

February 6, 2019

Memorandum #2019-23

TO: Regional Connectors Study Joint Steering (Policy) Committee & Working Group

BY: Camelia Ravanbakht, RCS Project Coordinator

RE: Regional Connectors Study

Attached is the agenda for the **Regional Connectors Study Joint Steering (Policy) Committee and Working Group meeting** scheduled for **Wednesday, February 13, 2019 at 10:00 am** at the **Regional Building Board Room, 723 Woodlake Drive, Chesapeake, Virginia 23320**.

Please note that the comments submitted by Norfolk staff on the draft Phase 2 Scope were of such a nature that they could not be quickly addressed in the revised Phase 2 Scope to be sent with this agenda packet. The Consultant Team is working to address the City staff's comments and a Draft Alternative Phase 2 Scope of Services, Budget, and Schedule document including the Consultant Team's responses to the comments will be made available no later than Monday, February 11, 2019.

MK/sc

Voting Members:

Steering Policy Group

Rick West (CH)
Donnie Tuck (HA)
McKinley Price (NN)
Martin Thomas (NO)
John Rowe (PO)
Linda Johnson (SU)
Robert Dyer (VB)

Working Group

Earl Sorey (CH)
Angela Rico (HA)
Bryan Stilley (NN)
Brian Fowler (NO)
Jason Souders (SU)
James Wright (PO)
Phil Pullen (VB)

Nonvoting Members:

Jason Flowers (Army Corps)
George Janek (Army Corps)
Col. Patrick Kinsman (Army Corps)
Robert Pruhs (Army Corps)
Gregory Steele (Army Corps)
Ivan Rucker (FHWA)
Kevin Page (HRTAC)
Craig Quigley (HRMFFA)
Capt. Richard Hayes (US NAVY)
Tim Dolan (US Coast Guard)
Gene Leonard (US Coast Guard)
Tony Gibson (VDOT)
Chris Hall (VDOT)
Scott Smizik (VDOT)
John Reinhart (VPA)
Barbara Nelson (VPA)
Kit Chope (VPA)

Staff:

Bob Crum (HRTPO)

Mike Kimbrel (HRTPO)

Rob Case (HRTPO)

Keith Nichols (HRTPO)

Dale Stith (HRTPO)

Project Coordinator:

Camelia Ravanbakht



Agenda

Joint Steering (Policy) Committee & Working Group Meeting

February 13, 2019

10:00 AM

The Regional Building Board Room, 723 Woodlake Drive, Chesapeake, Virginia

- 1) Call to Order**
- 2) Welcome and Introductions**
- 3) Public Comment Period (Limit 3 minutes per individual)**
- 4) Minutes**

Summary Notes from January 29, 2019, RCS Joint Steering (Policy) Committee and Working Group Meeting – Attachment 4

Recommended Action: For Approval

- 5) RCS and Relationship with 2045 Long- Range Transportation Plan (LRTP)- Camelia**

Ravanbakht, RCS Project Coordinator

RCS Options with Potential Implications

Option 1 – RCS Concurrent with 2045 LRTP Schedule

- RCS project recommendations will be considered for inclusion in the 2045 LRTP (along with other Regional Priority Projects)
- Consolidation of efforts (scenario planning, prioritization, public outreach, etc.)
- Possible time constraint in meeting 2045 LRTP schedule

Option 2 – RCS Separate Path from 2045 LRTP Schedule

- Potential RCS projects will not be part of the evaluation of non-committed Regional Priority Projects as study will still be underway

- Upon completion of RCS, 2045 LRTP could be amended for inclusion of RCS recommendations, but would need to have HRTPO Board vote to remove other project(s) due to LRTP fiscal-constraint requirements
- Depending on the completion date of RCS, 2045 socioeconomic forecast may not be valid and additional analysis might be warranted

Comments Received on Option 1 and Option 2- Attachment 5

Recommended Action: For Selection and Approval of One of the Two Options

6) RCS Draft Scope of Services for Phase 2: Camelia Ravanbakht, RCS Project Coordinator

- Draft Scope of Services, Budget, and Schedule – Attachment 6A and Handout
- Comments Received on Draft Scope of Services (since January 29th Joint Meeting) – Attachment 6B
- Draft Alternative Phase 2 Scope of Services, Budget, and Schedule – This version includes comments received from the City of Norfolk – Attachment 6C – To be posted on the website by no later than February 11, 2019.

