



ADOT Bicycle Safety Action Plan

ADOT MPD Task Assignment 18-10
PGTD 0440
Contract # T08-49-U0001

Work Plan

Prepared by:



Prepared for:

ARIZONA DEPARTMENT OF TRANSPORTATION

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1 PROJECT NEED

In 2008, Arizona ranked 9th highest in the nation in bicyclist fatalities per million residents (2.92), when 19 bicyclists were killed on Arizona's roadways. While this represents a significant reduction from 2005 levels, when 36 bicyclists were killed, it is

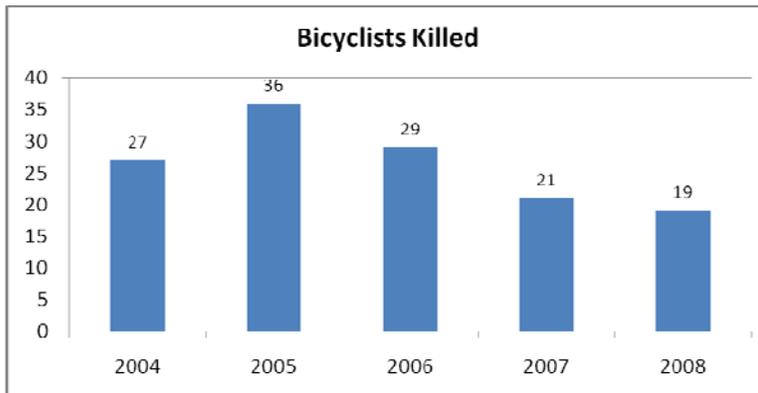


Figure 1: Bicyclists Killed, 2004 to 2008

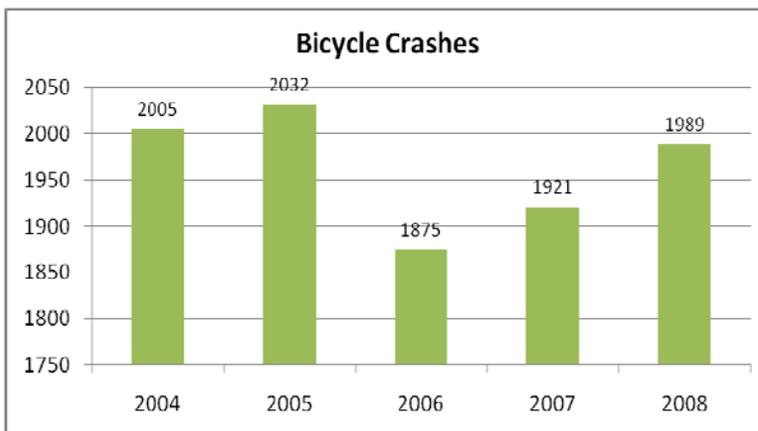


Figure 2: Bicycle-Motor Vehicle Crashes, 2004 to 2008

still above the U.S. average of 2.32 fatalities per million residents. **Figure 1** and **Figure 2** show the number of bicycle-motor vehicle crashes and bicyclist fatalities that have occurred in Arizona between 2004 and 2008.

The purpose of the Bicycle Safety Action Plan (BSAP) is to identify improvements, programs, and strategies that upon their implementation will reduce the frequency of bicycle fatal and injury crashes, and in particular those that occur on the State Highway System in Arizona. The BSAP will develop a practical and achievable implementation strategy that allows progress to be measured over time.

2 STUDY OBJECTIVES

No single countermeasure or strategy will unilaterally reduce bicycle crashes, injuries, and fatalities. A comprehensive and sustainable decrease in bicycle incidents will require a consistent, multi-year, multi-faceted effort to determine the underlying causative factors for bicycle crashes and to identify countermeasures with a track record of effectiveness. Potential countermeasures will consist of a combination of: (1) engineering solutions, (2) education of bicyclists and motorists, and (3) improving enforcement of laws and regulation. Each facet of the BSAP must be regularly evaluated to determine its effectiveness and continually improved upon.

Completion of the following study objectives as identified below will lead to a successful ADOT Bicycle Safety Action Plan.

