption required through consent agenda.
- g. **eSTIP:** RTC staff submits the project(s) in eSTIP portal.
- h. **NDOT, FHWA, and/or FTA Approval:** NDOT, FHWA and/or FTA review and approve the

amendment through eSTIP.

- i. **eSTIP Approval Notification:** The amendment requestor, RTC, and NDOT receive the final amendment approval through eSTIP.

### 3. Timelines

#### a. Quarterly and Annual Amendment Requests:

- i. Amendments to the TIP that are exempt from air quality conformity determinations, and require a 21 day public comment period will be considered and processed on a quarterly basis within a calendar year. The RTC Board of Commissioners convenes the second Thursday of every month, requiring receipt of Amendment information from project sponsors by RTC staff 12 weeks prior to RTC Board meetings in March, June, September, and December.
- ii. TIP Amendments requiring air quality conformity determinations will be processed once in a calendar year, if necessary. RTC staff should receive all project information required to run the Travel Demand Model and determine air quality conformity 24 weeks prior to the RTC Board meeting in that calendar year. February is the target month for the RTC Board to consider air quality conformity determinations, but may be adjusted at the discretion of RTC staff while considering the varying needs of project sponsors.

#### b. Review and Approval:

- c. Amendments for new projects exempt from the requirement to determine air quality conformity are typically reviewed and approved in 3 months. Amendments for projects requiring an air quality conformity analysis typically require approximately 6 months for modeling, review, public involvement, and approval.

## *Transit Plans*

The RTC Transit Planning department is responsible for operating, maintaining, and planning RTC transit services in Southern Nevada including fixed route bus service, paratransit, and specialized transportation services. The RTC Finance Department manages the budget for transit services and keeps the transit department informed of the revenues and funds for seamless transit operations. The Transit Department continually monitors transit routes, and collects, and analyzes ridership data to enhance transit service.

Furthermore, the Transit Department coordinates with the Metropolitan Planning Organization to monitor the population growth, land-use patterns, and demand within the service area, which may result in a need to change transit services. Changes in the schedule(s) and route(s) follow the Federal Transit Administration (FTA), Title VI, and Environmental Justice requirements, which are documented in the Transit Title VI report.

### **The following planning and programming documents are maintained by RTC Transit:**

- **Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan)** covers the regulations, services, needs, and programs associated with meeting the needs of the seniors and people with disabilities. The plan is derived through a locally developed process that included members of the public, private and non-profit transportation providers, and human service agencies. The Coordinated Plan guides the development of the Transit Program of Projects funded by Seniors and Individuals with Disabilities (Section 5310) and Urbanized Area Formula Programs (Section 5307), which currently funds RTC vehicles, and the
- **Community Mobility Program** directs local funds to non-profit providers that offer transportation services in an effort to increase transportation and mobility options for eligible seniors, persons with disabilities, and low-income residents. The RTC developed the Community Mobility Project as a reimbursement program to match eligible transportation expense for non-profit 501c3 organizations.
- **Transit Program of Projects (POP)** is a list of projects to be funded in a grant application submitted to FTA by a state or designated recipient. The RTC is the recipient of FTA funds, which are currently used to purchase buses and paratransit vehicles. The POP includes a brief description of the projects, total project cost, and federal share for each project, and the amount of funds used for program administration from the 10 percent allowed.
- **Short Range Transit Plan (S RTP)** identifies and analyzes the transit capital and operational needs of the Las Vegas metropolitan region for the next five to ten years. The S RTP is presented to the RTC Board for review and approval. Additionally, the S RTP is included in the travel demand model in the adopted RTP.



## Federal Regulations for Transit Public Involvement Processes

Table A2 outlines the minimum public engagement that is consistent with federal regulation. Additional public outreach, comment periods, public meetings, and/or public hearings may be completed at the discretion of the RTC and/or agency lead(s). Engagement beyond these minimums is encouraged and often exceeded.

Plan/Service	Action(s)	Public Comment Period	Public Information Meeting(s) <sup>1</sup>	Board & Committee Public Meetings	RTC Communication Methods	Outreach Lead Department(s)
Transportation Program of Projects (POP)	Development, Amendment, Administrative Modification	Coordinated with the MPO TIP process (see Table 4).	Coordinated with the MPO TIP process (see Table 4).	Transportation Access Advisory Committee Executive Advisory Committee RTC Board	RTC website Social media	Finance/Transit leads and informs MPO Planning, who prepares the TIP project list  MPO Planning coordinates with GMM
Community Mobility Program Projects Previously known as FTA Section 5310 & 5307 Grant Program	Development, Update	Public comment period is not required.	Public information meeting is not required.	Transportation Access Advisory Committee RTC Board	RTC website	Paratransit leads and coordinates with GMM
Coordinated Public Transit-Human Services Transportation Plan	Development, Update	21 day public comment period is required.	At least one public information meeting is required.	Transportation Access Advisory Committee Executive Advisory Committee RTC Board	RTC website	Transit leads and coordinates with MPO and GMM
Major <sup>2</sup> Service Changes	Route Removal, Route Alteration, New Route, Microtransit	30 day public comment period is required.	At least three public information meetings are required.	Transportation Access Advisory Committee Executive Advisory Committee RTC Board	RTC website Social media Route subscription services	Finance/Transit leads and coordinates with GMM

<sup>1</sup> Public information meetings may be held in person and/or online. Comments are recorded by staff, through comment cards, or tablet computers; a court reporter is not required, but may be provided as determined by the RTC.

<sup>2</sup> A major service change is defined as a 25% or more alteration of service mileage or hours. This includes both expansion and contraction of service.

Plan/Service	Action(s)	Public Comment Period	Public Information Meeting(s)	Board & Committee Public Meetings	RTC Communication Methods	Outreach Lead Department(s)
Fixed Route, Flexible Demand Response, Paratransit	Fare Change	60 day public comment period is required.	At least three public information meetings are required.	Transportation Access Advisory Committee Executive Advisory Committee RTC Board	RTC website Social media	Finance/Transit leads and coordinates with GAMM
Short Range Transit Plan	Development, Amendment, Modification	Public comment period is not required.	Public information meeting is not required.	Transportation Access Advisory Committee Executive Advisory Committee RTC Board	RTC website Social media	Finance/Transit leads and coordinates with GAMM
Capital Projects	Development and Amendment	Public comment period is not required.	Public information meeting is not required.	Executive Advisory Committee RTC Board	RTC website	MPO Streets and Highways
National Environmental Policy Act Document	Development	Refer to <a href="#">NEPA process (40 CFR §§ 1500-1508)</a> for public participation requirements.				Project sponsor

Table A2

# ***Appendix B: Public Participation Plan Survey Results***

The RTC firmly believes that meaningful public participation occurs through engagement that is equitable and inclusive of all Southern Nevadan residents.

In an effort to engage a diverse representation of community members, RTC's Government Affairs and Media Marketing (GAMM) and Metropolitan Planning Organization (MPO) departments developed a public outreach plan to involve members of the community in the process to update the Public Participation Plan. The outreach plan included developing a project website, attending community events, incorporating a virtual component for learning about the plan, and distributing a community wide survey to garner feedback on how to best connect with members of the public.

Additionally, regional planning staff from the MPO met with several community-based partners and service providers to learn about the methods they have found to be most successful in their own community engagement work. A focus group was held with RTC's partners for community engagement as well. Feedback learned through these efforts was incorporated into the Policies for Public Participation section of the plan.

Add results from the public comment period and survey here.

The RTC is committed to cooperative, collaborative, and inclusive processes that provide opportunities for everyone to influence regional transportation planning and decision making, regardless of age, income, ability, race, ethnicity, or sexual orientation and identity.

Add information about demographics of participants here.

# ***Appendix C: Public Participation Plan Comment Summary***

Insert Public Participation Plan Comment Summary here.



# ***Appendix D: Tools & Tactics - Best Practices for Public Participation***

The Southern Nevada Strong Regional Plan was developed through a robust planning process that emphasized community engagement to ensure broad representative participation informed the regional plan's goals and strategies. Because of these efforts, the plan was awarded the 2016 National Planning Excellence Award for Public Outreach from the American Planning Association, setting a new standard for what inclusive community engagement can accomplish in our region.

During the regional plan's visioning process, Southern Nevadans described a future with opportunities to participation in decision-making processes throughout the region. In response, the regional planning team, with input from community partners, developed the community engagement toolkit.

The toolkit is a resource for planning and executing inclusive and equitable public participation in Southern Nevada's civic processes. The toolkit provides various resources for conducting community engagement, including resources for traditional in-person engagement as well as strategies for online/remote engagement. In most cases, it is beneficial to use a combination of techniques, ensuring that the process allows for broad participation from all of our region's residents.

PUBLIC PARTICIPATION TECHNIQUES FOR:	BEST PRACTICES
<b>Accessibility</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Develop relationships and contract with community-based organizations who serve populations with accessibility needs to share information and solicit feedback.</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Ensure in-person engagement locations are accessible and develop accessibility path of travel maps for meeting locations. Include information on where to access these maps with meeting notifications.</li> <li>• Ensure that in-person activities are accessible (activities are at appropriate heights, kiosks and tables are accessible, etc.)</li> <li>• Provide virtual options for public meetings to allow constituents to participate from home, including social media.</li> <li>• Duplicate meetings/workshop materials online and communicate that multiple options (in-person and virtual/online) are available for convenient participation.</li> <li>• Have staff or volunteers available to assist participants of all abilities.</li> <li>• Plan to accept feedback in multiple ways. Verbal feedback over written feedback may be preferred.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Ensure printed materials are Section 508 and 255 compliant.</li> <li>• Screen websites, presentations, social media posts, and printed information to confirm they are Section 508 compliant. Microsoft Word 2013 and later versions have a built in accessibility checker. Other free tools are available online.</li> <li>• Use a variety of media sources to share information about engagement opportunities. (Not all people can read newspapers, hear radio, or watch television.)</li> <li>• Advertise that engagement opportunities are accessible and use simultaneous translation services to encourage participation from LEP communities.</li> </ul> <p><b>Messaging and Language</b></p> <ul style="list-style-type: none"> <li>• Use plain language that is easy to understand – avoid jargon and technical language.</li> <li>• Include information on meeting notices about how to request translation or ADA assistance. (See Appendix E for sample language.)</li> </ul>

<b>Demographic data collection and analysis</b>	<p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>• Understand what gaps in data currently exist and seek out missing data. Recent experience by RTC staff has found that undocumented immigrants and LGBTQ+ populations are typically underrepresented in demographic data collection.</li> <li>• Demographic data alone does not tell the story of the community. Supplement quantitative data with qualitative data to better understand nuances and differing needs within various populations and groups.</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Track demographic information of participants during engagement processes to determine if feedback is representative of the community at large. Adjust outreach methods as needed throughout the process to ensure inclusive representation.</li> <li>• Allow participants to opt-in when asking for demographic information and encourage participants to provide demographic information with incentives and giveaways.</li> <li>• Include data collection for gender. Gender exists on a spectrum that includes “man” and “woman,” but it is not limited to this binary categorization. Gender is and can be different than one’s sex.</li> <li>• Identity can exist on many levels (primary, secondary, etc.) – include questions that can capture many unique aspects of participant’s identities to better understand the community at large. (E.g. Race, ethnicity, gender, and sexual orientation may all contribute to a person’s sense of identity.)</li> <li>• Collect data to establish a baseline if gaps in historic data collection occur.</li> <li>• Seek out and collect stories to gain a broader understanding of people’s lived experiences. Be sure to ask permission to share the story and to keep the language used by the storyteller when sharing.</li> </ul>
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**Disadvantaged communities, including overburdened and underserved communities**

**Outreach Leads**

- Employ a diverse range of outreach staff or contract with community-based organizations that look and speak community members in disadvantaged communities.
- Contract with community-based organizations for outreach and targeted distribution. Consider using the [Community Health Worker](#) model for outreach and engagement.
- Keep a database of community organizations that work with and represent vulnerable populations to ensure involvement from these communities. Invest/establish relationships with these organizations.
- Use community liaisons when appropriate.
- Mobile and community-based service providers such as food pantries and health care are good partners for outreach.

**Outreach Methods**

- Go where the people are - attend existing events and meetings and conduct outreach at popular places where people are already going (e.g. markets, festivals, churches, health centers, etc.).
- Conduct door to door canvasses to distribute public notices and informational materials and to solicit feedback on specific programs and initiatives that may affect the community.
- Conduct personal interviews and participate in one-on-one conversations.
- Host focus groups to obtain oral comments and details about specific experiences and needs.
- Provide assistance (e.g. transportation, child care) and incentives (e.g. food, giveaways) to encourage attendance and participation in time-intensive activities (focus groups, interviews, etc.).
- Seek out and collect stories to gain a broader understanding of people's lived experiences. (Be sure to ask permission to share the story and keep the language used by the storyteller when sharing.)

**Communication Methods**

- Use community and minority media outlets to announce participation opportunities and upcoming plans and studies.
- Utilize community-based partnerships for word of mouth communication, door to door canvassing, and in-person engagement. These communication techniques are very effective in communities where distrust of public entities is high.
- Consider barriers to technology access. In-person engagement is more effective in communities with lack of access to technology and broadband.
- Post public notices and informational flyers on community message boards and at community locations (markets, neighborhood businesses, etc.).

<b>Disadvantaged communities, including overburdened and underserved communities continued</b>	<p><b>Messaging and Language</b></p> <ul style="list-style-type: none"> <li>• Develop customized messaging to connect with values that are important to target audiences/populations (e.g. familial, economic opportunity, etc.). While broader values may be similar across populations, they often are interpreted differently based on culture, identity, and socioeconomic background. Nuanced messaging is important for connecting with different audiences.</li> <li>• Translate materials into a variety of languages and ensure translation correctly communicates the desired message.</li> <li>• Have interpreters and cultural mediators available at meetings.</li> </ul> <p><b>Incentives for Participation</b></p> <ul style="list-style-type: none"> <li>• Provide incentives for participation such as giveaways and/or compensate people for their time if possible.</li> <li>• Provide assistance (e.g. transportation, child care) and incentives (e.g. food, giveaways) to encourage attendance and participation.</li> </ul>
<b>Email marketing (E-blasts)</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Determine target audiences and develop customized email list(s), including community-based organizations working in disadvantaged communities.</li> <li>• Develop relationships with community-based organizations in disadvantaged communities who can share e-blasts and newsletters with their community.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Maximize open rates - Tuesdays at 10 a.m. is consistently the best time. The second best day is Thursday, followed by Wednesday. Timing should also consider 24-hour work schedules, holidays, major events, school and childcare hours, and other local factors.</li> <li>• Ensure that the email is tested and viewable via mobile phone. (Limit the width of email body to 650 pixels and ensure call-to-action buttons are 45-57 pixels tall to match the size of adult fingertips.)</li> <li>• Encourage information sharing by asking people to share and include social media share buttons.</li> <li>• Track the number of open rates, click rates, unsubscribes, and popular content and analyze and review email results. Compare with previous campaigns, comparing at the 48 hour mark, week after launch, and to industry benchmarks (e.g. <a href="#">MailChimp benchmarks</a>).</li> </ul> <p><b>Messaging and Language</b></p> <ul style="list-style-type: none"> <li>• For consistency, use the same subject for newsletters, which helps the reader know what to expect.</li> <li>• Set the email up for success with a clever subject with 30-50 characters (maximum) and include action verbs and a clear and irresistible value proposition that matches the content of the email.</li> <li>• Test subject lines, new creative, and layout concepts internally with team members and with others removed from the project with a fresh set of fresh eyes. (If time permits, compare two versions of campaign creative, known as an "A/B test.")</li> </ul> <p><b>Incentives for Participation</b></p> <ul style="list-style-type: none"> <li>• Reward subscribers (if possible) and invite subscribers to take a feedback survey on newsletters, blogs, and other recurring sources.</li> </ul>



<b>Evaluation</b>	<p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>• Specific engagement efforts should provide space for feedback, both during and after the engagement process. Treat every opportunity as an opportunity to engage and to improve engagement.</li> <li>• Surveys are helpful for understanding whether or not outreach programs were successful. (E.g. did community members understand the message?)</li> <li>• Focus groups provide an opportunity to ground truth program development and help provide data on outcomes.</li> <li>• Employ a dual approach to engagement and evaluation - collect community data while also collecting feedback on services and process. (E.g. Provide comment cards at tables or booths at community events in addition to any project specific activities.)</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Track demographic information of participants during engagement processes to determine if feedback is representative of the community at large.</li> <li>• Set meaningful performance measures for engagement and check-in throughout the process to determine if participation efforts are on track. Adjust efforts if performance measures are not being met.</li> <li>• Provide avenues for ongoing feedback through public comment, comment cards, call-in services, social media, etc.</li> <li>• Document and report on how public engagement was incorporated into the planning process.</li> </ul>
<b>Focus groups, civic dinners, and other small group discussion formats</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Conduct focus groups and facilitated discussions with disadvantaged communities and other special interest groups for discussion and input on key decisions.</li> </ul> <p><b>Outreach methods</b></p> <ul style="list-style-type: none"> <li>• Keep the discussion limited to focused questions and keep the discussion moving.</li> <li>• Avoid group think and ensure all participants have equal time and opportunity to participate.</li> <li>• Keep the meeting format conversational – word questions in a manner that encourages conversation.</li> <li>• Questions should be short and simple, using language that is easily understood.</li> <li>• Inform participants of opportunities for continued engagement.</li> <li>• Follow up with a thank you note and include key outcomes and/or summary of recommendations that resulted from the discussion.</li> <li>• Document how information received was incorporated or influenced the planning process and follow up at the close of the project to close the feedback loop for the engagement and planning process.</li> </ul> <p><b>Incentives for Participation</b></p> <ul style="list-style-type: none"> <li>• Provide incentives for participation such as giveaways and/or compensate people for their time if possible.</li> <li>• Provide assistance (e.g. transportation, child care) and incentives (e.g. food, giveaways) to encourage attendance and participation.</li> </ul>

**In-person meetings and activities:**

Community/  
neighborhood meetings,  
town halls, etc.

**Outreach Leads**

- Contract with community-based organizations in disadvantaged communities for targeted outreach and participation.
- • Participate in and present at meetings of existing groups and community-based organizations.
- Co-host meetings and workshops with community organizations.
- Sponsor a forum or summit with community organizations and other partner agencies.

**Outreach Methods**

- Provide advance public notice complete with information on how to engage and where to get more information if needed.
- Use a variety of methods to advertise public meetings, including newspaper, public notices, community message boards, social media, and word of mouth.
- Host activities in a familiar and comfortable environments with bright, consistent lighting and noise reduction elements.
- Vary the time of day for meetings and workshops to accommodate a variety of schedules.
- Be respectful of people's time – start and end the meeting on time and stick to the topics at hand. Let people know how/where they can comment on issues outside of the scope of the meeting if necessary.
- Inform participants of opportunities for continued engagement and follow up to close the feedback loop throughout the engagement and planning process.
- Plan for breakout sessions for smaller group discussions on multiple topics so that everyone has an opportunity to participate in limited time formats. A spokesperson for the group should report out on what was discussed to the larger group.
- Include interactive activities that encourage participation (such as live polling and preference surveys) and consensus building.
- Use visualization techniques that may include illustrations, infographics, maps, charts, conceptual illustrations, photographs, PowerPoint slide shows, videos, tabletop displays and models, interactive games, etc.
- Follow up with a thank you note and include key outcomes and/or a summary of recommendations that resulted from the discussion.
- Provide post-meeting follow up with recordings, transcripts, website posts, surveys, and/or summaries of what was heard and how it will be incorporated into the project.
- Provide clear signage directing people to the meeting space.

**Messaging and Language**

- Provide translation services and hold meetings in the language that is most commonly spoken in the targeted community.