Recommended Action: For Approval

7) Schedule and Next Meetings:

- Scenario Planning Webinar (for Working Group) – February 14, 2019, 9:30 AM – 11:00 AM
- February 21, 2019 – 10:30 AM, HRTPO Board Meeting (Approval of Phase 2 Scope of Services)

8) Adjournment

**RCS Joint Meeting of Steering (Policy) Committee and Working Group
Jan. 29, 2019 at Regional Building
Minutes**

Attendance (alphabetically)

Christine Armstrong	Norfolk
Bob Baldwin	Portsmouth
Jim Baker	Chesapeake
Keith Cannady	HRPDC
Rob Case	HRTPO
Bob Crum	HRTPO
Beth Drylie	Michael Baker
Rick Dwyer	HRMFFA
Bob Dyer	Virginia Beach
Craig Eddy	Michael Baker
Brian Fowler	Norfolk
Robin Grier	VDOT
Chris Hall	VDOT
Amy Inman	Norfolk
Carl Jackson	Portsmouth
George Janek	US Army Corps
Linda Johnson	Suffolk
Mike Kimbrel	HRTPO
Kendall Miller	HRTPO
Barbara Nelson	Port of Va.
Keith Nichols	HRTPO
Lorna Parkins	Michael Baker
McKinley Price	Newport News
Kim Prisco-Baggett	US Army Corps
Craig Quigley	HRMFFA
Camelia Ravanbakht	HRTPO (retired)
Tara Reel	Va. Beach
Angela Rico	Hampton
John Rowe	Portsmouth
Earl Sorey	Chesapeake
Jason Sounders	Suffolk
Brian Stilley	Newport News
Eric Stringfield	VDOT
Greg Steele	US Army Corps
Dale Stith	HRTPO
Martin Thomas	Norfolk
Donnie Tuck	Hampton
Rick West	Chesapeake
James Wright	Portsmouth

Proceedings

1. Call to Order

Bob Crum (HRTPO) called the meeting to order at 10:00 am.

2. Welcome and Introductions

Attendees introduced themselves.

3. Public Comment

No public comments.

4. Minutes

Minutes from Aug. 28, 2018 Steering (Policy) Committee and Working Group Jan. 10, 2019 meetings were approved by respective groups as submitted.

5. RCS and Relationship with 2045 Long-Range Transportation Plan (LRTP)

Dale Stith (HRTPO) presented slides ending with the following options:

Option 1 RCS Concurrent with 2045 LRTP Schedule

- RCS projects would be scored for inclusion in 2045

Option 2 Separate Path for RCS from 2045 LRTP Schedule

- RCS projects would NOT be scored for inclusion in 2045

Dale stated that, in order to do Option 1, the RCS would have to be completed in June 2020.

Mayor Rowe (Portsmouth) indicated a preference for Option 2, and Councilman Thomas (Norfolk) agreed.

Dale stated that the un-committed projects of the 2040 Regional Priority Projects (Ph. 3 of I-64/I-264, I-64 Southside Ph. 2, Bowers Hill Interchange, Fort Eustis Interchange, and 460/58/13 Connector) will be re-scored for possible inclusion in 2045. Earl Sorey (Chesapeake) stated that he will check to see if some of those projects are included in HRTAC's plan of finance.

Several members indicated a preference to choose an option at the Feb. 13 Steering (Policy) Committee meeting. Attendees concurred with this preference via a unanimous show of hands.

6. Update on RCS Phase 1 Study Tasks

Craig Eddy (Michael Baker) presented slides for the update of Phase 1, including survey results.

7. RCS Draft Scope of Services for Phase 2

Craig Eddy presented the draft scope for Phase 2, including scenario planning. He indicated that Phase 3 would contain the “nuts and bolts” of the study’s analysis.

Approval of the Phase 2 scope will be requested at the planned Feb. 13 meeting.

8. Schedule and Next Meeting

Joint Steering (Policy) Committee and Working Group meeting: Feb. 13, 2019.

9. Adjournment

The meeting was adjourned at approximately 11:30 am.