Table 1. Bicycle Safety Action Plan Deliverable and Objectives

Deliverable	Objective
Working Paper No. 1 – Existing Conditions	<ul style="list-style-type: none"> Establish a baseline of bicycle safety in Arizona through a comprehensive analysis of crash data.
Working Paper No. 2 – Goals and Objectives	<ul style="list-style-type: none"> Establish bicycle safety goals and objectives for ADOT based on findings of the crash analysis.
Working Paper No. 3 – Bicycle Crash Countermeasures Projects and Prioritization	<ul style="list-style-type: none"> Recommend bicycle safety projects, programs, tools, and resources that can be implemented to reduce bicycle crashes, injuries, and fatalities on the State Highway System, and to achieve the stated Bicycle Safety Goals and Objectives.
Working Paper No. 4 – Funding Assessment, Recommendations, and Implementation Steps	<ul style="list-style-type: none"> Develop programming-level cost estimates for the projects. Prioritize the projects Summarize potential funding alternatives for bicycle infrastructure.
Final Report	<ul style="list-style-type: none"> Summarize findings into a Final Report and Executive Summary.

3 STUDY AREA

The study area for the ADOT Bicycle Safety Action Plan consists of all ADOT maintained highway rights-of-way. However, the study team fully recognizes that bicycle crashes, fatalities, and injuries in Arizona are not limited to state highway right-of-way, but occur on all Arizona roadways including those operated and maintained by county, tribal, and local jurisdictions. Education programs and materials recommended in the ADOT Bicycle Safety Action Plan will expand beyond the State Highway System to users of all of Arizona’s roadways including those in local cities, counties, and tribal lands.

4 PROJECT TEAM

Arizona Department of Transportation, Multimodal Planning Division, will lead the study. Michael Sanders serves as ADOT Project Manager.

Kimley-Horn and Associates serves as prime consultant for the ADOT Bicycle Safety Action Plan. Brent Crowther serves as Consultant Project Manager. Brent Crowther will be supported Michael Ronkin (Designing Streets for People LLC), and Alan Wachtel (HPV Transportation Consulting), as well as the other individuals as identified in **Table 2**.

Table 2. Project Team Contact Information

Name, Organization	Role	Contact Information
Michael Sanders, ADOT	ADOT Project Manager	Arizona Department of Transportation, Multimodal Planning Division 206 S. 17th Avenue 310B Phoenix, AZ 85007 msanders@azdot.gov 602-712-8141
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Mike Colety, Kimley-Horn and Associates, Inc.	Project Advisor, Project Principal, Quality Control/Quality Assurance	Mike.colety@kimley-horn.com 702-862-3609
Jiaxin Tong, Kimley-Horn and Associates, Inc.	Project Analyst (Crash Analysis, GIS Mapping)	Jiaxin.tong@kimley-horn.com 520-615-9191
Adria Henderson, Kimley-Horn and Associates, Inc.	Project Analyst (Reports, Research, and Documentation)	Adria.henderson@kimley-horn.com 520-615-9191
Michael Ronkin, Designing Streets for People, LLC	Project Advisor – Crash Analysis, Countermeasures and Recommendations	michaelronkin@comcast.net
Alan Wachtel, HPV Transportation Consulting	Project Advisor – Crash Analysis, Countermeasures and Recommendations	Wachtel@aol.com 650-494-1750

5 TECHNICAL ADVISORY COMMITTEE

The Technical Advisory Committee for the study consists of the representatives of the agencies that are listed below. Technical Advisory Committee membership may be expanded, as needed, throughout the study.

- ADOT – Intermodal Transportation Division – Districts
- ADOT – Intermodal Transportation Division – Roadway Engineering Group
- ADOT – Intermodal Transportation Division – Traffic Engineering Group
- ADOT – Multimodal Planning Division
- Arizona Department of Public Safety
- Federal Highway Administration (FHWA), Arizona Division Office
- Governor’s Office of Highway Safety
- Representatives of MPOs/COG

6 PROJECT SCHEDULE

The project will be completed within a 12-month timeframe. The project schedule is presented in **Figure 3**. Key elements of the project schedule are listed below.