**Incentives for Participation**

- Provide assistance (e.g. transportation, child care) and incentives (e.g. food, giveaways) to encourage attendance and participation

<b>Language</b>	<b>Messaging and Language</b> <ul style="list-style-type: none"><li>• Use inclusive language and avoid language that can be rooted in harmful attitudes, stereotypes, and unconscious bias.</li><li>• Include your preferred pronouns in introductions, helping others feel comfortable to share theirs with you if they wish.</li><li>• Use gender neutral language such as “they/them” when referring to people whose gender is unknown.</li><li>• If a mistake with language is made, correct yourself and move on. Do not interrupt a public meeting/activity to apologize, as it shifts attention to the potential harm.</li><li>• Research the target audience and appropriate inclusive language before planning and implementing engagement activities.</li></ul>
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## Limited-English proficient (LEP) populations

### Outreach Leads

- Refer to [RTC's Language Assistance Plan](#) to determine the level of language assistance services needed.
- Employ a diverse range of outreach staff or contract with community-based organizations that look and speak like LEP populations in the region. (Consider using the [Community Health Worker](#) model for outreach.)
- Use community liaisons when appropriate.

### Outreach Methods

- Go where the people are - attend existing events and conduct outreach at popular places where people are already going (e.g. ethnic markets, festivals, churches, community centers, libraries, health centers, etc.).
- Host meetings in the language that is most commonly spoken in the targeted community and provide simultaneous translation for other meetings.
- Train staff to be alert to and anticipate the needs of limited-English participants in meetings and workshops.
- Conduct personal interviews and participate in one-on-one conversations.
- Utilize web-based translation tools, such as ASL translation for short-notice translation needs. (These tools should not replace native speakers and professional translation services, but can be used "in a pinch.")
- Utilize social media groups that are popular with specific targeted audiences such as La Pulga in the Spanish-speaking communities.

### Communication Methods

- Provide translated news releases and outreach information to alternative language media outlets.
- Include information on meeting notices on how to request translation if simultaneous translation is not possible.
- Translate planning documents and web content on key initiatives into a variety of languages based on regional needs.
- Translate social media content into Spanish, Chinese, and other languages as appropriate and create alternative language accounts to encourage social media engagement from LEP populations.

### Messaging and Language

- Keep messaging simple and include engaging materials such as graphics, videos, etc.
- Develop customized messaging to connect with values that are important to target audiences/populations (e.g. familial, economic opportunity, etc.). While broader values may be similar across populations, they often are interpreted differently based on culture, identity, and socioeconomic background. Nuanced messaging is important for connecting with different audiences.

<b>Media (traditional, English-based and LEP)</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Host and invite reporters to news briefings.</li> <li>• Visit minority media outlets to understand cultural nuances for news releases and encourage use of RTC news releases.</li> <li>• Meet with editorial staff at various news outlets and develop ongoing relationships.</li> <li>• Seek out civic journalism and nonprofit partnership opportunities.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Publish and circulate news/press releases.</li> <li>• Develop content for public access/cable television programming.</li> <li>• Place speakers on radio/TV talk shows, including shows that are popular in minority and ethnic communities.</li> <li>• Place public service announcements (PSAs) on radio and TV.</li> <li>• Negotiate inserts into local printed media, including in Spanish and Chinese media sources (other languages may be appropriate as well).</li> <li>• Purchase display ads throughout the community and in disadvantaged communities.</li> <li>• Utilize social media tools such as Facebook, Twitter, YouTube, RSS feeds, and blogs.</li> <li>• Expand social media content with video and informative capsules that help followers become more familiar with MPO and Transit functions and provide all content in multiple languages.</li> </ul> <p><b>Messaging and Language</b></p> <ul style="list-style-type: none"> <li>• Develop customized messaging to connect with values that are important to target audiences/populations (e.g. familial, economic opportunity, etc.). While broader values may be similar across populations, they often are interpreted differently based on culture, identity, and socioeconomic background. Nuanced messaging is important for connecting with different audiences.</li> </ul>
<b>Media (non-traditional)</b>	<p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Use non-traditional forms of engagement such as automated voicemail, interactive information kiosks, podcasts, etc. with various translations available.</li> <li>• Applets can send scheduled, pre-programmed information such as weekly notifications.</li> </ul>



<b>Notifications (for public meetings and beyond)</b>	<p><b>Considerations</b></p> <ul style="list-style-type: none"><li>• Meet all <a href="#">Nevada Open Meeting Law</a> requirements including providing written and web-based notification at least 3 working days prior to the meeting date with an agenda and supporting materials for the meeting (RTC typically notices public meetings at least three (3) business days in advance of the meeting).</li><li>• Preferred outreach methods are often nuanced by culture. Use a variety of methods and tools to notify the public.</li></ul> <p><b>Outreach Leads</b></p> <ul style="list-style-type: none"><li>• Post notifications in underserved and underrepresented communities in high-traffic areas and areas of community gathering.</li><li>• Partner with local media to reach wider and targeted audiences.</li></ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"><li>• Advertise in multiple media sources including newspaper, radio, TV, and social media.</li><li>• Written notices for physical meetings should include time, place, and location of the meeting</li><li>• Written notices for virtual/remote meetings (including those also providing a physical location) should include information about how a member of the public may hear, observe, participate in, and provide public comment from a remote location.</li><li>• Provide translated notices in Spanish and Chinese media sources (other languages may be appropriate as well).</li></ul>
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<b>Open houses and other informal public information meetings and activities</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Participate in informal meeting opportunities of existing groups and community-based organizations.</li> <li>• Co-host meetings and activities with community organizations.</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Duplicate meetings/workshop materials online and communicate that multiple options (in-person and virtual/online) for convenient participation are available.</li> <li>• Host activities in a familiar and comfortable environment with bright, consistent lighting and noise reduction elements.</li> <li>• Provide clear signage directing people to the meeting space.</li> <li>• Staff should be respectful and patient with their communication – don't rush participants and provide explanation of materials as needed.</li> <li>• Use visualization techniques that may include illustrations, infographics, maps, charts, conceptual illustrations, photographs, PowerPoint slide shows, videos, tabletop displays and models, interactive games, etc.</li> <li>• Real life photographs are often more legible for older adults and adults with cognitive impairments, rather than icons and infographics.</li> <li>• Follow up with a thank you note and include key outcomes and/or summary of recommendations that resulted from the discussion and how it will be incorporated into the project.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Present clear and distinct information – clearly label all visuals and avoid jargon, small text, and lengthy text excerpts.</li> <li>• Ask direct questions and avoid open ended questions such as "Do you have any comments?"</li> <li>• Reiterate in a simple, concise way the purpose and question of the open house throughout all means of interaction and informational materials.</li> <li>• Allow for both verbal and written comments.</li> </ul>
<b>Presentations/slide decks</b>	<p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Ensure the presentation is Section 508 and 255 compliant so that it can be viewed properly if it will be included in back up materials or posted online. (Provide voice over/video for presentations posted online.)</li> <li>• Keep the presentation simple, with Section 508 and 255 compliant, easy to view colors and fonts.</li> <li>• Limit text and minimize distractions.</li> <li>• Use high quality graphics and visuals.</li> <li>• Use photographs when possible. Real life photographs are easier to understand for seniors and cognitively-impaired individuals.</li> <li>• Present high-level, easy to understand information and limit the time frame of presentations. Additional details can be discussed in follow up questions.</li> </ul>

<p><b>Printed materials (e.g. post cards, newsletters, informational handouts, etc.)</b></p>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>Contract with community-based organizations in disadvantaged communities for targeted distribution.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>Ensure printed materials are Section 508 and 255 compliant.</li> <li>Present clear and distinct information – avoid jargon, small text, and lengthy text excerpts.</li> <li>Provide user-friendly documents that are easy to read - simplify language to third-grade level.</li> <li>Provide information on how to engage and where to find more information.</li> <li>Provide executive summaries and/or quick-reference materials for plans and studies and translate into multiple languages as appropriate.</li> <li>Use visualization techniques that may include illustrations, infographics, maps, charts, conceptual illustrations, photographs, etc.</li> </ul> <p><b>Messaging and Language</b></p> <ul style="list-style-type: none"> <li>Develop customized messaging to connect with values that are important to target audiences/populations (e.g. familial, economic opportunity, etc.). While broader values may be similar across populations, they often are interpreted differently based on culture, identity, and socioeconomic background. Nuanced messaging is important for connecting with different audiences.</li> </ul>
<p><b>Public Meetings: RTC Board &amp; committee meetings, public information meetings, etc.</b></p>	<p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>Public meetings must comply with all <a href="#">Nevada Open Meeting Law</a> requirements (see Notifications).</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>Provide multiple mechanisms for engagement during the meeting, including public comment, online comment cards, and advance opportunities to participate by email/comment cards.</li> <li>Provide virtual options to allow constituents with limited mobility and other barriers to participate from home.</li> <li>Include a live web stream video of public meetings and provide an archive of past public meetings/workshops online.</li> <li>Provide executive summaries and/or quick-reference materials that summarize the issue(s) at hand and translate into multiple languages based on community needs.</li> <li>Use visualization techniques in public presentations that may include illustrations, infographics, maps, charts, conceptual illustrations, photographs, PowerPoint slide shows, videos, etc.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>Provide advance public notice complete with information on how to engage and where to get more information if needed.</li> <li>Use a variety of methods to advertise when key discussions and decisions are being made, including newspaper, public notices, community message boards, social media, and word of mouth.</li> </ul>

<b>Rural communities</b>	<p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>Understand what gaps in data currently exist and seek out missing data. Recent experience by RTC staff has found that undocumented immigrants may be underrepresented in demographic data collection, particularly in areas that rely on migrant farm labor.</li> </ul> <p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>Keep a database of community organizations that work with and represent vulnerable populations to ensure involvement from these communities.</li> <li>Contract with community-based organizations for outreach and targeted distribution. (Consider using the <a href="#">Community Health Worker</a> model for outreach and engagement.)</li> <li>Use community liaisons when appropriate.</li> <li>Have interpreters and cultural mediators available at meetings.</li> <li>Mobile service providers such as food pantries and health care are good partners for outreach.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>Consider barriers to transportation and technology access. Word of mouth communication, message boards, and in-person engagement is often most effective. (See Technology barriers.)</li> <li>There may be a hidden need for translation, especially in areas that rely on migrant farm labor. Translate materials as appropriate and ensure translation correctly communicates the desired message.</li> </ul> <p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>Provide transportation service if engagement opportunities cannot be held in the community.</li> </ul>
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<b>Seniors</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Develop relationships and contract with community-based organizations who serve senior populations to share information and solicit feedback.</li> <li>• Mobile senior service providers such as food pantries/meals on wheels, and health care are good partners for outreach. Community support groups are also good for connecting with caregivers and home care providers.</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Consider barriers to transportation and technology access. In-person engagement (focus groups, interviews, etc.) is more effective in senior communities.</li> <li>• Go where the people are - attend existing events and meetings and conduct outreach at popular places where people are already going (e.g. markets, churches, health centers, etc.).</li> <li>• Conduct door to door canvasses to distribute public notices and informational materials and to solicit feedback on specific programs and initiatives that may affect the community.</li> <li>• Plan to accept feedback in multiple ways. (Verbal feedback over written feedback may be preferred.)</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Use plain language that is easy to understand – avoid jargon and technical language.</li> <li>• Present clear and distinct information – avoid jargon, small text, and lengthy text excerpts.</li> <li>• Real life photographs are often more legible for older adults and adults with cognitive impairments, rather than icons and infographics.</li> </ul>
<b>Special events</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>• Employ a diverse range of outreach staff or contract with community-based organizations that look and speak like event attendees.</li> <li>• Outreach at/on RTC transit stops and busses needs to be coordinated with RTC Transit Planning to determine busiest times and locations. (Avoid evenings – stops are busy but people want to go home.)</li> <li>•</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Know your audience and customize the event based on the target audience (i.e. families, children, seniors, veterans, etc.).</li> <li>• Go where the people are - attend existing events and conduct outreach at popular places where people are already going (e.g. community centers, supermarkets).</li> <li>• Stand out from the crowd by including a unique experience or service, interactive component, or game.</li> <li>•</li> </ul> <p><b>Incentives</b></p> <ul style="list-style-type: none"> <li>• Publicize and provide incentives for participation or for providing demographic data.</li> </ul>



**Surveys:**

Telephone surveys, electronic/online surveys, intercept surveys, printed surveys, household surveys, etc.

**Considerations**

- Determine level of accuracy as surveys may or may not be statistically valid depending on the nature and scale of the project and the resources available.

**Outreach Leads**

- Telephone surveys are an efficient way to reach people who may not have the time or resources to participate in site-specific and/or online survey activities.
- Contract with community-based organizations in disadvantaged communities for targeted outreach.

**Outreach Methods**

- Determine the purpose of the survey and what decisions need to be made with the data first; responses gathered through the survey should be measurable and answer specific transportation and planning questions.
- Provide both a simple paper and electronic version of the survey.
- Gather contact info for continued engagement in the future and request demographic data in order to determine if all populations have been reached.
- Avoid common pitfalls such as yes/no questions, drag-and-drop options, and ranking questions – use radio buttons instead.
- Use understandable rating scales – extreme positives (best ever) and negatives (terrible).
- Provide a limited number of answers/responses for multiple choice, and use the “other” option with a “write-in” text box.
- Combine or separate transportation modes or ideas (e.g. biking and walking) consistently throughout the survey in order to capture transportation mode data.
- Consider using a digital ad survey platform (e.g. MetroQuest, Qualtrics).
- Track survey responses (e.g. Google Analytics) on the survey to easily track where people are coming from.
- Create different survey links to track Wi-Fi, iPad, online, organizations, etc.

**Communication Methods**

- Provide translated versions in languages that are appropriate for target audiences.
- Keep it simple and easy to understand with no more than 10-12 questions (all questions should be optional for ease of taking the survey).
- Simplify language to third-grade level and provide clear instructions. Avoid professional jargon and technical language.
- Avoid leading language and pictures.

**Incentives**

- Provide promotions and incentives to encourage participation and completion of all questions, including demographic data collection (e.g. raffles, giveaways).

<b>Technology barriers</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>Engage with community-based organizations who can help spread information through word of mouth.</li> </ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>In-person engagement is usually preferred in communities with lack of access to technology and broadband.</li> <li>Prepare for limited connectivity when bringing presentations and/or activities that need internet access.</li> <li>Utilize telephone surveys and phone/text resources for communicating information. This is particularly good for sending out brief follow up information.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>Post public information notices on community message boards and in other high traffic places (community centers, grocery stores, neighborhood businesses, etc.)</li> </ul>
<b>Translation</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"> <li>Use demographic data to determine language needs for the targeted community. Look at the percentage of LEP to accurately determine translation needs. (E.g. Tagalog speaking community has a higher rate of LEP than the Chinese speaking community in the region.)</li> <li>Don't rely solely on translation. Partner with native speakers who have shared experiences with the community and who can communicate with community members directly.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>Translate written materials into complete sentences instead of focusing on highlights. (Highlights don't often translate well.)</li> <li>Double check translation is correct – web-based translation tools often cause mistakes that can confuse the message.</li> <li>Develop customized messaging to connect with values that are important to target audiences/populations (e.g. familial, economic opportunity, etc.). While broader values may be similar across populations, they often are interpreted differently based on culture, identity, and socioeconomic background. Nuanced messaging is important for connecting with different audiences.</li> </ul>

**Virtual meetings****Considerations**

- Virtual public meetings must comply with all [Nevada Open Meeting Law](#) requirements (see Notifications).

**Accessibility**

- Evaluate virtual meeting platform for accessibility.
- Provide accommodations for people of all abilities (sign language interpretation and closed captioning).
- For meetings that include people with visual impairments that use a screen reader, disable use of chat to “everyone” and allow direct messages to moderator or speaker only.

**Language Translation**

- Utilize a meeting platform that supports synchronous language translation.
- Provide instructions to “pin” ASL interpreter as needed.
- Provide multi-lingual instructions for accessing synchronous language translation.
- Consider hosting session(s) delivered in Spanish or other LEP languages.

**Outreach Methods**

- Do not require a sign-in or data collection to participate. (Contact info can be collected optionally.)
- All hosts and presenters should have video turned on – each speaker should be visible (at a minimum) and spotlighted (if possible) when speaking. It is difficult to engage with a table/room full of speakers.
- Assign someone to monitor the meeting – assist with technology questions, muting/unmuting, prioritizing questions and monitoring chat features, etc.
- Permit two-way communication between the participants and the convening host.
- Provide phone-in options only for participants.
- Utilize tools that are publically available to maximize access.
- Consider privacy when utilizing recording and monitoring features and disclose this information to participants when these are used.
- Clarify the rule and etiquette for engaging: How to identify one’s self; how to mute one’s self; how to pose a question or comment; and how to vote.
- Conduct an icebreaker for smaller or more informal meetings to help people get used to the technology.
- Utilize polling and live voting tools to encourage participation and consensus building.
- Provide a clear ending with information on where people can find additional material and continue to provide input.
- Provide post-meeting follow up with recordings, transcripts, website posts, surveys, and/or summaries of what was heard and how it will be incorporated into the plan or project.

<p><b>Web-based and electronic access to information</b></p>	<p><b>Outreach Methods</b></p> <ul style="list-style-type: none"> <li>• Incorporate videos and interactive web content to encourage engagement and exploration.</li> <li>• Include videos and learning modules that help visitors become more familiar with MPO and Transit functions.</li> <li>• Provide interactive activities including surveys, participatory mapping, and story mapping/collection that allows for ongoing engagement and participation.</li> <li>• Provide access to planning data (e.g. maps, charts, background on travel models, forecasts, census data, research reports, etc.).</li> <li>• Provide SharePoint or other online information sharing portals for viewing of and commenting on draft documents prior to decision making.</li> <li>• Provide information on additional avenues for engagement and participation such as connections to Facebook, Twitter, RSS feeds, and blogs.</li> </ul> <p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Update content frequently with current and relevant information.</li> <li>• Ensure website and other electronic materials are Section 508 and 255 compliant.</li> <li>• Make sure content is readable on multiple devices (computer, tablets, phones, etc.)</li> <li>• Provide translation features that accurately translates pertinent information into Spanish, Chinese, and other languages as applicable.</li> </ul>
<p><b>Visualization techniques:</b> Illustrations, infographics, maps, charts, conceptual illustrations, photographs, PowerPoint slide shows, videos, etc.</p>	<p><b>Communication Methods</b></p> <ul style="list-style-type: none"> <li>• Present clear and distinct information – avoid jargon, small text, and lengthy text excerpts.</li> <li>• Real life photographs are often more legible for older adults and adults with cognitive impairments, rather than icons and infographics.</li> </ul>

<b>Youth</b>	<p><b>Outreach Leads</b></p> <ul style="list-style-type: none"><li>• Partner with youth-based organizations such as schools, Boys and Girls Clubs, YMCAs, etc. to get input from youth (as well as parents and teachers).</li><li>• Attend community activities and events where there is likely to be a large number of youth participants.</li><li>• Highly effective engagement strategies include: Informal meetings (focus groups, community conversations, etc.); app or phone based activities; and networking events/activities.</li></ul> <p><b>Outreach Methods</b></p> <ul style="list-style-type: none"><li>• Provide virtual options to allow youth to participate remotely.</li><li>• Reach a larger audience through simplified messages that youth can communicate easily with family and older adults.</li><li>• Provide information for continued engagement.</li><li>• Follow up with a thank you note and include key outcomes and/or summary of recommendations that resulted from the discussion and how it will be incorporated into the project.</li></ul> <p><b>Incentives</b></p> <ul style="list-style-type: none"><li>• Provide incentives and/or stipends for participation.</li></ul>
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# ***Appendix E: Southern Nevada Strong Community Engagement Toolkit***

The [Southern Nevada Strong Regional Plan](#) was developed through a robust planning process that emphasized community engagement to ensure broad representative participation informed the regional plan's goals and strategies. Because of these efforts, the plan was awarded the 2016 National Planning Excellence Award for Public Outreach from the American Planning Association, setting a new standard for what inclusive community engagement can accomplish in our region.