Technical Advisory Committee Meetings	<ul style="list-style-type: none"> September 2010 November 2010 February 2010 March 2011 (if needed)
Project Deliverables	<ul style="list-style-type: none"> Project Work Plan Working Paper No. 1 – Existing Conditions Working Paper No. 2 – Goals and Objectives Working Paper No. 3 – Bicycle Crash Countermeasures Projects and Prioritization Working Paper No. 4 – Funding Assessment, Recommendations, and Implementation Steps Final Report

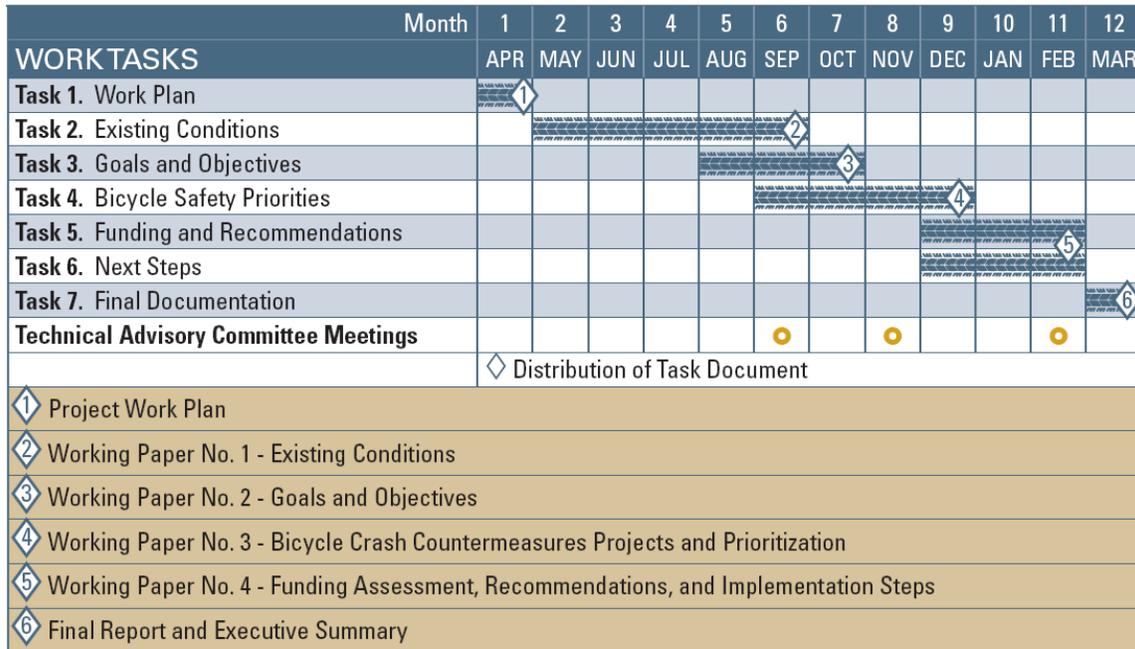


Figure 3: Project Schedule

7 OVERVIEW OF BICYCLE CRASH DATA ANALYSIS PROCESS

Analysis of bicycle crash data is paramount to identifying effective bicycle crash countermeasures. Our analysis will focus not only on the bicyclist, but also on the driver and other conditions impacting the crash. Our crash analysis will consist of three phases:

- Phase I: Summary profile of all bicycle crashes in Arizona (state highway, and non-state highway).
- Phase II: Utilize PBCAT to crash type all bicycle-motor vehicle crashes that occurred on state highways within a five year analysis period.
- Phase III: Identify countermeasures utilizing BIKESAFE.

7.1 Phase I: Summary Profile of all Bicycle-Motor Vehicle Crashes in Arizona

Crash data will be requested from ADOT, in GIS format that contains all bicycle-motor vehicle crashes in Arizona over the past five years. Crash data will be summarized based on categories as contained in the crash database and other categories as appropriate to provide a summary profile of bicycle safety in Arizona. This summary will include aggregate summaries for injury severity, daytime/night time, age, gender, unit action, weather, and roadway conditions. Arizona crash statistics will be compared to national statistics. Furthermore, analysis of crashes such as urban vs. rural, fatal vs. non-fatal, and other analyses will be performed.

The purpose of this summary is to provide an overall picture of bicycle safety in Arizona, in preparation for a more detailed analysis of bicycle crashes that occurred on the State Highway System.

From the statewide dataset, we will identify crashes that occurred on state highways. Summary statistics of state highway crashes will be developed.