During the regional plan's visioning process, Southern Nevadans described a future with opportunities to participation in decision-making processes throughout the region. In response, the regional planning team, with input from community partners, developed the community engagement toolkit.

The toolkit is a resource for planning and executing inclusive and equitable public participation in Southern Nevada's civic processes. The toolkit provides various resources for conducting community engagement, including resources for traditional in-person engagement as well as strategies for online/remote engagement. In most cases, it is beneficial to use a combination of techniques, ensuring that the process allows for broad participation from all of our region's residents.

## ***SNS Community Engagement Toolkit Resources***

The toolkit provides a variety of resources for developing and implementing community engagement across the region. When used together, these resources can lead to more informed and inclusive decision-making processes in the Southern Nevada community.

### ***SNS Community Engagement Spectrum***

The SNS Community Engagement Spectrum is designed to help clarify and determine the level of community participation in a public process or decision. It can be used in conjunction with the community engagement worksheet and will assist with determining the goals, stakeholder and audience roles, and engagement tools and tactics for the community engagement process.

### ***SNS Community Data Map***

This interactive digital map is a useful resource for understanding your target area and defining your target audience. The map displays key socioeconomic and demographic data (such as rates of educational attainment, language proficiency, and homeownership) within Clark County by block group and census tract. The data map will help you to complete the community engagement worksheet.

### ***SNS Community Engagement Worksheet***

This step-by-step worksheet will assist you with developing and executing a public engagement plan. Use the worksheet to help identify the purpose, target audience, and strategies for effective communication and engagement with your intended audience.

### ***SNS Tools & Tactics – Best Practices for Public Participation***

This new tool was created in tandem with the 2022 update to the Public Participation Plan and encompasses Table 8 and Appendix D from the Public Participation Plan.

### ***SNS Community Engagement Evaluation Guide***

The evaluation guide is a framework for evaluating your community engagement process. It will assist with conducting intermittent progress checks and performing a final assessment for your engagement project.

# SOUTHERN NEVADA STRONG COMMUNITY ENGAGEMENT SPECTRUM

The SNS Community Engagement Spectrum was designed to help clarify and determine the level of community participation in a public process or decision. The Spectrum was adopted from [IAP2's](#) model, which is used internationally and found in many public participation plans. The further to the right on the Spectrum, the more influence the community has over decisions. Each level can be appropriate depending on the context.

	INFORM	CONSULT	INVOLVE	COLLABORATE	DIRECT
<b>MESSAGE &amp; GOAL</b>	<b>MESSAGE:</b> We want you to know	<b>MESSAGE:</b> We want your feedback	<b>MESSAGE:</b> Work with us to inform the decision-making process	<b>MESSAGE:</b> Work with us throughout the process to develop solutions	<b>MESSAGE:</b> We implement what the community decides
	<b>GOAL:</b> To provide the community with factual information regarding current initiatives/challenges	<b>GOAL:</b> To obtain general feedback from the community on current initiatives/challenges/services	<b>GOAL:</b> To work directly with communities throughout the process to ensure that their issues and concerns are consistently understood and considered	<b>GOAL:</b> To partner with the community in all aspects of the decision-making process to synergistically create solutions	<b>GOAL:</b> To assist and participate in community directed strategy and actions
<b>WHEN THE COMMUNITY IS INCORPORATED</b>	After development and decisions for project/plan	After direction of project/plan; Before decision on a solution	After development of project/plan; Before decision of process so that voice can inform the way to a solution	Community and public entity share development of project/plan; Both partners define scale, scope, resources, and create solutions	Community develops a project/plan by identifying the need; Community requests participation from public entity, which then responds as a stakeholder
<b>ENGAGEMENT TOOLS &amp; TACTICS *</b> <i>Red text designates online and virtual tools and tactics</i>  <i>It's recommended to use a combination of techniques (in-person and virtual), ensuring that the process provides adequate opportunities for broad participation.</i>	<ul style="list-style-type: none"><li>• <a href="#">Press/media release</a></li><li>• Brochures &amp; fact sheets (translated)</li><li>• Message boards, mailers, and <a href="#">door hangers</a></li><li>• Partnerships with community organizations &amp; community events</li><li>• Open houses</li><li>• <a href="#">Social media</a>, web, &amp; e-communications</li><li>• <a href="#">Paid digital/social advertising</a></li></ul>	<b>ALL PREVIOUS TOOLS PLUS:</b> <ul style="list-style-type: none"><li>• <a href="#">Surveys/polls</a> (in-person or <b>online</b>)</li><li>• <a href="#">Public meetings</a></li><li>• Public comment</li><li>• Neighborhood meetings</li><li>• <a href="#">Conversation cafes</a></li><li>• <a href="#">Feedback kiosks</a></li><li>• <a href="#">Social media polls</a></li><li>• <a href="#">Telephone town hall meetings</a></li><li>• <a href="#">Social listening</a> and trends research</li></ul>	<b>ALL PREVIOUS TOOLS PLUS:</b> <ul style="list-style-type: none"><li>• <a href="#">Action planning</a></li><li>• <a href="#">Focus groups</a></li><li>• Advisory boards</li><li>• Stakeholder meetings</li><li>• <a href="#">Design charrettes &amp; workshops</a></li><li>• <a href="#">Social media live &amp; discussion threads</a></li><li>• <a href="#">Video conferences</a></li><li>• <a href="#">Workshops, local issues forum, and summits</a> with community partners</li></ul>	<b>ALL PREVIOUS TOOLS PLUS:</b> <ul style="list-style-type: none"><li>• Community-led planning</li><li>• <a href="#">Community budgeting</a></li><li>• Ballots</li><li>• <a href="#">Citizens' jury</a></li><li>• Delegated decisions</li><li>• <a href="#">Consensus conferences</a></li><li>• <b>All might apply</b></li></ul>	
<b>ROLE OF COMMUNITY MEMBERS</b>	Audience	Audience and consultant	Technical committee	Stakeholder	Decision-maker
<b>ROLE OF LEAD AGENCY</b>	Decision-maker	Decision-maker	Decision-maker	Leader	Stakeholder
<b>EXAMPLE ACTIVITIES FOR ABOVE ENGAGEMENT LEVEL *</b>	<ul style="list-style-type: none"><li>• <a href="#">Disaster/health planning</a></li><li>• Medical screenings/research projects</li><li>• Program enrollments</li><li>• <a href="#">Work zone management</a></li></ul>	<ul style="list-style-type: none"><li>• Special use permit applications</li><li>• Transit service monitoring</li><li>• School zoning and new construction</li><li>• Capital improvement projects</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">New or existing ordinance changes</a></li><li>• Designing pilot programs</li><li>• <a href="#">New development projects</a></li><li>• Infrastructure improvements</li></ul>	<ul style="list-style-type: none"><li>• Development of master plans, <a href="#">revitalization plans</a>, or <a href="#">strategic plans</a></li><li>• Developing social service solutions</li><li>• <a href="#">Preservation planning</a></li></ul>	<ul style="list-style-type: none"><li>• Creating community coalitions</li><li>• Policy change</li><li>• <a href="#">Community development</a></li><li>• <a href="#">Participatory budgeting</a></li></ul>
<b>ENGAGEMENT TIMELINE</b>	Fast, often time sensitive	Generally short and tied to a specific project	Variable and ongoing, focus is on building support and problem-solving, generally tied to specific projects and short-term planning efforts	Variable and ongoing, focus is on relationship building and collaboration, generally tied to community-focused development and long-term planning efforts	Variable and ongoing, focus is on community empowerment and systems change

\* Products and companies featured in provided links are included for educational purposes and should not be construed as an endorsement by Southern Nevada Strong

Sources: [International Association for Public Participation \(IAP2\)](#); [King County Equity & Social Justice](#)

Updated July 2022





## Community Engagement Worksheet

This worksheet is designed to assist you with the process of creating and executing a successful public engagement process. Before undertaking any engagement project, an organization needs to identify the project purpose, primary/target audience, potential communication barriers/obstacles, desired impacts to communities, and strategies for effective communication.

The worksheet consists of three components: Project Background, Target Audience, and Engagement Planning. Each section poses several questions that will help guide you through the public engagement process. The sidebar provides additional tips and recommendations to guide you in developing your public engagement plan.

### SECTION I: PROJECT BACKGROUND

1. Briefly describe your project.
  - a. Project title
  - b. Project manager/lead and role
  - c. Project goal (e.g., revise land use plans, community development project, special use permit, etc.)
  - d. Project scope and timeline
2. Describe the decision-making process.
  - a. What decisions/approvals need to be made in order for the project to be implemented?
  - b. Who makes the decision and how is it made? E.g., elected officials, stakeholders, community leaders, citizens)
  - c. If a collaborative team is convened, how will this group make decisions? What happens if a decision cannot be reached?
  - d. Will the decision occur before or after the engagement process?
  - e. How will the decision affect the community?
3. Purpose of the public engagement process.
  - a. What is the main purpose for involving the community?
  - b. What is the highest level of community engagement envisioned? (See the [Community Engagement Spectrum](#))

### Public Engagement Checklist

*Successful public engagement processes should consider the components listed below.*

- ☐ Complete project background
- ☐ Identify message/goal of engagement (See [Community Engagement Spectrum](#))
- ☐ Identify the target area
- ☐ Identify the target audience
- ☐ Identify stakeholders and partners
- ☐ Identify appropriate communication strategies
- ☐ Identify resources and available timeframe
- ☐ Create a public engagement plan
- ☐ Create an appropriate budget
- ☐ Monitor and evaluate the engagement process – complete progress reports
- ☐ Ensure accessibility and transparency throughout the process
- ☐ Seek feedback on the process from the target audience
- ☐ Evaluate the outcome
- ☐ Report on the process and outcome to appropriate decision makers
- ☐ Follow up with engagement participants on outcomes & decisions made

### SECTION II: TARGET AUDIENCE

1. Gather information and research relevant groups and communities in your project area.
  - a. What specific **population, issue-related or historically underrepresented** groups may be impacted?



- b. What is your **target area**?
  - c. What are the demographics in your **target area**?
2. Using the information collected above, determine your target audience.
  - a. Who is the primary audience you desire to reach?
  - b. Who are the key community leaders and/or stakeholders within this audience?
3. Assess your existing access to your target audience.
  - a. Does your organization have existing connections and partnerships in place to engage with your target audience?
  - b. If not, what organizations and groups could be contacted to partner with you on the engagement process?
4. Identify challenges and opportunities for engaging your target audience.
  - a. What are the potential **barriers and challenges** for reaching your target audience?
  - b. What **opportunities** exist for reaching your target audience?

### SECTION III: ENGAGEMENT PLANNING

1. Identify your role and time frame for public engagement.
  - a. What is the anticipated timeline for the engagement process?
  - b. What will your organization's role be in the public engagement process (e.g., leader, supporting, none, etc.), and what will it entail (e.g., execution of plan, provide technical assistance, make staff recommendations, etc.)?
2. Determine your strategies for effectively reaching all audiences identified in section II on target audience.
  - a. What tools and tactics will be used to engage your target audience? (See the [Community Engagement Spectrum](#) and Best Practices for Community Engagement Guide)
  - b. What is your plan to address identified **communication barriers** such as language and literacy needs?
  - c. What steps are being taken to ensure that **disadvantaged and underrepresented communities** are included?

#### Tools

- Use the [Community Engagement Spectrum](#) to help identify the community engagement technique that is most appropriate for your project.
- Use the [Southern Nevada Community Data Map](#) to find key socioeconomic and demographic data within Clark County.
- Contact RTC for assistance with identifying partner organizations and stakeholders for community engagement.  
Michelle Larime:  
[larimem@rtcsonv.com](mailto:larimem@rtcsonv.com)
- Consult the Best Practices for Community Engagement Guide to ensure all community members are considered when designing outreach strategies.

#### Tips

- Public engagement is a fluid process. Start with what you know and work from there.
- Once you've begun executing your engagement plan, you may need to return to the worksheet and modify your plan as new information is learned.
- Don't be afraid to make mistakes; public engagement is hard work. But the rewards are great.
- Use a combination of techniques (in-person and virtual), ensuring that the process provides adequate opportunities for broad participation.

#### Recommendations

- Note **population or issue-related groups** such as neighborhoods, race & ethnicity, language, age, gender, tribal, etc.
- Note **historically disadvantaged and underrepresented groups** that may be impacted by the project



- d. What existing **communication opportunities and resources** can you leverage?
- e. What can **partner organizations and stakeholders** contribute to the engagement process?
3. Determine your budget and the resources needed to support your strategies.
  - a. What is your staff availability? Do you need to hire additional staff to manage or assist with the engagement process? (e.g., consultants, translators, etc.)
  - b. Do you need to **budget** for venues, translation equipment, tech equipment (A/V), food/refreshments, etc.?
  - c. What materials are needed to support your strategies and what is the **budget** for these items?
4. Determine reporting mechanisms for monitoring and evaluating the engagement process.
  - a. How will the target audience be informed of benchmarks, progress, and decisions of the project?
  - b. What **quantifiable results** will be obtained?
  - c. What does **success** look like for the project? For the community?
  - d. What does final evaluation for the process look like? (i.e., public briefing, published report, etc.)
  - e. How will your target audience be included in your evaluation process? (e.g., feedback, surveys, public comment, etc.)
5. Determine how the engagement process will affect the decision-making process.
  - a. What does the community perceive as the benefits and consequences of the project?
  - b. What alternatives can/should be considered?
  - c. What unintended consequences could result?
  - d. What strategies are in place to mitigate/alleviate the unintended consequences?
  - e. What decisions will be made after the public engagement process?
  - f. How will engagement participants be informed of the decisions made? (I.e. What does follow up look like?)

- such as African Americans, Hispanic and Latinos, women, etc.
- **Target area** may be defined as zip codes, school zones, transportation corridor, etc.
- Potential **communication barriers** include language, education, culture, age, income, social structures, etc.
- Potential **accessibility challenges** include transportation, child care, technology, resources, etc.
- Potential **communication opportunities** include existing social gatherings, resource distribution centers, etc.
- Look to **partner organizations and stakeholders** to assist with providing contact information, sponsorship, legitimacy/credibility, etc.
- Strategies for overcoming **communication barriers** include simultaneous translation, interpretation, reading level, etc. (See Best Practices for Community Engagement Guide)
- Consider alternative or non-traditional approaches for **impacted communities** such as providing a play area for children with supervision, providing fresh/healthy food, etc.
- Consider **existing opportunities and resources** such as attending church/community organizations, radio station PSAs, joining social media groups, etc.
- **Budget** for supporting materials such as notification mailers, informational brochures and handouts, survey service provider, etc.
- Define and evaluate **success** both in terms of process and outcome. (See the [Community Engagement Evaluation Guide](#))





## Community Engagement Evaluation Guide

A critical component of the community engagement process is evaluation. Evaluation is best done several times throughout the engagement process, both while the process is ongoing as well as at the completion of the public engagement process. Evaluation of community engagement provides valuable feedback about the process and outcomes for both the community and the facilitators.

### Evaluation Part I: Progress Reports

Internal evaluation should be done intermittently throughout the community engagement process. Public engagement is a fluid process. Once you've begun executing your engagement plan, you may need to modify your plan as new information is learned. Timely progress reports will not only help you gauge how the process is going, but will help you keep track of the process for future transparency and reporting. The following questions are designed to help you check-in as needed on your engagement process. Modify as needed to suit your project's needs.

1. Have the proper expectations for the community engagement process been set? Does the community understand the intentions for the engagement process, their role, and how the decision(s) will be made?
2. Who is participating? Are the right community members at the table? Is your intended target audience present? Has your target audience changed at all throughout the engagement process?
3. Are the engagement tools and strategies properly communicating your message? If so, what is working well and why? If not, what can be changed so that your message is better understood by the community?
4. Is the engagement process allowing for *all* voices to be heard equally? Are the identified historically underrepresented groups and communities being heard? Is everyone being given equal opportunity for participation?
5. What are the community's perceived benefits for the proposed project? How do these perceptions align or differ from your project goals?
6. What are the community's concerns for the proposed project? How are these concerns being addressed?
7. What opportunities, if any, are there for the community to be involved as the project progresses?
8. Based on the process so far, does your process need to be changed or adjusted? Why or why not? What changes should be made?



## Evaluation Part II: Final Report

Once you've completed your community engagement process, it's important to evaluate both the process and impacts of your community engagement. Evaluation not only provides additional transparency for the project, but is a tool for accountability. Ultimately, the evaluation process will help improve future engagement work in our communities.

### Evaluating the Process of Community Engagement

The following questions are designed to help you evaluate how well your organization engaged with the community.

1. Were the expectations for the engagement process properly communicated and understood by the community?
2. Who participated in the process? What populations, issue-related groups, and/or historically underrepresented groups were present?
3. Was the target audience and/or area engaged? Were the right people at the table?
4. Did the process and structure for community engagement allow for *all* voices to be heard and valued? Summarize the process you undertook for ensuring successful inclusion and representation.
5. What worked and what didn't during the engagement process?
6. What questions came up during the engagement process? Was there anything that surprised you? If so, how did you respond and/or adjust?
7. Were alternatives discussed and considered for the project? Were strategies developed for mitigating/alleviating unintended consequences?
8. What was the process for decision-making or consensus building? Was there a point where consensus could not be reached and if so, how was this resolved?
9. What worked well and what changes could be made related to: 1) the community engagement process and 2) the engagement team, including community participation and the role of facilitation/leadership.
10. Were resources allocated for the engagement process used well? What resources contributed to successful engagement and what didn't?
11. Overall, how would the community rate the engagement process? How would the facilitator rate the engagement process? Why? (Scale 1-10)

### Evaluating the **Impacts** of Community Engagement

The following questions are designed to help you evaluate what happened because of the engagement process.

1. What feedback was received from the community regarding the public engagement process?
2. What was the reaction of the community to the project? Was there support or opposition to the project? Perceived benefits or concerns?
3. Describe the role that community members played in the project. How did they contribute to or influence the outcomes of the project?
4. Is there opportunity for continued involvement from the community? What does this look like?
5. What did you learn through the community engagement process? What did the community learn?
6. How did the community engagement process influence the final outcome for the project?
7. How were decision makers informed of the community engagement process? Did the information learned through community engagement influence the decision making process?
8. What new relationships or connections were made during the community engagement process? How can these relationships influence your work in the future?
9. Are there noticeable changes in the community and/or in residents within the community?
10. Overall, how would the community rate the project impact/outcome(s) now that the community engagement process is over? How would the facilitator rate the outcomes? Why? (Scale 1-10)

# ***Appendix F: RTC Environmental Justice Commitment***

Insert RTC Environmental Justice Commitment from 2022 Title VI Report once approved.  
(Approval by the RTC Board expected September 8, 2022)



# Appendix G: Sample Public Notice

**• PUBLIC NOTICE •**

**Notice of Comment Period and Public Meeting RTC Public Participation Plan (PPP)**

Did you know that the RTC operates our regional public transit system, as well as develops plans that guide decisions and investments in transportation and mobility?

The most important part of this planning process is YOU! We need to know what you think, how to connect with you and where you feel most comfortable making your voice heard.

We've updated our public participation plan to include virtual meetings, new federal and state requirements and improved best practices for equity and inclusion across our region.