A challenge and limitation of the study may be a limited number of high-bicycle crash locations, segments, and corridors. We recognize that bicycle crashes occur at a lesser and less-concentrated frequency than pedestrian crashes. As such, the analysis may identify very few or a limited number of higher-crash locations (concentrations of bicycle crashes), but may lead to identification of systemic crash types rather than corridor or spot location-specific.

7.2 Phase II: Utilize PBCAT to Crash Type all Bicycle-Motor Vehicle Crashes that Occurred on the State Highway System

A comprehensive and effective bicycle safety action plan requires analysis of root causes of crashes before recommending countermeasures. To accomplish this, we will utilize the Pedestrian and Bicycle Crash Analysis Tool (PBCAT) to crash type all bicycle crashes that occurred on the State Highway System within the past five years. PBCAT includes over 70 crash types organized into 14 crash groups.

Crash typing of bicycle crashes that occurred on the state highway system will require review of individual police reports. We anticipate that this will be no more than a few hundred of the nearly 10,000 bicycle crashes that occurred in Arizona between 2004 and 2008. We will enter each crash that occurred on the state highway into PBCAT. Most of the information required for PBCAT entry is contained on the police reports. We will supplement police report information with other available databases including ADOT

HPMS and photo log to fill data gaps regarding field conditions. The HPMS database contains shoulder width and traffic volume information that may be important to understand the contributing factors of bicycle crashes.

Use of the various available databases will facilitate development of summaries that associate crash types with field conditions. For example, the analysis will enable us to identify how many bicycle crashes occurred on state highways where shoulder widths are less than four feet.

Of particular interest will be to identify the number and frequency of crashes associated with sidewalk riding. PBCAT includes several crash types for crashes (http://www.bicyclinginfo.org/facts/pbcat/bike_images.cfm) associated with riding on or near sidewalks and parallel paths. These include

- 211 - Motorist Left Turn—Same Direction
- 214 - Motorist right Turn—Opposite Direction
- 225 - Bicyclist Ride Out—Parallel Path
- 321 - Motorist Drive Out—Residential Driveway
- 400 - Bicycle Only

7.3 Phase III: Identify Appropriate Countermeasures

Our process to identify bicycle crash countermeasures will recognize that there are many facets of improved bicycle safety including engineering, enforcement, and education. Furthermore, improved safety involves many different parties including the cyclist, engineers and planners, drivers, and law enforcement. A crash analysis conducted for the Orlando, Florida metropolitan area presented countermeasures from a role-based perspective (Orlando Area Bicyclist Crash Study: A Role-Based Approach to Crash Countermeasures – A Study of Bicyclist-Motorist Crashes in the Orlando Urban Area in 2003 and 2004). We will follow a similar approach, recognizing that bicycle crashes require countermeasures that involve a diverse set of individuals and disciplines. The Bicycle Safety Action Plan will identify countermeasures for the bicyclist, motorist, traffic engineer, planner, and law enforcement officer. We will identify the roles that each of these disciplines and individuals must fulfill in order to improve bicycle safety in Arizona. In this way each stakeholder (discipline, agency, division, department, and individual) understands his or her personal responsibility and potential for reducing the number and severity of crashes.

We expect that the analysis will not only demonstrate a need for infrastructure to improve bicycle safety, but a need to educate motorists and cyclists of the “rules of the road”. Recommended countermeasures in the BSAP may include expansion of the ADOT Bicycle and Pedestrian Safety Awareness Campaign, or development of programs to improve education of motorists and bicyclists regarding laws regarding bicyclists. It will be important to identify countermeasures that are both cost-effective and address the identified safety need.

8 WORK TASKS

The project consists of the seven work tasks.

- Task 1: Refine Work Plan
- Task 2: Existing Bicycle Safety Conditions
- Task 3: Goals and Objectives
- Task 4: Bicycle Safety Priorities
- Task 5: Funding Data and Recommendations
- Task 6: Next Steps
- Task 7: Final Documentation

8.1 Task 1 –Work Plan

Purpose

Prepare a work plan to refine the work tasks and associated products, schedule, and project management framework to ensure that the objectives of ADOT and the TAC are achieved.

Task 1 also includes project management and project coordination activities, which includes regular conferences with the ADOT Project Manager, and monthly progress reports.