Let us know what you think! Take a quick survey and learn more at [rtcsnv.com/engage](https://rtcsnv.com/engage), or join us at a community event:

**North Las Vegas Mexican Independence Day Celebration**

Thurs., Sept. 15, 2022, 5-7 p.m.  
North Las Vegas City Hall  
2250 Las Vegas Blvd. North  
North Las Vegas, NV 89030

**Pop-Up Produce Market**

Wed., Oct. 5, 2022, 12:30-2:30 p.m.  
Bonneville Transit Center  
101 E. Bonneville Ave.  
Las Vegas, NV 89101

To request language interpretation, please call 702-676-1891 at least 72 hours before the scheduled meeting.

The comment period will run from Friday, August 26 to Sunday, October 9. All participants will be entered to win raffle prizes, including two tickets to the Vegas Golden Knights home game on Thursday, October 20 vs. the Winnipeg Jets.

We hope to hear from you!

Submit comments/questions:  
Attn: Sue Christiansen  
Online: [rtcsnv.com/engage](https://rtcsnv.com/engage)  
Phone: 702-676-1891  
Survey: [rtcsnv.com/engage](https://rtcsnv.com/engage)  
Mail to: RTC of Southern Nevada  
600 S. Grand Central Pkwy  
Las Vegas, NV 89106

**For more information visit: [www.rtcsnv.com](https://www.rtcsnv.com)**



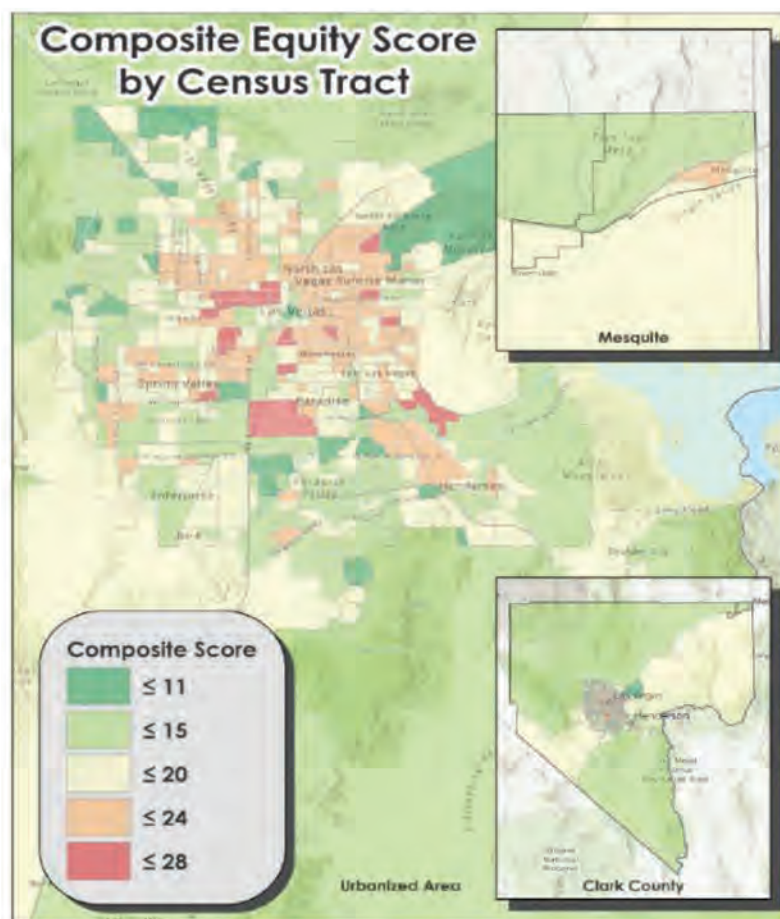
# ***Appendix H: Development of the Community Health Score Index***

The RTC has adopted the Community Health Score index to identify transportation disadvantaged communities within the urbanized area of Clark County who, on average, experience higher social vulnerability and health risks related to public safety and transportation access in the region. Figure 2 shows the geospatial variation of health scores within the community – low scores highlighted in red are identified as disadvantaged communities having higher transportation-related health risks.

Additional information about how the Community Health Score was developed can be found in [Appendix A of the Transportation Health Study, Task 5 - Planning & Health Impacts report](#).

### 3 Development -- Community Health Score

The RTC currently uses a place-based Equity Score that “serves as a tool for integrating the needs of all people in transportation plans, projects, and outreach”<sup>1</sup> (Figure 1). It combines seven demographic-related metrics into one score: language proficiency, age (youth, senior), disabilities, income, minority status, and vehicle ownership. Composite scores like this are a common approach to use when conducting equity analyses (e.g., including the US Environmental Protection Agency’s [EJ Screen](#), and the US Centers for Disease Control and Prevention’s [Social Vulnerability Index](#)).



Data Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Figure 1. RTC Access 2050 Composite Equity Score

Many factors impact both health and equity, and health is one of the many factors that impact equity. Creating a composite or index score is a common way to include multiple factors while reducing the complexity by generating a single number (score). Indices are also flexible. The specific metrics used to calculate an index value, how they are combined

<sup>1</sup> Access 2050 [Appendix K – Environmental Justice Analysis](#).

and weighted can be easily modified to best fit the analysis purpose. Indices at the sub-regional geographic level (e.g., the Equity Score at the census tract level) are significant to equity-based analyses. Understanding finer scale geospatial variation (e.g., at the neighborhood or corridor levels) can highlight areas of concern that are not obvious when viewing only region-wide values. A potential drawback of such composite measures is that the score itself does not indicate the relative contribution of each component metric. However, when that finer level of information is needed, the values of each component can be examined for a given location.

The new RTC Community Health Score (CHS) created for this Study is similar in concept and purpose to the Equity Score. The CHS uses available local objective data (built, natural, and social) combined with estimated health outcomes<sup>2</sup> at the Census Block Group level. The selection of the specific metrics used for the CHS was informed by:

- the evidence regarding linkages between transportation and health<sup>3</sup>
- feedback heard during the community outreach input,<sup>4</sup> and
- input from this Study's Technical Advisory Committee.

The CHS consists of three equally weighted sub-indices covering the categories of vulnerability, transportation-related health risk (only related to transportation issues), and health-related transportation access (only related to health issues). In turn, these are comprised of two to six indicators for multiple topics (Figure 2). See Appendix A for additional details about the calculation of the CHS, including data sources, equations, and programming scripts used to run them.

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<sup>2</sup> The health outcomes estimates are from the RTC-Public Health Assessment Model (RTC-PHAM). See Section 5 in this report for more details.

<sup>3</sup> For additional details on the available evidence see *Transportation Health Study Task 4: Baseline Health Costs and Impacts Related to Existing Transportation System* - RTC Southern Nevada ([www.rtcnv.com](http://www.rtcnv.com))

<sup>4</sup> For additional details on the available evidence see *Transportation Health Study Task 2: Community Engagement* - RTC Southern Nevada ([www.rtcnv.com](http://www.rtcnv.com))

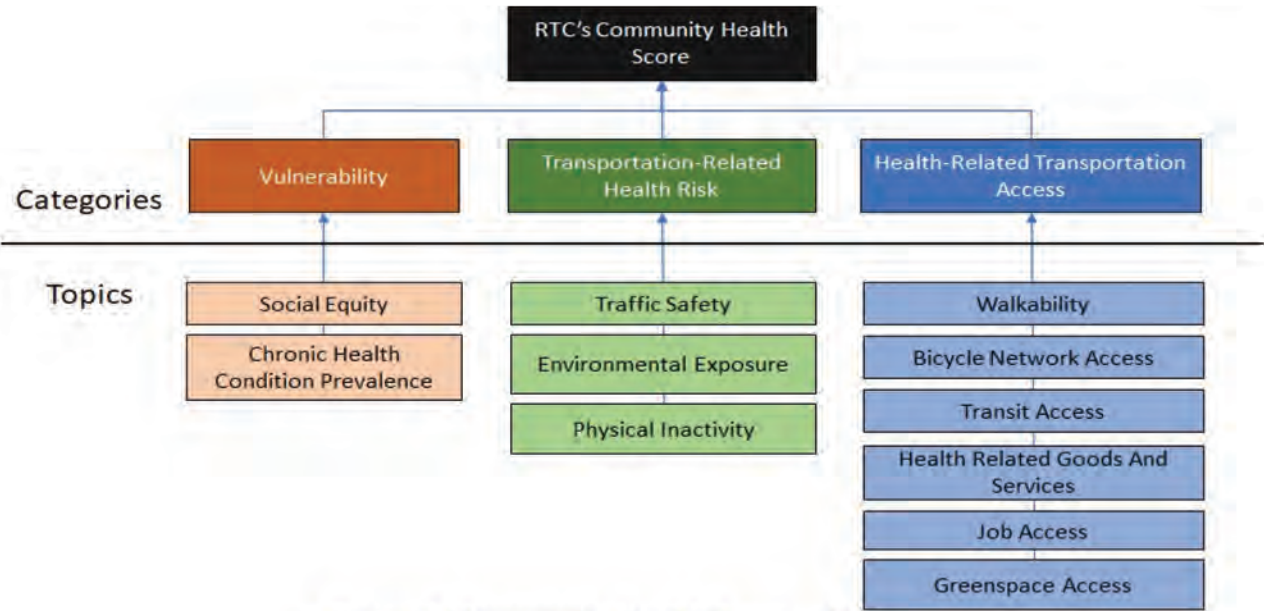


Figure 2. Community Health Score – diagram

Figure 3 shows the geospatial variation of the Community Health Score. Lower scores (with the lowest indicated by shades of red) highlight areas identified as having poorer health (greater health risk) on average. These areas are concentrated in the region’s center and east. They include sections of North Las Vegas, eastern Las Vegas, and several other clusters.<sup>5</sup> The red areas include older parts of town that are typically working class and have seen decades of lower investment than other parts of the region with rapid population and spatial expansion.

<sup>5</sup> Additional areas those found in the **City of Las Vegas** (Historic West Las Vegas, John S. Park Neighborhood, Huntridge, Vegas Heights, Twin Lakes, Charleston Heights), **Clark County** (Paradise Palms, Sunrise Manor, Winchester, Royal Crest Arms/Estates, Spring Valley, Whitney, East Las Vegas), **City of North Las Vegas** (College Heights, Valley View Estates, Highland Village, Highland Heights, Valley View Estates), **City of Henderson** (Pittman)



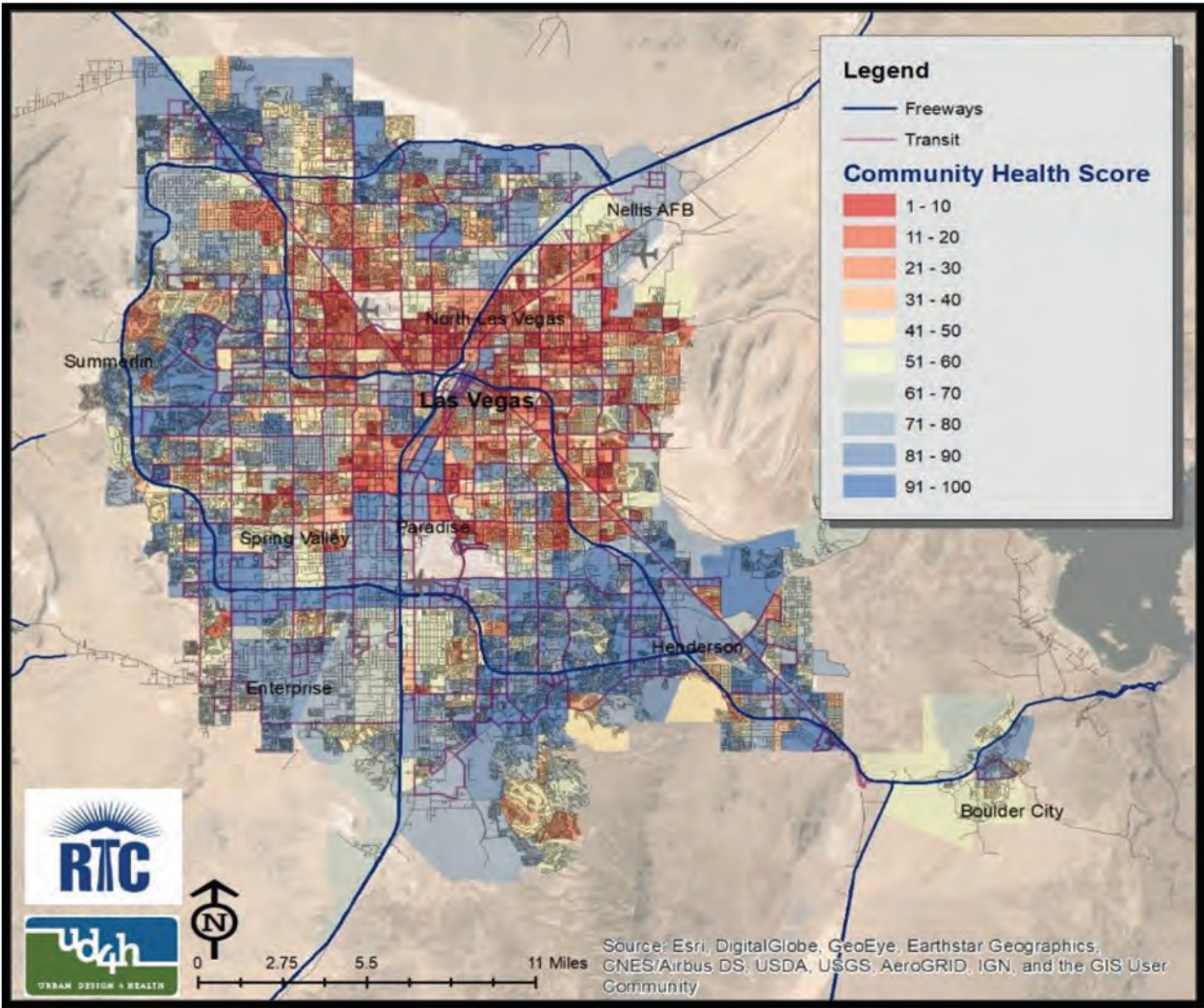


Figure 3. Community Health Score – (lower values indicate locations with more health vulnerability concerns)

## Sub-Indices of the Community Health Score

This section describes the vulnerability, transportation-related health risk, and health-related transportation access sub-indices. In addition to a written description, maps are provided to show the geospatial variation within the region.

### Social and Health Vulnerability Concerns

The **Social and Health Vulnerability Concerns** Index captures social vulnerability and underlying health conditions. It is generated by combining (equally weighted) the metrics shown on the left of Figure 4 into the two categories (social equity and chronic health condition prevalence) in the middle. These category level values are, in turn, equally weighted, normalized, and combined to calculate the final Index value. RTC's Equity Score is used directly to calculate an overall Vulnerability Index. The resulting geospatial variation of this Index is shown in Figure 5. The areas of greater concern (poorer equity and health outcomes) are shown by lower numbers on the scale of 1 to 100 and show a pattern similar to the overall Community Health Score.

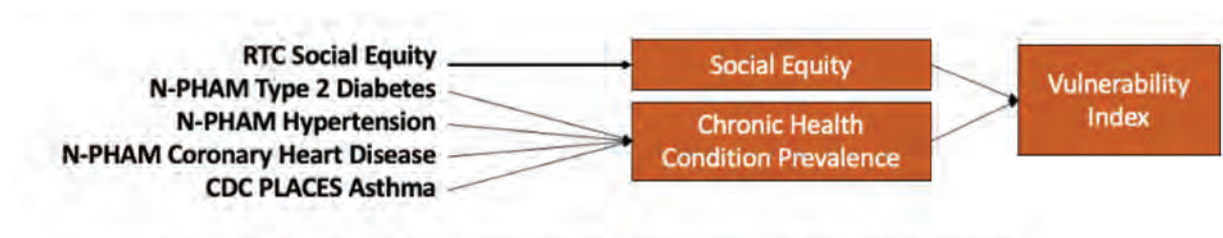


Figure 4. Social and Health Vulnerability Concerns Index -- components



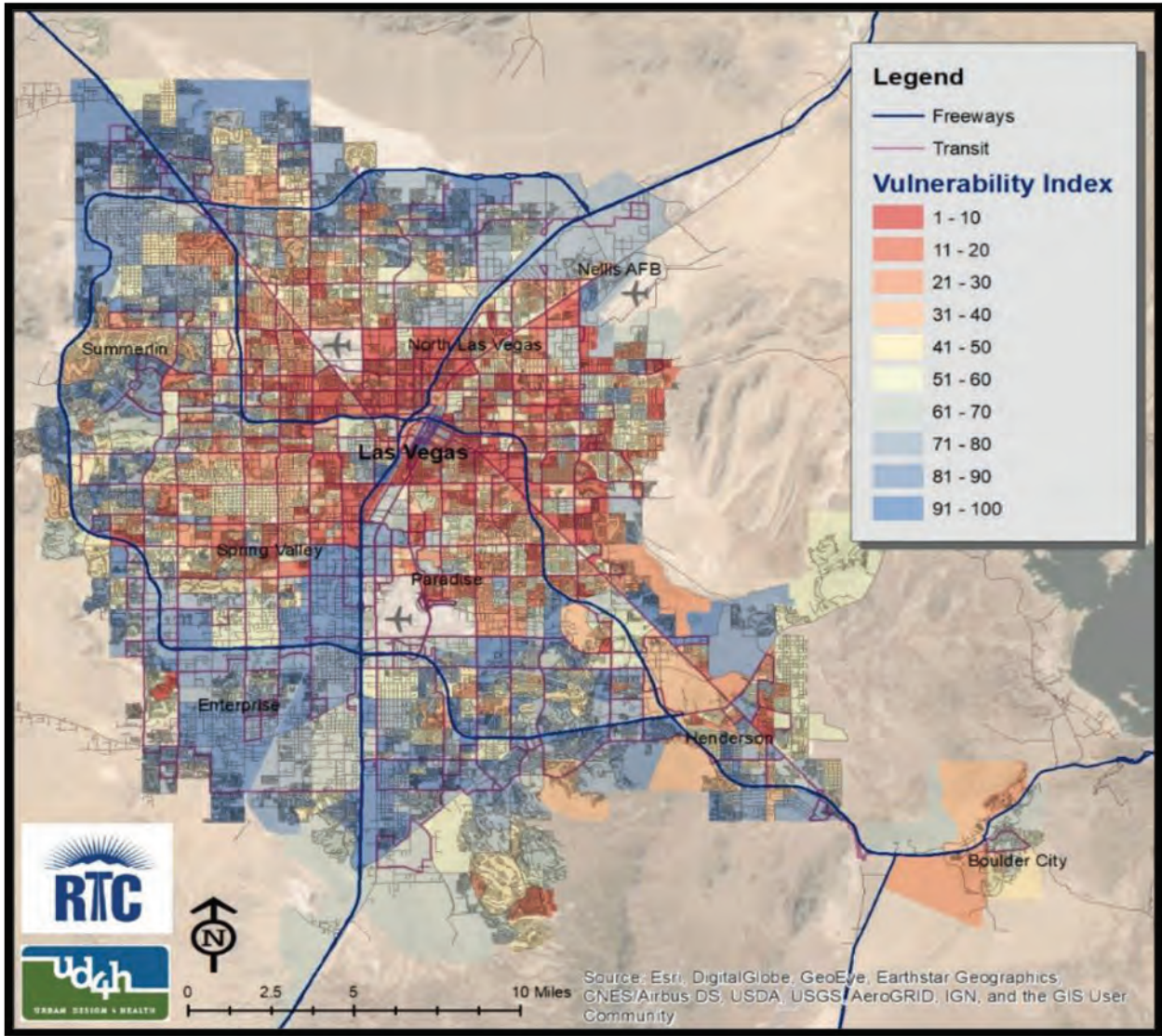


Figure 5. Vulnerability Index (lower values indicate locations with more health vulnerability concerns)

Transportation-Related Health Concerns

The **Transportation-Related Health Risk Index** is generated by equally weighting, normalizing, and combining the seven metrics shown on the left side of Figure 6<sup>6</sup> into three categories, and then the overall Index. The resulting geospatial variation of this Index is shown in Figure 7.