Work Activities

- Schedule, prepare for, and conduct a kick-off meeting with the ADOT Project Manager and ADOT core team members to discuss necessary refinements to the work plan. The work plan will include a detailed description of work tasks and associated products, schedule, problem and need statement, study goals and objectives, and key issues and challenges. The Kimley-Horn team will prepare a meeting summary.
- Address comments to the work plan made at the kick-off meeting. Submit a revised work plan to the ADOT Project Manager for review and approval for distribution to the TAC.
- Prepare monthly invoices and progress reports.

Products

- Kick-off meeting agenda, presentation materials, and meeting summary
- Project Work Plan

8.2 TASK 2: Research and Summarize Existing Conditions and Obstacles

Purpose

The purpose of Task 2 is to describe the overall state of bicycle safety and bicycle safety planning in the state of Arizona, with particular emphasis on the state highway system,

enabling identification of obstacles and barriers on state highways as they relate to bicycle safety:

- Who is bicycling, how much, and why?
- How safe is it to bicycle in Arizona?
- What is the current status of bicycle infrastructure in Arizona?
- What is the current level of bicycle planning among state, regional, and local public agencies?
- What advocacy, nonprofit, and collaborative groups currently exist in the State?

Research conducted in Task 2 will be based upon a review of existing data and documents, available highway and bicycle safety research, and input obtained from a web-based stakeholder survey.

Stakeholders represent a valuable resource and partner in identifying both general issues and specific bicycle safety concerns on the State Highway System. The Kimley-Horn team will develop a web-based stakeholder survey that will ask respondents to identify and describe areas of high-bicycle use on state highways, general bicycle obstacles that they have faced on the state highways, and specific bicycle safety concerns. The survey will also include questions related to bicycle advocacy organizations and non-profit groups.

The survey will be made available on a project website that will be established at azdot.gov and on azbikeped.org. To maximize a broad-based response, we will notify bicycle advocacy organizations throughout Arizona of the survey. Media releases may be distributed requesting citizen input to the survey.

The research findings of Task 2 will provide the foundation for establishing bicycle safety goals (Task 3), identifying state highway high crash locations that require additional analysis (Task 4), identifying countermeasures for the high-priority locations (Task 4), and identifying additional data that is needed to measure progress toward the goals (Task 6).

Work Activities

A. Research and summarize bicycle usage:

- Develop a web-based stakeholder survey. Notify advocacy organizations of the survey. Post the survey to the ADOT Bicycle and Pedestrian Program website, azbikeped.org, and to the project website at azdot.gov.
- Obtain and review existing data on bicycling such as the NHTS, the U.S. Census Journey to Work data, and other available information regarding bicycle usage from sources including the Maricopa Association of Governments, Pima Association of Governments, and the Flagstaff Metropolitan Planning Organization.

B. Document the current level of bicycle planning among state, regional, and local public agencies:

- Research and compile an inventory list of existing available Arizona bicycle safety plans and documents. Distribute the list to the TAC for review. Obtain any additional documents suggested by the TAC.
- Review existing local jurisdiction bicycle plans, general plans, and other applicable planning documents. Summarize the current level of bicycle planning among state, regional, and local public agencies. The summaries will be based upon a review of available planning and programming documents from local and state agencies.
- Document bicycle safety objectives and goals of local, state, and national organizations.
- Summarize advocacy, nonprofit, and collaborative groups/efforts that currently exist or are underway throughout the state. Describe each of these groups' role and activities.

C. Analyze bicycle crash data:

- Obtain statewide bicycle crash data. Summarize crash data at the statewide level based on factors and descriptors in the crash database obtained from ADOT and other categories as appropriate.
- Identify crashes that occurred on the State Highway System. Identify concentrations of crash locations, as feasible, on state highways.
- Provide a list of crashes that occurred on state highways to ADOT. Coordinate with ADOT to obtain police reports for each state highway bicycle crash. We anticipate this to be no more than a few hundred reports of the nearly 10,000 bicycle crashes that occurred on state highways between 2004 and 2008.
- Review police reports for each state highway bicycle crash. Enter bicycle crashes into PBCAT. Assign a crash type.
- Utilize available databases (HPMS, ADOT photo log) to identify other pertinent conditions such as shoulder width and traffic volumes.
- Prepare crash summary exhibits and reports for inclusion in Working Paper No. 1.