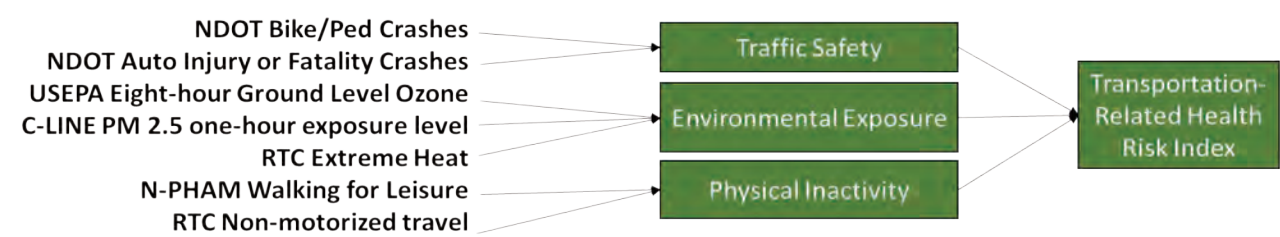


Figure 6. Transportation-Related Health Risk Index -- components

<sup>6</sup> Transportation-Related Health Risk Index metrics -- bike/pedestrian crashes, auto injury or fatality crashes, ground level ozone, PM2.5 one-hour exposure level, extreme heat, walking for leisure, non-motorized travel. The non-motorized travel portion of this index refers to the percentage of short trips by traffic analysis zone estimated from the travel demand model. While non-motorized travel is not explicitly forecasted, it is assumed that TAZs with higher percentages of short trips indicate more opportunity for non-motorized modes of travel (walking, biking, rolling).



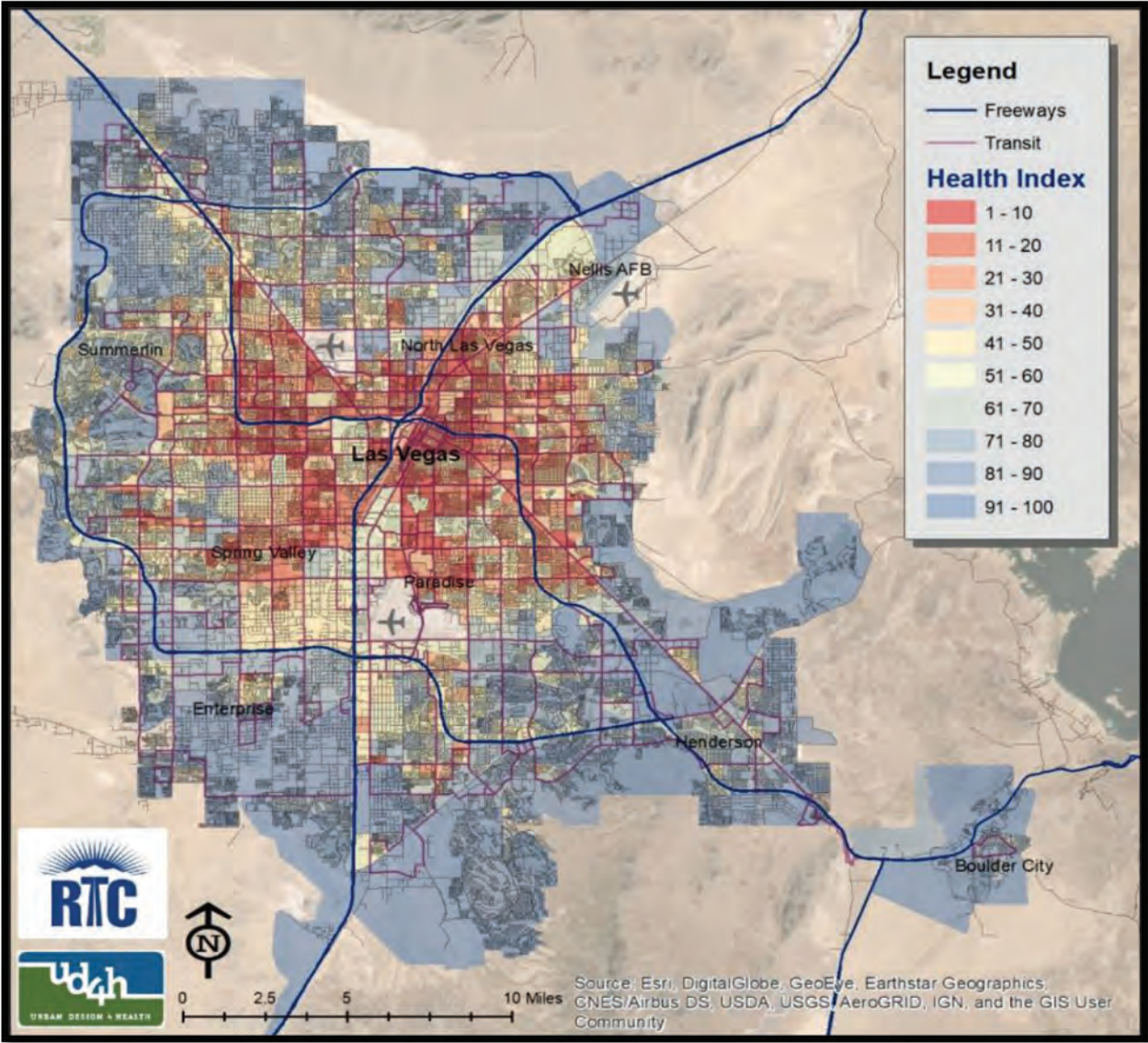


Figure 7. Transportation-Related Health Risk Index – map (lower values indicate locations with higher transportation-related health concerns)



Health-Related Transportation Accessibility Concerns

The **Accessibility Index** is generated by equally weighting, normalizing, and combining the ten metrics shown on the left side of Figure 8<sup>7</sup>. The resulting geospatial variation of this Index is shown in Figure 9.

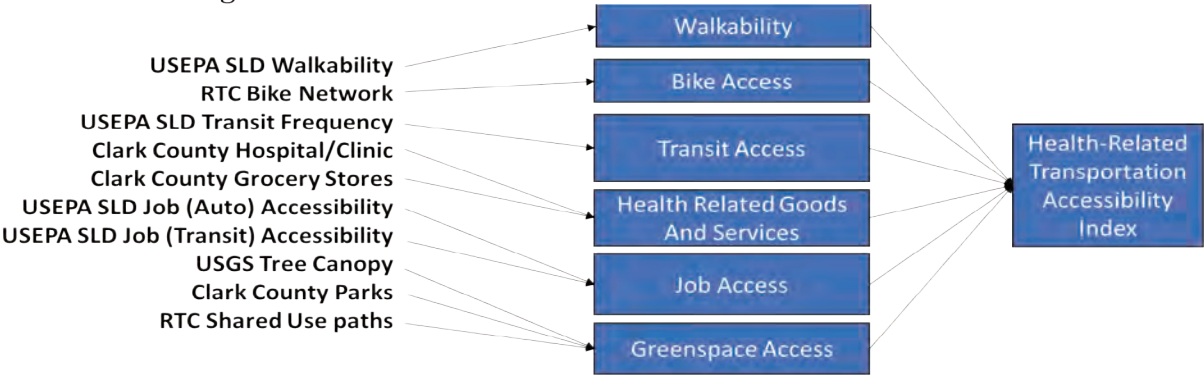


Figure 8. Health Related Transportation Accessibility Index -- components

<sup>7</sup> Health Related Transportation-Accessibility Index metrics – walkability, bike network, transit frequency, hospital clinic, grocery stores, job (auto) accessibility , job (transit accessibility, tree canopy, parks, shared use paths.

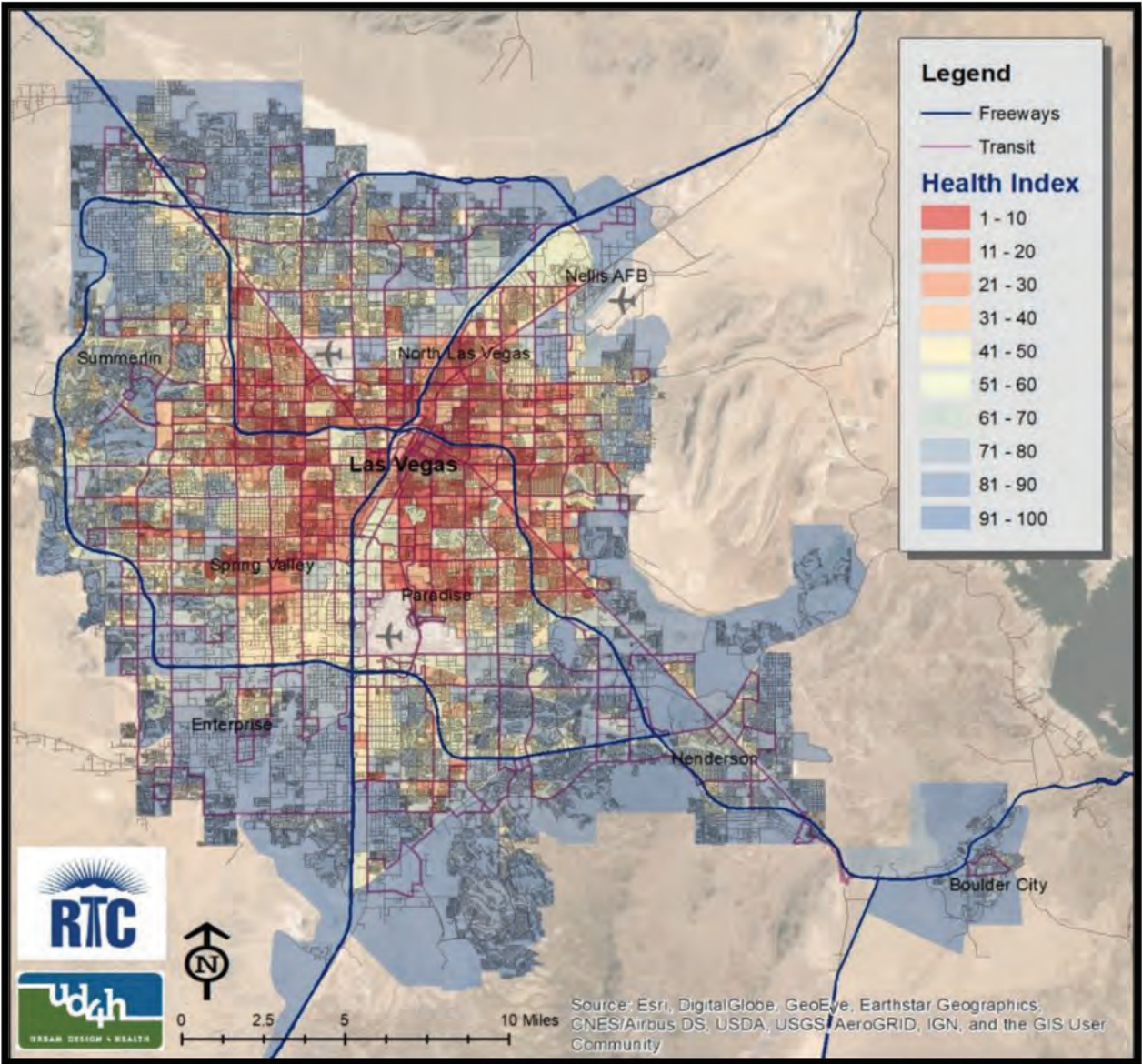


Figure 9. Health-Related Accessibility Index (lower values indicate locations with greater parcel accessibility concerns)

## 4 Application -- Communities of Concern

Depending on the analysis’ purpose, any of the scores described above can be used to identify communities experiencing greater vulnerabilities with greater health disparities. Below, one of the three sub-indices comprising the overall Community Health Score is used as an example. The Vulnerability Index measures current social equity and health conditions (Figure 10). It augments the equity analyses already done by RTC as part of its work.

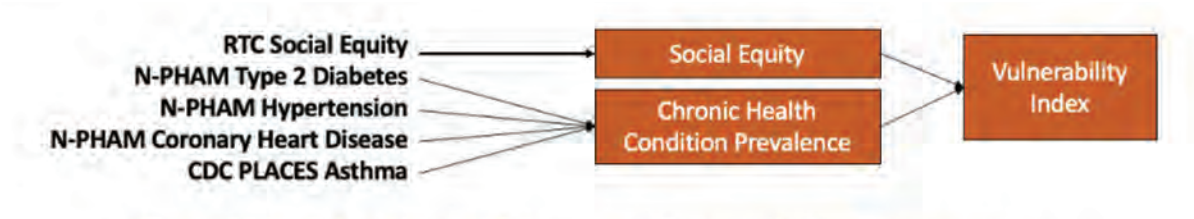


Figure 10. Social and Health Vulnerability Concerns Index -- components

Like the other indices, every Census Block Group has a 1 to 100 score. A lower number represents more concerning conditions – more people with chronic disease and greater concerns for social inequities. Figure 11 shows the Census Block Groups with a score of less than or equal to 25. As indicated in the map, the most health-vulnerable communities are in North Las Vegas and communities surrounding downtown and the resort corridor and in older pockets of Henderson and other clusters.



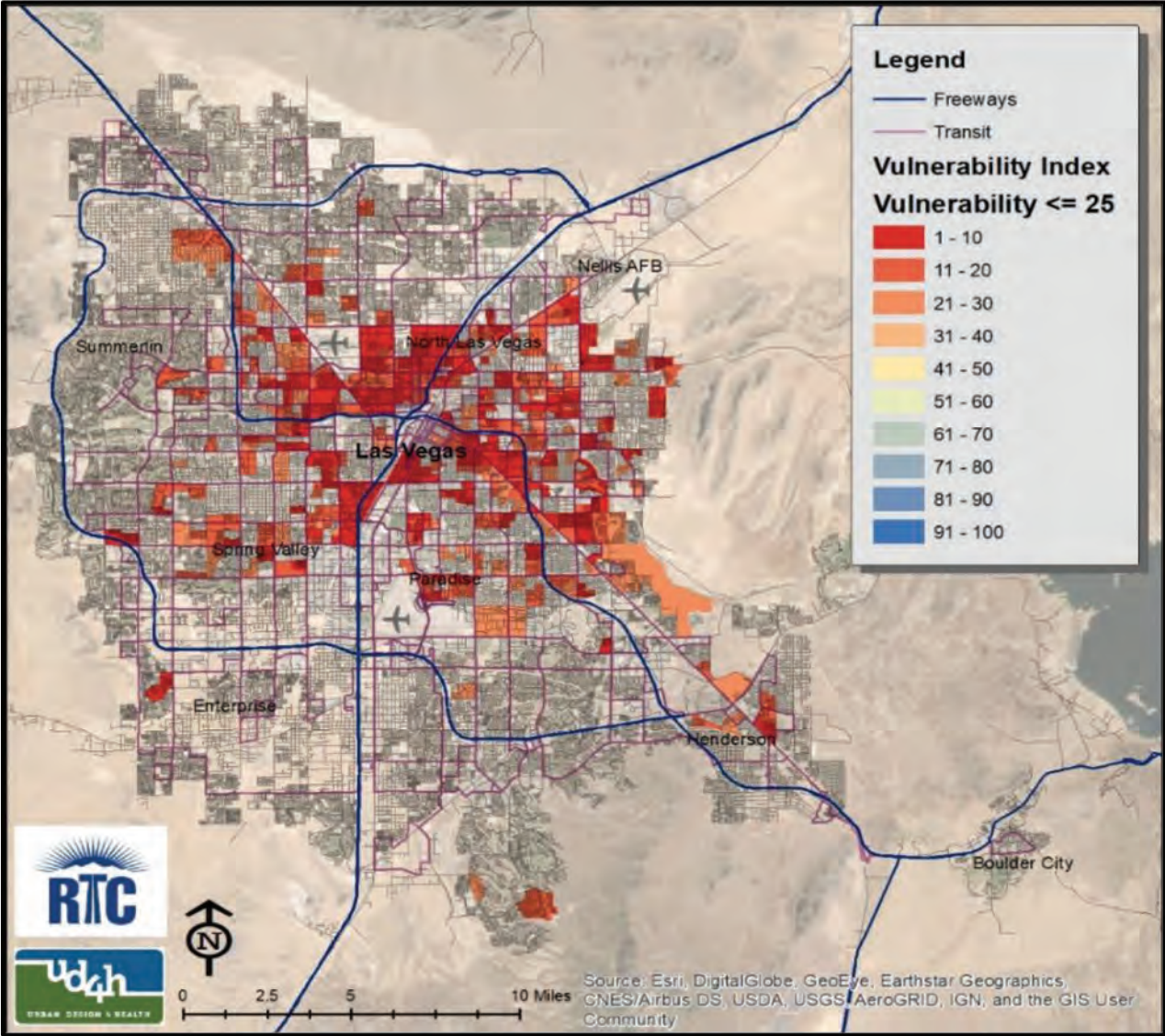


Figure 11. Locations With a Health Vulnerability Index Less Than or Equal To 25

Table 1 provides demographic comparisons of 323 Census Block Groups (of 1,252 in the region) that fall into the most vulnerable groups. These vulnerable areas include 20% of the region’s residents. The resident’s demographics have higher percentages of low income households and people aged 65 or older. These areas also have a low average Community Health Score compared with other locations.

*Table 1. Comparative Numbers for Locations With Vulnerability Index of Less Than 25*

	Percent of Population	Percent Household Income ≤ 50k	Percent People Aged 65 or older	Average Community Health Score
Vulnerability Index ≤ 25	20%	57%	21%	22
Vulnerability Index > 25	80%	34%	16%	64

Using the indices to highlight parts of the region with low health Vulnerability Index scores helps identify community needs, align transportation project identification, prioritization, and design to best address those needs. The Vulnerability Index is used in Section 6 to analyze the impact of the On Board Mobility Plan on health conditions.



*(NOTE: The proposed language identified below is a new section of the Policies and Procedures.)*

## **19.0 POLICIES AND PROCEDURES GOVERNING THE SOUTHERN NEVADA STRONG STEERING COMMITTEE**

### **19.1 CREATION AND PURPOSE**

The Southern Nevada Strong Steering Committee (Steering Committee) will coordinate and support implementation of the Southern Nevada Strong Regional Plan (Regional Plan). The Steering Committee will engage, educate and empower member organization's constituencies in Regional Plan implementation. The Steering Committee will assist RTC staff by providing valuable insight and guidance on 1) how Southern Nevada Strong can support his or her organization; and 2) region-wide activities and strategies Southern Nevada Strong can take to support implementation.

### **19.2 MEMBERSHIP**

- A. The membership of the Southern Nevada Strong Steering Committee shall consist of a senior management representative from each of the thirteen regional partners identified in the Regional Plan:
  - 1. City of Las Vegas
  - 2. City of Henderson
  - 3. City of North Las Vegas
  - 4. Clark County
  - 5. City of Boulder City
  - 6. Clark County School District
  - 7. Southern Nevada Regional Planning Coalition
  - 8. Regional Transportation Commission of Southern Nevada (RTC)
  - 9. RTC Board Liaison
  - 10. University of Nevada Las Vegas
  - 11. Southern Nevada Water Authority
  - 12. Southern Nevada Health District
  - 13. Southern Nevada Regional Housing Authority
  - 14. Southern Nevada Conservation District
- B. The membership of the Southern Nevada Strong Steering Committee shall also consist of the following community and special interests representatives:
  - 1. Federal Reserve Bank of San Francisco
  - 2. Las Vegas Global Economic Alliance
  - 3. Las Vegas Metropolitan Police Department
  - 4. Nevada Department of Transportation
  - 5. United Way of Southern Nevada
  - 6. Urban Land Institute
  - 7. Brookings Mountain West
- C. Members of the Southern Nevada Strong Steering Committee shall be selected by the entity, firm or agency they represent.
- D. Southern Nevada Strong Member Absences
  - 1. Excusal of an absence may be obtained by contacting the Steering Committee Chair, the RTC General Manager or his or her designee prior to the meeting at which the absence will occur.
  - 2. Steering Committee members must attend 75% of meetings over the course of a calendar year. If not, recommendations by the Chair, in consultation with the Vice Chair may be made to replace a Steering Committee member to ensure adequate representation and participation.
- E. Each Southern Nevada Strong Steering Committee member shall have one vote.

- F. The terms of the members of the Southern Nevada Strong Steering Committee shall be indefinite.
- G. For each member provided for in paragraphs (A) and (B), one alternate member may be appointed. Such alternate members will exercise all functions of the member in the member's absence. All members and alternates must be designated, in writing, to the RTC General Manager.

### **19.3 OFFICERS AND DUTIES**

- A. A chair and vice-chair shall be elected annually, at the first meeting in October, from the voting membership of the Southern Nevada Strong Steering Committee.
- B. The succeeding chair will officiate at the October meeting and will serve for 12 months.
- C. The chair shall preside at all meetings, call the meetings, and represent the Southern Nevada Strong Steering Committee at all meetings.
- D. In the event that the chair is unable to perform these duties, the vice-chair shall act in the place of the chair.

### **19.4 MEETINGS**

- A. The Southern Nevada Strong Steering Committee shall meet quarterly or as needed. Special meetings of the Southern Nevada Strong Steering Committee may be called as directed by:
  - 1. The RTC
  - 2. The Chair of the Steering Committee
  - 3. The request of more than one-half of the membership
  - 4. The Chair of the RTC
- B. A simple majority of the Steering Committee's members shall constitute a quorum.
- C. The Southern Nevada Strong Steering Committee shall follow a prepared agenda, subject to a publicly posted notice of a public meeting as required by the Nevada State law. Items for discussion or action at a Southern Nevada Strong Steering Committee meeting must be submitted to the General Manager at least 12 working days prior to the meeting date. The General Manager may waive the 12 day requirement, in accordance with his or her authority pursuant to the RTC Administrative Procedures for Agenda Processing. The recommendations of the Southern Nevada Strong Steering Committee will be forwarded to the Regional Transportation Commission Board of Commissioners.
- D. The Southern Nevada Strong Steering Committee has the authority to appoint working groups to serve a specific and exclusive purpose, which should be memorialized before it begins conducting its business. These working groups shall make recommendations to the Southern Nevada Strong Steering Committee for action.

### **19.5 ROBERT'S RULES OF ORDER**

- A. Robert's Rule of Order will be used except as follows:
  - 1. Seconds will not be required for any motion
  - 2. The Chair can make motions and can vote on any motion.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Proposed Messaging
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Provide input on proposed messaging for Southern Nevada Strong Regional Plan outreach (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### FISCAL IMPACT:

None

### BACKGROUND INFORMATION:

The upcoming Southern Nevada Strong (SNS) Regional Plan update will include an outreach and engagement process that promotes the involvement of Southern Nevada communities, with specific resources dedicated to actively engage historically underrepresented populations and individuals. Through this effort, community members will understand the future impacts of planning decisions made today and will be empowered to participate in future decision-making processes, ensuring our community is shaped by all Southern Nevadans.

To guide SNS Regional Plan update outreach, Regional Planning staff formed and convened meetings of an interdisciplinary outreach working group. Additionally, staff has led the development and implementation of “Phase 1” communications and outreach described below:

#### Phase 1: Refresh SNS Brand and Messaging

This phase will result in a messaging strategy that can be used throughout the duration of the SNS Regional Plan update and beyond. Foundational messaging pieces and creative will include taglines, hashtags, design templates, topline messages, etc. Additionally, this phase includes a renewed awareness of the SNS Regional Plan.

#### Timeline

March – June 2024

#### Goals

- Refresh high level SNS messaging (logo, taglines, etc.) to reflect current needs of SNS and to provide multicultural appeal for a broad audience.
- Identify website needs to prepare for the SNS Regional Plan update.
- Determine platforms for online engagement.
- Develop a short-term outreach calendar for Phase 2 efforts.
- Create a website update schedule and update website with refreshed messaging.

### Engagement Methods

- Test messaging with community members and key partners.
- Continue community presentations, listening sessions, and tabling at community events.
- Coordinate outreach calendars across partner agencies to identify upcoming outreach opportunities.
- Collaborate with the Nevada Environmental Justice Coalition on an upcoming listening session report and opportunities to promote smart growth values.
- Initiate online engagement through traditional and non-traditional media, social media, website, blogs, newsletters, etc.

### Key Deliverables

- Key messages and outreach materials
- Nevada Environmental Listening Session Report (June)

Through an interactive format, Regional Planning staff and consultant(s) will share draft messaging for input by the SNS Steering Committee and meeting participants.



# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Nevada GOED Southern Nevada Regional Industrial Study
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Receive a presentation on the Nevada Governor’s Office of Economic Development Southern Nevada Regional Industrial Study and identify potential next steps (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### FISCAL IMPACT:

None

### BACKGROUND INFORMATION:

The Southern Nevada Strong (SNS) Regional Plan recognizes the region’s historic pattern of economic volatility due to a lack of economic diversification and overreliance on gaming, tourism, and construction industries. To address this challenge, the Regional Plan identifies a goal to “improve economic competitiveness and education” for improved resiliency during future economic downturns.

The Southern Nevada Regional Industrial Study (Study) prepared for the Nevada Governor’s Office of Economic Development confirms that the region continues to fall behind peer communities (Denver, Colorado; Salt Lake City, Utah; Phoenix, Arizona) in economic diversification. While focused on greenfield development, the Study provides important context related to proposed urban growth scenarios and governance structures that are relevant to SNS Regional Plan implementation and the forthcoming update.

Dr. David Damore, Executive Director of Brookings Mountain West and co-author of the Study, will share an overview of the Study’s findings and recommendations (see attached Executive Summary and full document at this link: <http://goed.nv.gov/wp-content/uploads/2024/03/SOUTHERN-NEVADA-REGIONAL-INDUSTRIAL-STUDY-3.624.pdf>). Following the presentation, SNS Steering Committee members and meeting participants will identify any potential next steps to achieve shared goals for increasing regional economic competitiveness.

### ATTACHED:

[GOED Executive Summary](#)

[GOED Presentation](#)

# SOUTHERN NEVADA REGIONAL INDUSTRIAL STUDY

**PREPARED FOR:**

NEVADA GOVERNOR'S OFFICE OF  
ECONOMIC DEVELOPMENT

**PREPARED BY:**

BROOKINGS MOUNTAIN WEST

CENTER FOR BUSINESS  
AND ECONOMIC RESEARCH

TRANSPORTATION RESEARCH CENTER



## EXECUTIVE SUMMARY

MARCH 2024

*Agenda Item #5.*



# SOUTHERN NEVADA REGIONAL INDUSTRIAL STUDY

**Prepared for:**

Nevada Governor's Office of Economic Development

**Prepared by:**

Brookings Mountain West  
Center for Business and Economic Research  
Transportation Research Center

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## Executive Summary

In 2011, as the effects of the Great Recession lingered in the Silver State, particularly in Southern Nevada, the State of Nevada responded by reforming its approach to economic development. These changes included the creation of a new governance and administrative structure led by the Nevada Governor's Office of Economic Development (GOED), the establishment of regional development authorities, and direct state investments to attract out-of-state businesses and support job growth in regionally targeted industries.

Since these reforms were implemented, Southern Nevada's economy has seen growth in several target industries including Tourism, Gaming, and Entertainment, Health and Medical Services, Business Information Technology Ecosystems, and Logistics and Operations.

Despite these gains, Southern Nevada's economy remains much less diversified compared to other Mountain West metros. Moreover, much of the job growth that has occurred during the prior decade has been concentrated in low-skill and low-productivity occupations that offer limited opportunities for upward or lateral mobility. As the COVID-19 recession again demonstrated, the lack of a diverse and resilient economy leaves the region and by extension the State of Nevada vulnerable to macroeconomic downturns.

Recognizing the ongoing need to diversify the Southern Nevada economy, in 2023 GOED commissioned Brookings Mountain West, the UNLV Center for Business and Economic Research, and the UNLV Transportation Research Center to evaluate how Southern Nevada can leverage its geography and connectivity to neighboring states and metros at the megapolitan level to pursue industrial opportunities in the face of shifting global supply chains, diminishing developable land, the need for efficient management of the regional water supply, and the availability of unprecedented federal resources to support clean energy development, manufacturing, electrification of transportation systems, and supply-chain resiliency.

The study builds on previous economic development reports, analyzes a wide range of economic data from Las Vegas and adjacent metros, and incorporates insights gleaned from background interviews with representatives from state and local governments, utilities, transportation agencies, and economic development organizations to identify industrial opportunities the region should pursue, infrastructure investments that are needed to support these opportunities, and policy and governance interventions to facilitate and fund regional industrial-based economic diversification.



The study finds that:

- Although Southern Nevada had limited governance fragmentation, economic development is siloed across jurisdictions, and unlike neighboring metros, the region lacks a governance structure, such as a council of governments, to facilitate the planning and coordination needed to realize regional economic and infrastructure priorities.
- Relative to adjacent metropolitan regions, gaps in job creation, labor productivity, and wages have persisted due to Southern Nevada's continued overconcentration of employment in low-wage and low-productivity occupations.
- The region has a substantially lower share of manufacturing employment compared to other metros in the Southwest Triangle Megapolitan Cluster and the Mountain Megapolitan Cluster. Additionally, the manufacturing jobs that are in Southern Nevada pay lower wages.
- The lack of a robust regional manufacturing sector limits economic diversification and resilience, constrains transportation infrastructure and undercuts the region's ability to compete for federal resources available through the CHIPS and Science Act, the Inflation Reduction Act, and the Infrastructure Investment and Jobs Act.
- As a highly consummative market, Southern Nevada is overly dependent on I-15 for the movement of goods by semi-truck and because much of the freight traffic that enters the region passes through to serve out-of-state markets, Southern Nevada absorbs the costs (e.g., pollution, traffic, and road deterioration) but receives little benefit from these exchanges.
- Compared to proximate metros, Southern Nevada has a dearth of research facilities, generates significantly fewer advanced degrees, and secures substantially less research and development funding to support the regional economy.
- While scaled industrialization is challenged by limited developable land and the need for efficient water use, there are opportunities to locate industrial activity in the South County (i.e., Primm, Jean, Sloan, and the Eldorado Valley) and North County (i.e., Apex and UNLV North) areas of Clark County.

The study's recommendations provide a framework to develop, fund, and govern regional industrial development that include:

- Concentrating warehousing and logistics activity in the South County area to complement the development of the Southern Nevada Supplemental Airport, leverage the area's proximity to the Southern California ports and I-15, and capture the increasing flow of goods originating from Mexico and Latin America via I-11.
- Focusing manufacturing and research and development in the North County area to utilize the Apex Industrial Park for large-scale industrial initiatives and to develop the UNLV North Campus through public and private partnerships to strengthen the region's research capacity and create centers of excellence supporting targeted industries.
- Pursuing industries that align with federal funding streams and that can grow the regional export economy including supply chains supporting electric batteries and clean energy and capturing the flow of commodities related to mining, critical minerals, and metals that can be processed and redistributed in Clark County and beyond.
- Fortifying the regional rail and highway transportation infrastructure to improve the outbound, inbound, through, and intraregional movement of freight.
- Implementing governance reforms to coordinate regional industrial development including establishing a council of governments, integrating a regional planning body into the existing metropolitan planning organization, and creating an inland port authority to develop and administer large-scale industrial infrastructure projects.
- Fortifying local and state funding streams dedicated to industrial development including tax-increment financing, industrial park grants, and targeted tax abatements, as well as strengthening grant administration capacity to better position the region to compete for federal resources.
- Coordinating at the local, state, and federal levels to implement a unified, regional economic vision.

Post-COVID 19, Southern Nevada is at a crossroads. Continued population growth in the face of diminishing land available for development and the need for increased water efficiency is placing additional stress on the region's narrow economic base that is struggling to generate the high-paying jobs and revenue needed to support a robust and resilient metro.

As this study highlights, geographically, Southern Nevada is well positioned to integrate its economic development efforts with those of its better-performing and more economically diverse neighbors in a manner that provides greater value than the region currently receives from these exchanges. The resetting of national manufacturing and energy priorities, the availability of large tranches of federal funding, and shifts in global supply chains offer industrial opportunities that align with Southern Nevada's megapolitan geographic advantage.

To date, however, economic development in Southern Nevada has been driven by local governments pursuing their own priorities, often in competition with each other. Alone, none of these entities have the resources to compete with the regionally coordinated economic development regimes that exist in Southern California, Utah's Wasatch Range, and Arizona's Sun Corridor.

Regional efforts such as the creation of the Southern Nevada Water Authority, the continuing support for Southern Nevada Strong, and the cooperation that was a hallmark of the region's response to COVID-19 offer a pathway for a regional approach to industrial development that will better position Southern Nevada to compete against neighboring metros for the investments and opportunities that are needed to create a more diverse and resilient regional economy.

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## UNLV | BROOKINGS MOUNTAIN WEST

Brookings Mountain West is a partnership between UNLV and the Washington, D.C.-based Brookings Institution. The purpose of Brookings Mountain West is to bring the Brookings tradition of high-quality, independent, and impactful research to the issues facing the dynamic and fast-growing Intermountain West region. Building upon work at Brookings and UNLV, our community engagement and research initiatives focus on helping metropolitan areas like Las Vegas grow in robust, inclusive, and sustainable ways. Brookings Mountain West provides a platform to bring ideas and expertise together to enhance public policy discussions at the local, state, and regional level.

## UNLV | LEE BUSINESS SCHOOL CENTER FOR BUSINESS AND ECONOMIC RESEARCH

For 48 years, UNLV's Center for Business and Economic Research has been Nevada's premier applied research entity that provides economic and business research to leaders in public, private, and nonprofit sectors across Nevada. CBER conducts applied research that can be used for strategic business decisions, policy analysis, and economic forecasting. Its goal is to help Nevada's businesses, community leaders, and policy makers make informed decisions through data-driven research and analysis. The Center also contributes to public understanding and discussion of economic and business issues in Nevada, the metropolitan Las Vegas area, and the Mountain West region. CBER often publishes reports and forecasts for sectors such as tourism, gaming, and regional economics.

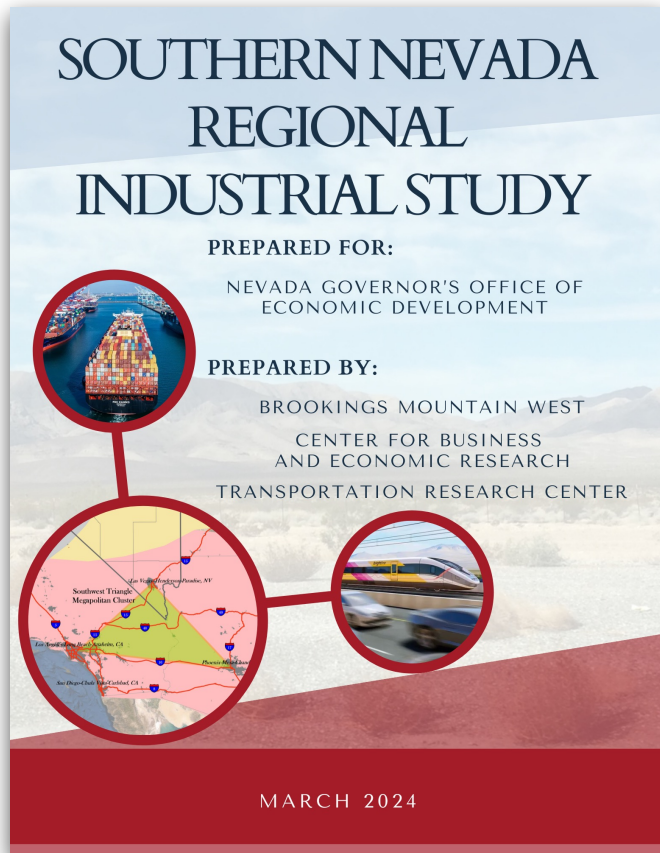
## UNLV | TRANSPORTATION RESEARCH CENTER

The Transportation Research Center (TRC) endeavors to promote and facilitate transportation related research, education, and outreach activities at the University of Nevada, Las Vegas (UNLV) to address current, emerging, and long-term needs and challenges for a vibrant transportation system. TRC strives to develop innovative solutions that enhance safety, improve accessibility and mobility for passenger and freight transportation systems. TRC serves as a focal point at UNLV to facilitate multi-disciplinary initiatives by bringing together assets and resources from across UNLV, and developing partnerships with public and private sector entities and not-for-profit organizations. This included leveraging the expertise and experience at various organized research units and centers and academic program across UNLV. The collective expertise and initiatives facilitated by TRC include topics across the transportation system life cycle (policy, planning, design, construction, operations, maintenance, rehabilitation, and management) and across various transportation modes.





# Southern Nevada Regional Industrial Study



Prepared for:

Nevada Governor's Office of Economic Development

Prepared by:

Brookings Mountain West  
Center for Business and Economic Research  
Transportation Research Center

# Background

- ▶ GOED commissioned this federally funded study to:
  - Evaluate how Southern Nevada can leverage its megapolitan geography to pursue industrial opportunities
  - Identify micro-regions available for industrialization and strategies to coordinate and align their development with federal priorities
  - Provide recommendations for target industries, infrastructure investments, and policy interventions to facilitate regional-based industrial development
  - Integrate research and insights from prior economic development reports

# State of Play

- ▶ The post-COVID-19 world
  - Shifting global supply chains
    - Reinventing logistics and freight management and infrastructure
  - Resetting national industrial policy
    - Prioritizing domestic and nearshored suppliers
  - Limited developable land and need for more efficient water use throughout the Southwest Triangle
    - Clark County lands bill?
    - 2026 Colorado River negotiations
  - Southern Nevada is not well positioned to adapt



Source: Damore et. al, Nevada Economic Development and Public Policy 2022-2026.

# Post-reform Economic Development

- ▶ Since 2011, Southern Nevada has seen gains in:
  - Tourism, Gaming, and Entertainment
  - Health and Medical Services
  - Business Information Technology Ecosystems
  - Logistics and Operations
- ▶ Dependency on Tourism, Gaming, and Entertainment means the region:
  - Is highly vulnerable to macroeconomic shocks
  - Has large shares of low-wage, low-skill jobs with little potential for upward or lateral mobility
  - Has a narrow export economy
  - Lags well behind other Mountain West metros across a host of economic indicators
- ▶ Lacking regional governance structure to coordinate and prioritize economic and infrastructure development



# Comparative Economic Performance

- ▶ Compared to adjacent metros, from 2007 to 2021 Southern Nevada's: \*
  - Economy grew at the slowest rate
  - Job growth failed to keep pace with population growth
  - Labor productivity declined

\* Comparisons to Los Angeles, Phoenix, Riverside, and Salt Lake City MSAs.  
 Source: U.S. Census and U.S. Bureau of Economic Analysis.

Indicator	Denver MSA	Phoenix MSA	Las Vegas MSA	Salt Lake City MSA
Hachman Index *	93.1	94.5	68.6	93.5
Growth **	6th	13th	23rd	5th
Prosperity **	9th	25th	50th	10th
Inclusion **	18th	11th	55th	1st
Racial inclusion **	42nd	7th	35th	13th
Geographic inclusion **	7th	8th	21st	41st

\* Hachman Index scores are for 2020 and range from zero to 100.

\*\* Ranking out of 56 metropolitan statistical areas with populations of at least one million residents from 2011 to 2021.