D. Document status of existing bicycle infrastructure on state highways:

- Based on input received from stakeholder surveys and review of available databases, summarize the current status of bicycle infrastructure on state highways.

E. Prepare Working Paper No. 1:

- Prepare draft Working Paper No. 1. The Working Paper will document information and data gathered during Task 2 and will include graphical and tabular data summaries of existing state highway system and study area conditions. Working Paper No. 1 will also include a summary and findings of the bicycle crash analysis.

- Submit draft Working Paper No. 1 to the ADOT Project Manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the first TAC meeting where we will present Working Paper No. 1. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 1 and submit the final Working Paper to the ADOT Project Manager for posting on the ADOT website.

Products

- Working Paper No. 1 – Existing Conditions and Obstacles
- TAC Meeting No. 1 agenda, presentation materials, and meeting summary

8.3 TASK 3: Develop Goals and Objectives

Purpose

The purpose of Task 3 is to develop bicycle safety goals and objectives for ADOT. Goals and objectives will be based on research findings from Task 2 and will consider other existing stakeholder goals and objectives found in local, regional, and federal plans.

Goals represent the desired outcome for the activities or services that may be established through statewide cooperation and collaboration. Goals established within the BSAP will be results oriented, will define the desired state of bicycle safety at the end of a specified time frame, and will represent what can realistically be achieved through a collaborative effort of local, regional, and statewide agencies and organizations. Goals must be “SMART”—Specific, Measurable, Achievable, Realistic, and Time-sensitive.

Specific activities and actions needed to achieve the goals will be identified in subsequent tasks (Task 4 and Task 5). To the extent feasible and applicable, implementing agencies or divisions will be identified for each objective and action item.

Work Tasks

- Prepare draft Working Paper No. 2. Working Paper No. 2 will document goals and objectives based on research findings from Task 2.
- Submit draft Working Paper No. 2 to the ADOT Project Manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the second TAC meeting where we will present Working Paper No. 2. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 2 and submit the final Working Paper to the ADOT Project Manager for posting on the ADOT website.

Products

- Working Paper 2 – Goals and Objectives
- TAC Meeting No. 2 agenda, presentation materials, and meeting summary

8.4 TASK 4: Define Bicycle Safety Priorities

Purpose

The purpose of Task 4 is to apply BIKESAFE Bicycle Countermeasure Selection System to identify appropriate countermeasures that could be implemented statewide (education, policy, program) or at high bicycle-crash locations to reduce bicycle crashes, injuries, and fatalities. A prioritization methodology will be developed and applied to the countermeasures projects.

Countermeasure Selection

BIKESAFE recommends menus of countermeasures for specific crash types with a description of the countermeasure purpose, considerations, associated costs, and applicable case studies. We will review the potential countermeasures and identify countermeasures appropriate for each high-crash segment or corridor. In addition, we anticipate that programmatic and educational countermeasures may be identified, in addition to infrastructure.

Countermeasures will be identified for each role: bicyclist, motorist, engineer, planner, and law enforcement officer. We will package the “role-based” countermeasures into a program of projects. The projects may consist of a combination of countermeasures that may support and be dependent on each other. For example, locations where wrong-way riding is identified as a problem, the countermeasure projects may consist of signing as well as education materials.

Countermeasure Projects Prioritization

Proposed countermeasure projects will be divided into three categories consistent with their level of complexity, cost, level of coordination required, and implementation time frame. Simple countermeasures are those that can be implemented within a relatively short time frame, and at a relatively minimal cost. Moderate projects may require a longer time to implement, and a higher level of coordination and funding. Complex projects are those that may require several years to implement because of environmental, budget, or other coordination constraints.

The countermeasure projects will be prioritized. The prioritization may consider factors such as cost-effectiveness and the anticipated benefit/impact of the improvement.

Work Tasks

- Utilize BIKESAFE Bicycle Countermeasure Selection System to identify appropriate countermeasures projects that could be implemented statewide, or at high bicycle-crash locations to reduce bicycle crashes, injuries, and fatalities. Countermeasures may include operational, construction, design, or education/enforcement countermeasures.
- Develop programming-level cost estimates for the countermeasures projects.
- Categorize the identified projects into simple, moderately complex, or complex countermeasures projects.

- Develop a prioritization system to rank the various competing countermeasures projects.
- Prepare Working Paper No. 3 which will document a menu of potential countermeasures, development of countermeasures projects, planning-level estimate of probable cost, the countermeasures projects prioritization system, and resultant projects rankings.
- Submit draft Working Paper No. 3 to the ADOT Project Manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the third TAC meeting where we will present Working Paper No. 3. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 3 and submit the final Working Paper to the ADOT Project Manager for posting on the ADOT website.

Products

- Working Paper 3 – Bicycle Crash Countermeasures Projects and Prioritization
- TAC Meeting No. 3 agenda, presentation materials, and meeting summary

8.5 TASK 5: Develop Funding Data and Recommendations

Purpose

The purpose of Task 5 is to perform an assessment of the funding gap for bicycle safety projects on state highways; identify the unfunded need for bicycle programs, infrastructure, and maintenance; and recommend potential funding sources and collaborative funding alternatives for bicycle infrastructure on Arizona's state highways.

To achieve schedule and budgetary efficiencies, findings of Task 5 – Funding Data and Recommendations will be documented in a combined working paper for Task 5 and 6.

Work Tasks

- Estimate the total cost to implement the recommended bicycle countermeasures, (Task 4) on state highways.
- Prepare a summary of the funding currently allocated for bicycle infrastructure on state highways. Assess the funding gap for bicycle safety projects on state highways.
- Prepare recommendations on potential traditional funding sources and creative and/or collaborative funding alternatives that could fill the identified funding gaps.
- Prepare appropriate sections of Working Paper No. 4.

Products

- Data and information for inclusion in Working Paper No. 4. Working Paper No. 4 will include findings of both Task 5 and Task 6.

8.6 TASK 6: Identify Next Steps

Purpose

Recommend any additional policies, tools, resources, programs, or data that should be developed to meet bicycle safety goals and objectives developed in Task 3. Recommendations will be prioritized and implementing agencies/entities will be identified. Implementation recommendations made in previous tasks will be included.

Work Activities

- Prepare draft Working Paper No. 4. Working Paper No. 4 will recommend policies, tools, resources, programs, or data that should be developed to meet bicycle safety goals and objectives developed in Task 3. Recommendations will be prioritized and implementing agencies/entities will be identified. Working Paper No. 4 will include a summary of implementation recommendations made in previous tasks.
- Submit draft Working Paper No. 4 to the ADOT Project Manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the fourth TAC meeting where we will present Working Paper No. 4. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 4 and submit the final Working Paper to the ADOT Project Manager for posting on the ADOT website.

Products

- Working Paper No. 4 - Funding Assessment, Recommendations, and Implementation Steps
- TAC Meeting No. 4 agenda, presentation materials, and meeting summary

8.7 TASK 7: Final Documentation

The purpose of this task is to document the activities, findings, and recommendations of the BSAP in a stand-alone Final Report and Executive Summary. The Final Report will include a compilation of data and findings from the four Working Papers and input received from stakeholders and the public. Study documents will be prepared using Microsoft Windows: Word for word processing, Excel for spreadsheets, and PowerPoint for graphics. Study documents will be submitted to the ADOT Project Manager in Word format.

Work Activities

- Prepare a BSAP Final Report and Executive Summary outline that provides the most relevant information from the BSAP. Present to the ADOT Project Manager for approval. Prepare draft BSAP Final Report and Executive Summary in conformance with the approved outline.
- Submit the draft Final Report and draft Executive Summary to the ADOT Project Manager for review and approval for distribution to the TAC.

- Compile comments received on the draft BSAP Final Report and draft Executive Summary, prepare a comment resolution summary.
- Address each comment in the preparation of the BSAP Final Report and Executive Summary. The BSAP will be considered final upon approval of ADOT.
- Produce and distribute to each member of the TAC a CD containing the Working Papers, Final Report, and the Executive Summary. In addition, produce and submit to the ADOT project manager 20 copies of the BSAP Final Report, 20 copies of the Executive Summary, and 20 CDs in conformance to ADOT requirements.

Products

- Draft and Final BSAP Report
- Draft and Final Executive Summary
- CD containing the Working Papers, Final Report, and the Executive Summary