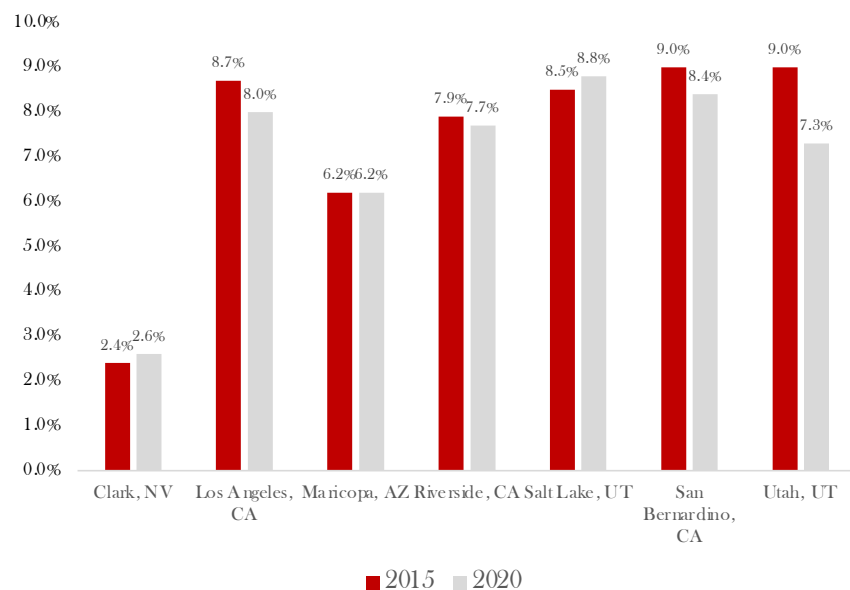
Note: MSA is the initialism for a metropolitan statistical area.

Sources: CBER analysis of unemployment data from the U.S. Census and Brookings Institution Metro Monitor 2023.

# Manufacturing Comparisons

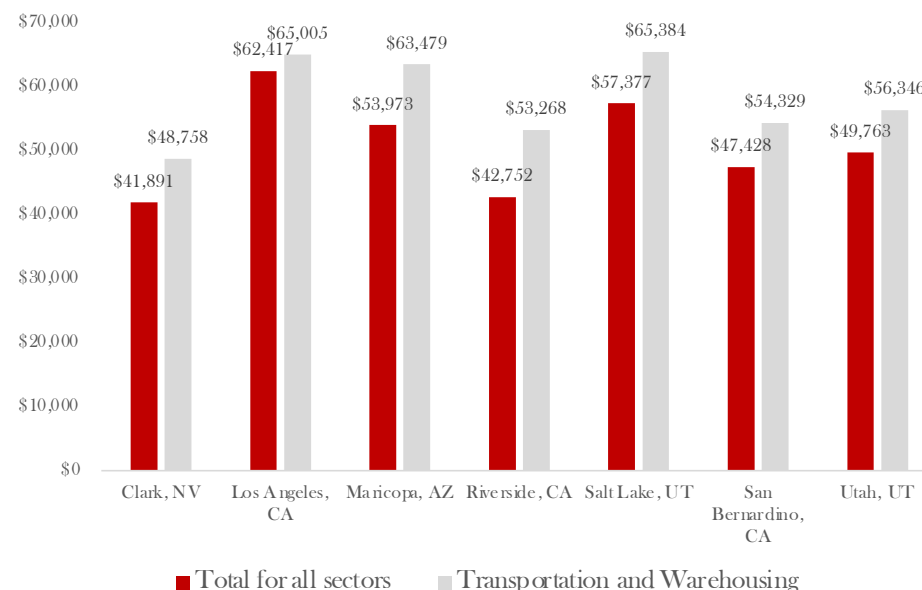
- ▶ Clark County manufacturing employment and wages lag neighboring counties

Manufacturing Share of Employment for Clark and Selected Counties, 2015 to 2020



Source: U.S. Census

Manufacturing Average Annual Payroll for Clark and Selected Counties, 2020



Source: U.S. Census

# Manufacturing Opportunities

- ▶ Analysis of reshoring and employment projection data suggest manufacturing opportunities in supply chains that align with federal priorities, including:
  - Chemicals
  - Plastics and rubber products
  - Fabricated metal products
  - Computer and electric products
  - Electric equipment, appliance, and components
  - Transportation equipment
  - Medical equipment and supplies

# Warehousing and Logistics

- ▶ Market forces will continue to push warehousing and logistics into the region
  - Southern Nevada is a consummative market that is dependent upon finished goods transported by semi-trucks via I-15 and I-11
  - Projections indicate by 2050:
    - An increase in outbound freight of 33%
    - An increase in intraregional freight of 72%
    - An increase in freight from Mexico into the United States of 216%
- ▶ California, Utah, and Mexico are investing in logistics infrasturucure
  - California: Barstow International Gateway and Mojave Inland Port
  - Utah: Inland ports in Salt Lake City and Cedar City
  - Baja California: Punta Colonet port project

# Warehousing and Logistics Opportunities

- ▶ Adding value to supply chains
  - Growing the export economy and bending the rail cost structure necessitates early supply-chain intervention (i.e., at the commodity or assembly/production levels)
    - Nearby mining of critical metals and minerals and large-scale solar installments provide opportunities to intervene in supply chains supporting electric batteries and clean energy
    - Paired with refinement, processing, manufacturing, and assembly operations, these interventions can grow the regional export economy and induce federal resources
  - Integrate economically with central and northern Nevada to advance the goals outlined in *Realizing Nevada's Electric, Innovative and Connected Future*



# Research and Development Capacity

- ▶ UNR has more than twice the research space as UNLV
- ▶ Combined, DRI, UNLV, and UNR have less research space and secure less research funding than Arizona State, Univ. of Arizona, or Univ. of Utah

Institution *	Research Square Feet	Research Expenditures
<b>Arizona</b>		
Arizona State University	1,384,196	\$677,303
Northern Arizona University	249,608	\$69,129
University of Arizona	1,692,190	\$770,031
<b>Total</b>	<b>3,325,994</b>	<b>\$1,516,463</b>
<b>Nevada</b>		
Desert Research Institute	135,615	\$26,365
University of Nevada, Las Vegas	262,695	\$101,009
University of Nevada, Reno	558,287	\$175,386
<b>Total</b>	<b>956,597</b>	<b>\$302,760</b>
<b>Utah</b>		
University of Utah	1,717,502	\$624,737
Utah State University	802,334	\$325,223
<b>Total</b>	<b>2,519,836</b>	<b>\$949,960</b>

\*Private institutions, institutions without reported research space, and medical schools are excluded.

*Note:* Research expenditures reported in millions.

*Source:* National Science Foundation, 2021.

# Recommendations

- ▶ Mapping Southern Nevada's Industrial Future
  - Concentrating warehousing and logistics activity in the South County area to:
    - Complement the development of the Southern Nevada Supplemental Airport
    - Leverage proximity to the Southern California ports and I-15
    - Capture the increasing flow of goods originating from Mexico and Latin America via I-11
  - Focusing manufacturing and research and development in the North County to:
    - Utilize the Apex Industrial Park for locating large-scale industrial projects
    - Develop the UNLV North Campus to strengthen the region's research capacity and create centers of excellence supporting targeted industries

# Recommendations

- ▶ Grow the export economy
  - Supply-chain interventions
    - Target industries that align with federal funding streams (i.e., clean energy, electric batteries and vehicles, and semiconductors)
    - Capture the flow of commodities related to mining, critical minerals, and metals that can be processed and redistributed in Clark County and beyond
  - Strengthen the regional rail and road transportation infrastructure to improve the outbound, inbound, intraregional, and through flow of freight
    - Intrastate and interstate short-line railroads
    - I-15 electrification infrastructure

# Recommendations

- ▶ Implement governance reforms to coordinate industrial development
  - Establish a council of governments
  - Integrate a regional planning body into the existing metropolitan planning organization
  - Create an inland port authority
- ▶ Fortify funding streams
  - Tax-increment financing authority
  - Industrial park grants
  - Targeted tax abatements
  - Improve federal grant administrative capacity

# Conclusion

- ▶ Alone, no entity in Southern Nevada can compete with the regional economic development regimes in Southern California, Utah, or Arizona
  - A regional industrial strategy will position Southern Nevada to compete for the investments and opportunities to create a more diverse and resilient economy
  - Learn from past regional collaborations
    - Creation of the Southern Nevada Water Authority
    - Building the Las Vegas Beltway
    - Continued support for Southern Nevada Strong
    - COVID-19 response



# Thank you!

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<https://cber.unlv.edu>  
<https://transit.ce.unlv.edu>

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Underutilized Lands Inventory
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Provide input on the Southern Nevada Strong Inventory of Underutilized Land, including parameters for defining underutilized land and a draft list of key project stakeholders (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

As described by the attached scope of work, the Regional Transportation Commission of Southern Nevada is co-leading a study to identify vacant and underutilized parcels within existing neighborhoods for new housing and job creation opportunities. Definitions of underutilized land vary across the United States, prompting the development of Southern Nevada's own regional definition and categorization to thoughtfully promote infill development. The Southern Nevada Strong Steering Committee (Committee) will discuss initial parameters and considerations for inclusion in the upcoming study's definition of underutilized land. Additionally, the Committee will identify key stakeholders to engage in the infill map development process.

### **ATTACHED:**

[Infill Scope](#)

# SOUTHERN NEVADA STRONG INVENTORY OF UNDERUTILIZED LANDS

## PROJECT SCOPE

### OBJECTIVE

The focus of the Southern Nevada Strong (SNS) planning effort is to create a unifying and Community-centered vision for the sustainable and equitable growth of Southern Nevada. Decades of auto-centric land use patterns and infrastructure have resulted in pervasive public and private disinvestment in central areas of the Las Vegas Valley, limiting access to employment and housing opportunities to large segments of our population.

**The goal of this project is to create a regional map that identifies vacant and underutilized parcels and illustrates their location as potential opportunities to meet the housing and employment needs of the growing population within urbanized portions of Clark County.** The Southern Nevada Strong Inventory of Underutilized Lands (Inventory) will serve as the foundational map to promote and reduce barriers to infill development opportunities via the upcoming SNS Plan update.

As Administrator of the Southern Nevada Strong Regional Plan and its upcoming update, the Regional Transportation Commission of Southern Nevada (RTC) Metropolitan Planning Organization is seeking consultant services to develop the Inventory alongside industry and other local stakeholders. The Project Consultant (Consultant) is required to have expertise in leading the following areas:

1. Convening a wide range of stakeholders to facilitate consensus around definitions and desired outcomes, as well as ensuring that stakeholder input is thoroughly incorporated in the analyses performed.
2. Managing and understanding parcel-level analyses, including experience with Clark County Assessor Data and its limitations in producing a comprehensive inventory of vacant and underutilized land.
3. Ability to access and leverage additional data sources to complement missing or incomplete parcel-level data from the Clark County Assessor's Office as needed.
4. Synthesizing and overcoming typical problems found in GIS data and spatial analysis, including challenges related to the systematic sorting, cataloguing, and removal of parcels that do not contribute opportunities for development and re-development as defined by stakeholders.
5. Ensuring staff capacity to monitor and communicate progress towards a co-defined output.
6. Depicting GIS data assets clearly and compellingly for broad Community understanding.

## CONTEXT

Following the 2008 recession, Community leaders and advocates came together to draft the Southern Nevada Strong Regional Plan under City of Henderson's leadership. The Plan sought to create an ambitious path towards equitable transit-oriented development (TOD) through analysis of existing conditions, extensive Community engagement, scenario planning tools, and over 300 policy and program strategies. Despite its adoption by all local jurisdictions in 2015, sprawling development patterns continue to be supported by land use and transportation decisions throughout the Las Vegas Valley, widening the Community disparities that prompted the development of SNS.

Southern Nevada's ability to promote and realize infill development has critical transportation, health, and quality of life outcomes. Research has found that a jobs-housing balance and dense urban development mitigate congestion and carbon emissions by encouraging shorter trips. Trips become longer in the absence of coordinated infill development, which results in increased vehicle miles traveled (VMT), increased greenhouse gas emissions (GHG), increased urban heat, and decreased air quality.

Regional estimates show that close to 3.2 million people will call Southern Nevada home by 2060. Where new residents can live and work will have measurable regional impacts, prompting us to study how the development of vacant and underutilized parcels can accommodate the population and job growth expected to realize a more sustainable future for all in Southern Nevada.

## STUDY AREA

The Consultant will analyze and catalog parcels and buildings located within the SNPLMA Disposable Boundary of the Las Vegas Valley, which includes lands in urbanized portions of unincorporated Clark County and the cities of Las Vegas, North Las Vegas, and Henderson. Additionally, the Consultant will analyze and catalog parcels and buildings located within the established growth boundaries of Boulder City and Mesquite. See the 2019 Bureau of Land Management Resource Management Plan [here for reference.](#)

## FUNDING

RTC will fund the development of the Inventory. RTC staff will engage with the Consultant to collaboratively advance and complete the Inventory. For example, RTC staff might contribute general recommendations for the Inventory, including feedback on the stakeholders involved in the process, attendance and participation in stakeholder meetings as a Regional Transit Agency, and ideas to overcome challenging mapping and stakeholder engagement constraints.

The Consultant is not required to provide any funding to develop this Inventory. RTC will provide the entirety of the funding for the Consultant to complete the Inventory.

## SCOPE OF SERVICES

### TASK 1: PROJECT MANAGEMENT

This task consists of the oversight and management of all project activities to be performed by the Consultant in coordination with RTC/SNS.

- A. Project management of the Inventory will include the following:
  - a. Convene an initial project kick-off conference with RTC SNS staff to clarify items pertaining the approach and scope of work and establish a detailed project schedule with stakeholder engagement (see Task 2) components as well as data analysis (see Task 3) including specific goals, tasks, timelines, and roles. **The final project schedule and stakeholder engagement strategy will be completed and approved by RTC within 30 days of the Notice to Proceed.**
    - i. The project schedule should summarize the overall project approach and timeline, including roles and responsibilities of the Consultant, proposed project team, the primary tasks each team member will perform, and anticipated deadlines for the approximately 9 month project duration.
    - ii. See Task 2 for expectations related to stakeholder engagement.
  - b. Perform administrative work, including but not limited to preparing monthly progress reports, invoices, billing, administration of any sub-consultant (DBE) agreement(s) if applicable, and coordination with sub-contracted services as needed.
  - c. Convene coordination calls with RTC staff bi-weekly to review project progress, tasks, and milestones.
  - d. Provide draft meeting agendas and related materials, including but not limited to handouts, slide decks, meeting facilitation plans, small group exercise instructions, presentations, posters, maps, and concept visualizations, to RTC Staff **at least 10 business days** in advance of meeting dates for review. All materials shared with external stakeholders and members of the public must be reviewed and approved by RTC staff prior to distribution.
  - e. The Consultant is expected to meet federal conditions throughout the course of the project given the use of federal funding.

### TASK 2: STAKEHOLDER MEETINGS AND PRESENTATIONS

The goal of this task is to convene meetings with local stakeholders to co-develop a regional definition of underutilized land. To accomplish this, the Consultant will build the capacity of stakeholders to be involved in planning processes through open dialogue and education. **The Consultant will develop a schedule for up to 5 in-person meetings** to propose possible definitions based on identified best practices, encourage discussion on their relevance in the Southern Nevada context and iterate as needed. **The Consultant will also develop up to 3 presentations to discuss the progress of the Inventory with the Southern Nevada Strong Steering Committee and the RTC Board.** Finally, the Consultant will be responsible for the incorporation of stakeholder feedback and a report describing how the feedback was incorporated into the analysis. More details are provided below:



- A. Contact List Management: The Consultant will develop and maintain a contact list of Technical Advisory Group members and other stakeholders in collaboration with RTC staff including but not limited to local land use planners, economic development professionals, commercial and housing real estate developers, regional service and social service providers, RTC Transit representatives, advocacy groups and Community leaders, business chambers and coalitions, local elected officials, and other Community members and stakeholders identified as appropriate. The Consultant will lead the management of meeting invitations, scheduling, and other outreach activities as needed.
- B. Engagement Materials: The Consultant will be responsible for the production, distribution, printing, and overall management of materials needed to facilitate dialogue pertaining to the Inventory. Materials may include posters, flyers, maps, surveys, e-mail blasts, slide decks, infographics, and more as identified by the Consultant.
- C. Stakeholder Feedback Summary: The Consultant will prepare a summary of the stakeholder feedback received during engagement activities, including a list of participants, number of activities, responses received, photos and other media documenting activities, methods of engagement, a statement regarding missing stakeholders from the development of the Inventory and other constraints, as well as other general details regarding the joint development of a regional definition for underutilized land. The summary will be produced by the Consultant in English. RTC staff will translate the summary into Spanish.

### TASK 3: DATA ANALYSIS AND MANAGEMENT

The goal of this task is to identify, access, and leverage available data sources to develop the Inventory. The Consultant will use Geographic Integrated Land Use Information System (GILIS), Nevada State Department of Employment, Training and Rehabilitation employer data, Land Use Working Group's future land use forecasts, aerial imagery collected frequently by our provider Nearmap and other complementary sources to gain parcel-specific information with the purpose of communicating this information to the public. Parcel-specific information expected includes but is not limited to:

- land ownership
- local government jurisdiction
- parcel size
- land value
- improvement value
- land use
- occupancy
- current zoning
- percent of impervious surface
- floor to area ratio (building footprints)
- parking requirements and setbacks
- slope, and more with the purpose of communicating this information to the public.

To accomplish this, the Consultant will lead the following:

- A. A compilation of data sources containing critical information about parcels in Southern Nevada, including Clark County [Assessor data](#) about vacant parcels;
- B. An understanding of the strengths and gaps of the potential data sources available to confidently categorize parcels as either vacant or underutilized;
- C. Meetings with RTC staff to discuss strategies to successfully form policy agreements and overcome any identified gaps as needed;
- D. Incorporation of stakeholder input to narrow the search of underutilized parcels in Southern Nevada based on the jointly developed and operational definitions
- E. Use the process of elimination to remove undevelopable parcels, current affordable housing, false-positive vacant parcels, and other factors to narrow results to feasible candidate sites.
- F. Sorting and removal of unwanted parcels that do not contribute to the definition of underutilized land based on standard principles of development and redevelopment as discussed with RTC staff and stakeholders;
- G. Comparing Clark County minimum and average lot sizes for target industries identified by LVGEA with minimum and average lot sizes with the same industries in up to 2 peer regions;
- H. Comparing Clark County minimum and average lot sizes for multifamily housing and dwelling units with the same standards established in up to 2 peer regions;
- I. Testing and iterating different possible definitions of underutilized parcels to obtain additional stakeholder and RTC feedback as needed.
- J. A document detailing the data management and analysis process that describes the data sources used for the final Inventory, the shortcomings of the process, frequency and roles in ongoing updates, a statement regarding the positionality of the Consultant in the project and the different ethical challenges considered in the process of data extraction, as well as the other distinct external inputs used to define underutilized parcels as outlined in this section;

Finally, **the Consultant will be required to list and map all underutilized parcels within the Study Area that meet the approved definition of underutilized parcels for broad Community access and understanding.** In addition to mapping underutilized parcels, the Consultant will work with RTC staff to include the most current RTC Transit network, the planned high-capacity transit network identified in the RTC On Board Mobility Plan, the most current roadway network, and transit routes operated by the Southern Nevada Transit Coalition and Las Vegas Monorail. The list of underutilized parcels will be standardized in GIS shapefiles for future use (See more details in Task 4). provided in a CSV or Excel format to RTC for ownership of the GIS data. All parcel descriptions included in the list will be discussed and approved by RTC staff prior to project completion.

#### TASK 4: PROJECT DELIVERABLES, REVIEW AND APPROVAL

The goal of this task is to provide an overview of the expectations related to the Inventory review, approvals needed, and a list of all Consultant deliverables introduced in Tasks 1-3 for convenience:

- A. Project deliverables include the following:
  - a. A project schedule to RTC staff at project kick-off summarizing the overall anticipated timeline for the Inventory and key project milestones.

- b. Contact database comprised of all stakeholders reached over the course of the project.
  - c. Preliminary scope and number of stakeholder meetings for RTC staff approval, including in-person and virtual communications.
  - d. Meeting agendas and notes, including action items, responsibilities, and timelines for all project-related meetings and presentations.
  - e. Summary of stakeholder feedback received during engagement in English and Spanish developed with support from RTC staff.
  - f. Draft list of underutilized parcels provided in Excel or CSV tables for review and comment by RTC SNS staff. Review of the draft includes verification that all parcel-based data is standardized throughout the list provided, including but not limited to: functional GIS shapefiles with unique parcel identification numbers for RTC use and ownership, removal of parcels that do not meet pre-approved definition of underutilized land, uniform provision of parcel-based specific information available as listed in Task 3, and a discussion regarding the potentials for harm caused by mapping for risk mitigation.
  - g. Final list of underutilized parcels accounting for all items and revisions discussed during draft review.
  - h. Draft map containing shapefiles linked and joined appropriately to the final list of underutilized parcels for RTC use and ownership. Review of the draft includes verification that all parcels that meet the pre-approved definition of underutilized land are depicted, depiction of additional roadway and public transportation inputs as described in Task 3, availability to access information on an ARCGIS web platform or similar, overall graphic representation for legibility and accessibility, and more as needed. The draft map will be reviewed by RTC staff and the Technical Advisory Committee for feedback prior to the development and any other presentations of the final map.
  - i. Final printable and online map containing parcels listed and designed for accessibility, including compelling graphic representation of underutilized parcels for broader Community engagement and all other revisions discussed during draft review.
  - j. A document describing the data sources used and the overall process for data analysis in English and Spanish developed with support from RTC staff as described in Task 3-J.
  - k. Develop and deliver editable slide decks for all public presentations.
  - l. Other end products identified by the Consultant.
- B. Present study findings to RTC committees for review and feedback. Minor revisions might be expected as a result of these meetings and public review. Changes should be made without discounting prior stakeholder input. The Consultant may present data at the committees listed below and others as needed by RTC staff and the Consultant.
- a. Regional Transportation Commission Board (RTC): one (1) presentation
    - i. Consultant Project Manager presents the final map in person as needed.

- b. Southern Nevada Strong Steering Committee (SNS): two (2) presentations
  - i. Consultant Project Manager presents in person at two separate stages of the project. First, to gather stakeholder feedback to develop a regional definition of underutilized parcels. Second, to present drafts of the final map and receive additional feedback.

Note: Additional one-on-one stakeholder engagement and presentations may be considered if needed and feasible to the Consultant.

- C. The consultant will prepare final document drafts for review and editing by the SNS Steering Committee.
- D. Provide three (3) printed copies of final documents for public access, including the summary of stakeholder feedback, the document detailing information about the data, and the final map depicting all underutilized parcels in Section 508 compliant PDF files as well as original, editable document files (MS Word or Adobe Creative Suite). Pictures, tables, graphs, and maps contained within reports will be provided as separate, high resolution, editable electronic files.

## SCHEDULE

Below is a general timeline for project completion. The Study is expected to take approximately 9 months to complete, which will begin once the selected consultant is contracted and receives a Notice to Proceed from RTC's project manager. It is anticipated the project will commence in Winter 2024.

### Month 1:

- Project kickoff
- Stakeholder outreach plan development
- Stakeholder meeting scheduling

### Months 2-4:

- Stakeholder input meetings
- Southern Nevada Strong Steering Committee presentation #1 (Tentative Date: March 28, 2024)
- Data analysis
- Draft list and inventory of underutilized parcels
- Draft map of underutilized parcels
- Draft report including stakeholder engagement summary and data analysis methods

### Months 5-6

- Southern Nevada Strong Steering Committee presentation #2 (Tentative Date: June 27, 2024)
- Final list and inventory of underutilized parcels
- Final map of underutilized parcels
- Final report

### Months 7-8

- RTC Board presentation (Tentative Dates: August 8, 2024 or September 12, 2024)
- Stakeholder debrief meeting

### Month 9

- Print final copies  
Project close-out

## BUDGET

**The total funding budgeted for the development of the Southern Nevada Strong Inventory of Underutilized Lands is \$75,000.** Note that the total project allocation in the Unified Planning Work Program (UPWP) task is \$150,000. As noted in the Objective Section of this document, the Inventory is part of a phased approach of the Southern Nevada Strong Regional Plan update. The Inventory produced by the Consultant with support from RTC staff and stakeholders will receive up to \$75,000 while the remaining funds will be used in separate UPWP tasks to carry out the Regional Plan update set to kick off in Spring 2024.



# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Southern Nevada Water Authority 2024 Water Resource Plan
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Receive an update on the Southern Nevada Water Authority 2024 Water Resource Plan
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

Implementation of the Southern Nevada Strong (SNS) Regional Plan is ongoing, collaborative, and coordinated work between local governments, other public agencies, and community stakeholders. As core administrators of SNS, the Regional Planning team at the Regional Transportation Commission of Southern Nevada assists and supports all agencies responsible for and contributing to implementation.

One such partner is the Southern Nevada Water Authority (SNWA), who is responsible for the long-term water management and conservation strategies to reduce water consumption and increase efficiency of water use. Staff from the SNWA will present the latest adopted Water Resource Plan.

This work relates to the following Investing in Complete Communities SNS Regional Policy Plan goal and objective:

- Goal 5: Promote resource-efficient land use and development practices.
- Objective 3: Support compact development and regulations that help the SNWA achieve water conservation goals and encourage reduction in water consumption.

### **ATTACHED:**

[SNWA Executive Summary](#)

# EXECUTIVE SUMMARY

**SINCE ITS INCEPTION IN 1991, THE SOUTHERN NEVADA WATER AUTHORITY HAS WORKED TO SECURE NEW WATER RESOURCES FOR SOUTHERN NEVADA, MANAGE EXISTING AND FUTURE WATER SUPPLIES, CONSTRUCT AND OPERATE REGIONAL WATER FACILITIES AND PROMOTE CONSERVATION.**

The Southern Nevada Water Authority (SNWA) was formed in 1991 by a cooperative agreement among seven water and wastewater agencies. Collectively, the SNWA member agencies serve nearly 2.3 million residents in the cities of Boulder City, Henderson, Las Vegas, North Las Vegas and areas of unincorporated Clark County. As their wholesale water provider, the SNWA is responsible for water treatment and delivery, as well as acquiring and managing long-term water resources for Southern Nevada.

## **SNWA Member Agencies:**

- Big Bend Water District
- City of Boulder City
- City of Henderson
- City of Las Vegas
- City of North Las Vegas
- Clark County Water Reclamation District
- Las Vegas Valley Water District

The SNWA Cooperative Agreement calls for the adoption of a water resource plan to be reviewed annually by the SNWA Board of Directors. The 2024 SNWA Water Resource Plan fulfills this requirement, providing a comprehensive overview of projected water demands in Southern Nevada, as well as the resources available to meet those demands over time.

## **THE CURRENT PLANNING ENVIRONMENT**

The current planning environment includes uncertainty associated with the availability of future resources and long-term water demand forecasts. These considerations, as well as how they are addressed in the 2024 Plan, are detailed briefly in the following sections.

Beginning in 2000 and continuing today, several water supply and demand changes have occurred—both

locally and regionally—that create uncertainty for water planning agencies across much of the western United States. Today, the most significant factors affecting Southern Nevada are increased temperatures and decreased runoff in the Colorado River Basin.

Between 2000 and 2023, overall snowfall and runoff into the Basin were well below the historical average. Combined with warming temperatures, these factors resulted in the second lowest 24-year runoff period on record. The persistence of decades-long drought conditions has resulted in significant water-level declines in major system reservoirs. As of late 2023, the combined water storage in the Colorado River’s two primary reservoirs (Lake Mead and Lake Powell) was 36 percent of capacity.

The U.S. Bureau of Reclamation’s 2012 Colorado River Basin Water Supply and Demand Study projects the Colorado River will experience a median imbalance of 3.2 million acre-feet per year (MAFY) between supply and demand by 2060 due to climate change and increased demands within the Basin. This imbalance could be realized even sooner. Recent studies show that warming temperatures in the Colorado River Basin have significantly impacted hydrologic conditions, including the timing and magnitude of inflows to the reservoir system. These conditions are not only expected to continue but worsen. Multiple studies project a warmer and drier future, both locally and regionally. Projected climate change impacts range from decreased snowpack, precipitation and soil moisture to increased evaporation and an overall reduction in runoff.

Hydrologic modeling indicates a high probability that water levels at Lake Mead and Lake Powell will continue to decline, which has water resource implications for the entire Colorado River Basin.

Colorado River stakeholders have worked effectively since the onset of the drought to develop and implement shortage sharing, contingency and other plans to boost Lake Mead water levels. However, changing hydrology requires additional actions to protect Lake Mead water levels and system operations.

The Lower Basin States submitted a proposal to the U.S. Bureau of Reclamation in 2023 for additional water use reductions. The proposal is being evaluated as part of a Supplemental Environmental Impact Statement process that was initiated to evaluate alternatives for achieving necessary reductions. The U.S. Bureau of Reclamation is also investigating engineering options to allow for the release of water below dead pool in Lake Powell, but actions could take several years to implement if feasible. Meanwhile, negotiations for post-2026 actions are ongoing. At this time, it is unclear which specific actions the seven states and the federal government may take to further protect water levels at Lake Mead and Lake Powell. However, these actions could have a material effect on Lower Basin water supplies, including Nevada.

Nevada's maximum total reduction amount under existing agreements is 30,000 AFY through 2026. The maximum total obligation by all parties, including Mexico, is 1.375 million AFY through 2026. These totals will need to change if the states reach an agreement for achieving the required protection volume.

Colorado River conditions improved in 2023 with above-average snow pack and runoff into the basin that gave reservoir water levels a temporary boost. The U.S. Bureau of Reclamation's 2023 August 24-month study reflects this improvement, forecasting a Lake Mead elevation between 1,050 feet and 1,075 feet on January 1, 2024. This projection reflects a 20-foot increase from the actual January 1, 2023 Lake Mead elevation.

A Tier 1 shortage is currently in effect for 2024 Lower Basin operations, reducing Nevada's available Colorado River supply by 21,000 AFY for 2024. The respite in declining reservoir conditions does not resolve the supply and demand imbalance. Continued action is needed by all Colorado River water users to preserve system operations.

## SUPPLY & DEMAND

Water resource planning is based on two key factors: supply and demand. Supply refers to the amount of water available or expected to be available for use. Water demand refers to the amount of water expected to be needed in a given year. Water demand projections are based on population forecasts and include assumptions about future water use, such as expected achievements toward water conservation goals.

Projecting future demands is uncertain, particularly during periods of significant social and economic change. Assumptions are a necessary part of the planning process and conditions are unlikely to occur exactly as assumed. Likewise, climate variations, policy changes, implementation of new regulations and other factors can influence water resource availability over time.

## PLANNING FOR UNCERTAINTY

As in prior years, the SNWA used a scenario-based planning approach for its 2024 Plan. Key factors evaluated include reductions of Colorado River supplies, variation in future demands and the implications of conservation on water demand and water resource needs.

As part of its planning process, the SNWA considered the increasing likelihood of additional Colorado River supply reductions over the long-term planning horizon. Mandatory water use reductions and other contributions are based on the projected surface elevation of Lake Mead. Under federal shortage rules and the Drought Contingency Plan, Nevada's obligation starts at 8,000 AFY when Lake Mead's elevation is at or below 1,090 feet. Contributions increase up to 30,000 AFY as the lake level declines.

For planning purposes, the SNWA assumes a further shortage reduction of 10,000 AFY in the event Lake Mead's elevation declines below 1,020 feet. In 2022, Lake Mead reached an elevation of 1,041 feet, the lowest point since the lake began filling in the mid-1930s. Chapter 3 provides additional information about Colorado River water supply reductions.

The SNWA also considered economic growth in Southern Nevada, and long-term projections indicate that the region will continue to grow.

However, a high level of uncertainty remains regarding the magnitude and timing of population change and the impact that change will have on associated short- and long-term water demands.

As further described in Chapter 4, the SNWA's resource planning scenarios consider these factors and bracket the range of reasonable supply and demand conditions that may be experienced over the 50-year planning horizon. This conservative approach demonstrates how the SNWA plans to meet future needs, even if conditions change significantly over time.

## ADAPTIVE MANAGEMENT

The SNWA has implemented several adaptation strategies to respond to the drought, climate change and other factors that affect the community's water supply. From developing new facilities and implementing progressive water conservation initiatives to water banking and securing future resources, these efforts have reduced the potential for customer impacts.

The SNWA is not currently using its full Colorado River allocation, and near-term shortage declarations will not likely impact current customer use. By the end of 2022, Southern Nevada's consumptive Colorado River water use was 224,000 acre-feet. For 2023, the SNWA anticipates the community's consumptive Colorado River water use to reach below 200,000 acre-feet. These amounts are well below any Colorado River water supply reduction under existing rules. However, Colorado River water use reductions associated with achieving the protection volume have yet to be defined and could result in significant additional limitations on local Colorado River water supplies.

A return to normal or near-normal hydrologic conditions is unlikely to occur during the long-term planning horizon, and the probability of shortage is forecast to remain high in future years. Meanwhile, local water demands are projected to increase. Meeting the community's long-term water resource needs will require the SNWA to make significant and sustained progress toward its conservation goal. As demonstrated in the planning scenarios, the level of conservation achieved is a critical factor that will impact the timing and need for temporary and future resources.

Ultimately, the community's conservation performance is critical in determining how much water is needed and when. The 2024 Plan reflects the SNWA's conservation goal of 86 gallons per capita per day and highlights strategies the SNWA has implemented or is pursuing to reduce demands and improve efficiency. Achieving the goal will require committed support from the SNWA member agencies, local jurisdictions and the public at large, particularly with upward pressures from climate change and system age.

Water conservation has far-reaching benefits for the community and the Colorado River system. Locally, water conservation increases water efficiency and reduces per capita demands. It also allows the SNWA to store or "bank" these conserved supplies. This, in turn, provides the SNWA with added flexibility in responding to drought conditions and meeting future demands. As of 2022, the SNWA has stored more than 2.3 million acre-feet of water, more than ten times Nevada's 2022 consumptive Colorado River water use.

On a larger scale, water conservation helped the SNWA meet its commitments with interstate and federal partners to store water in Lake Mead. Together, partners have bolstered Lake Mead storage through Intentionally Created Surplus, System Conservation and other initiatives that benefit the Colorado River system. Likewise, efforts by interstate and federal partners to develop and implement Drought Contingency Plans adopted in 2019 are helping to slow the decline of Lake Mead and Lake Powell water levels. To date, collaborations have bolstered Lake Mead's elevation by more than 91 feet.

These efforts have provided the SNWA with time to complete essential infrastructure, helped to forestall and reduce the impact of Colorado River shortage declarations, and provided water storage and recovery opportunities.

The SNWA completed construction of the Low Lake Level Pumping Station at Lake Mead in 2020. The pumping station works with SNWA's Lake Mead Intake No. 3 to preserve Southern Nevada's access to Colorado River water supplies to a Lake Mead elevation of 875 feet. These infrastructure additions have helped to ensure reliable water service, even during extremely low reservoir conditions, and provide new opportunities for the SNWA to explore water resource opportunities with Colorado River



partners. Other benefits to the community include reduced pumping costs and enhanced operational flexibility. Operation of the Low Lake Level Pumping Station ensured Southern Nevada's access to Colorado River water as Lake Mead reached historic lows.

## CURRENT PRIORITIES

The 2024 Plan demonstrates the importance of conservation in extending the availability of Colorado River resources, minimizing the use of Temporary Resources, and delaying the timing and need for Future Resources. Continued progress towards the conservation goal will help ensure thoughtful and well-coordinated execution of operational and water-efficiency plans so that impacts to the community are reduced. With ongoing community support and through the adaptive use of its Water Resource Portfolio, the SNWA is prepared to meet the range of projected demands and water supply conditions presented in this plan.

Likewise, the SNWA and the community will continue to play a key role in helping to develop and implement Colorado River response efforts. While specific reduction amounts by state have yet to be determined, achieving the level of reduction needed will likely require participation from all Colorado River water users, including Nevada. To this end, Nevada may be required to take reductions beyond those already defined under existing agreements or take reductions sooner than currently required. The SNWA will update its Water Resource Plan to reflect the status of these discussions when the timing and magnitude of these changes are better understood.

While current Colorado River conditions are severe, Southern Nevada faces a much lower risk than the larger Colorado River community due to the planning, adaptation and extraordinary investments the community has made to secure Southern Nevada's water supplies. With community support, the SNWA has taken deliberate steps to bolster supplies, reduce demands and fortify facilities. Thoughtfully planned and executed over decades, these actions make Southern Nevada one of the most water-secure communities along the Colorado River.

Additional work remains. As one of the fastest warming and fastest-growing communities in the

United States, Southern Nevada must continue to anticipate, mitigate and adapt to changing conditions.

Meeting the challenges that lie ahead will require significant and ongoing adaptive management efforts, which include:

- Working with SNWA member agencies to develop policies and programs to ensure new development has the smallest possible consumptive water use footprint;
- Collaborating with Colorado River stakeholders for conservation and flexible use of Colorado River supplies (for example, water banking), as well as taking additional steps to protect Lake Mead's elevation against future water level declines;
- Continuing to secure temporary resources to offset long-term impacts associated with shortage while working to bring other future resources online when needed;
- Working with Colorado River partners to explore collaborative future water resource projects;
- Addressing uncertainty by planning to a range of future supply and demand possibilities; and
- Collaborating with climate scientists and other agencies to understand and evaluate climate change, and its potential impacts on water supplies and facilities.



## REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

### Agenda Item

<b>Subject:</b>	SNS Regional Plan Implementation Updates
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Share current work activities and priorities related to implementation of the Southern Nevada Strong Regional Plan
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

#### **FISCAL IMPACT:**

None

#### **BACKGROUND INFORMATION:**

Relationship building and information sharing are critical to achieving goals and objectives identified in the Southern Nevada Strong (SNS) Regional Plan (<https://www.southernnevadastrong.org/wp-content/uploads/2022/06/Implementation-Matrix-final-web.pdf>). Regional Planning staff will share an overview of contracts, grants, technical assistance, and outreach activities in support of Regional Plan implementation. SNS Steering Committee members will also share recent work activities, challenges, and opportunities related to implementation of the SNS Regional Plan.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Future SNS Committee Meetings and Agenda Items
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Identify future Southern Nevada Strong Steering Committee meeting dates, location(s), and agenda items (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

The Regional Transportation Commission of Southern Nevada, as core administrator of the Southern Nevada Strong (SNS) Regional Plan, seeks guidance from the SNS Steering Committee (Committee) on 2024 Committee meeting dates and location(s) and future agenda items that advance implementation of the Regional Plan.

## REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

### Agenda Item

<b>Subject:</b>	Final Citizens Participation
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Conduct a comment period for citizens participation
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Apr 25 2024

#### **FISCAL IMPACT:**

None by this action

#### **BACKGROUND INFORMATION:**

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of Southern Nevada (RTC) Southern Nevada Strong (SNS) Steering Committee shall invite interested persons to make comments. For the initial Citizens Participation, the public should address items on the current agenda. For the final Citizens Participation, interested persons may make comments on matters within the SNS Steering Committee's jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the SNS Steering Committee can direct that it be placed on a future agenda.