ATTACHMENT 5

OPTION 1 vs OPTION 2 COMMENTS

=====

From: Craig Quigley <cquigley@hrmffa.org>
Sent: Wednesday, January 30, 2019 10:30:53 AM
To: 'Camelia Ravanbakht'
Cc: Rick Dwyer; Craig Quigley
Subject: FW: Regional Connectors Study Meeting Follow Up

Good morning, Camelia! Nice to see you yesterday; assume you had cataract surgery? Never fear; your vision will be crisp in no time!

I recommend Option 1 for the reason I mentioned yesterday – to avoid confusion with the public on making changes to projects once expectations have been set. No issues with scope and budget for Phase 2, but schedule must dovetail with required 2045 LRTP schedule so as to avoid confusion.

See you on the 13th!

Craig

=====

From: Fowler, Brian <brian.fowler@norfolk.gov>
Sent: Tuesday, February 5, 2019 3:11 PM
To: Camelia Ravanbakht
Cc: Inman, Amy M; Armstrong, Christine
Subject: RE: Regional Connectors Study Meeting Follow Up

Camelia,

The City of Norfolk has the following comments:

For the RCS Overall Schedule, we recommend Option 2. A schedule according to Option 1 does not allow sufficient time for this critical study to be conducted at the necessary level of quality and collaboration. Option 2 will allow sufficient time, and does not prevent future programming of major regional projects in a timely and properly prioritized fashion. Option 2 would also allow what we believe to be some important Phase 2 Scope/Schedule modifications.

=====

REGIONAL CONNECTORS STUDY

PHASE 2 – TECHNICAL ANALYSIS

SCOPE OF WORK

Introduction

Phase 2 of the study will entail the technical analysis required to identify, assess, and prioritize potential transportation improvements to enhance connectivity between the Peninsula and the Southside of Hampton Roads. Phase 2 tasks are described in the following paragraphs.

TASK 1 – Execute Engagement Plan

This task outlines the process for the implementation of a Public Engagement Plan developed in Phase 1 of the Hampton Roads Regional Connectors Study (RCS). The subtasks associated with implementation of the Public Engagement Plan seek to inform, educate and engage stakeholders, residents, businesses, and travelers in the Hampton Roads Region. Phase 2 covers the period from January 2019 through January 2020, a 13-month period. As such, the Public Engagement Plan will be reviewed on a quarterly basis to ensure alignment with the goals and objectives of the study and to address any additional information obtained through the engagement process. The Consultant Team will adhere to all applicable policies and procedures as directed by HRTPO and applicable federal guidelines covering MPOs and recipients of federal funds for planning purposes.

Task 1.1: Task Management

The engagement task lead will provide a task-based progress report, participate in monthly team meetings and bi-weekly calls as appropriate with HRTPO staff and the project management team. Progress reports will summarize and report the percentage complete of each task and provide the basis for the monthly invoice. Progress reports will be provided to the project management team in acceptable format. The engagement task leader will attend Consultant Team meetings as needed, including but not limited to bi-weekly engagement team meetings, internal team meetings, and meetings with HRTPO staff as required. The engagement task leader will provide schedule updates to inform the master project schedule.

Task 1.2: Engagement Plan Review

The study engagement team will perform a quarterly review of the RCS Engagement Plan. This review will include evaluation of the demographic profile, tools and tactics, metrics, stakeholder groups and key

messages. Any revisions will be provided to HRTPO staff in track changes for review and acceptance. An electronic copy of each plan revision will be submitted.

Task 1.3 Implementation of Engagement Program

The [study](#) engagement team will conduct stakeholder outreach tasks to engage regional stakeholders as directed and approved by HRTPO and the Working Group. This will consist of outreach to the targeted stakeholders representing or living in the jurisdictions covered by HRTPO agreements. Activities to be implemented by the engagement team include:

Task 1.3a Study Mailing list and Comment Database

The [study](#) engagement team will create, organize, and maintain a project database and mailing list to house contact details for agency representatives, elected officials, civic groups, businesses, and other important stakeholders. The engagement team will work closely with HRTPO to develop the agency and locality mailing list. The list will be used to disseminate project status information such as a study brochure and to notify people of upcoming in-person and online engagement opportunities.

Throughout the course of the study, the engagement team will expand and update the list by encouraging interested parties to refer others to the list or through mailing list signups via the study website. The engagement team will utilize database software such as MailChimp to maintain the database.

This database can also be used to house public meeting comments for extraction and future response development. The engagement team will accept all public comments submitted during public outreach efforts and at public meetings. This effort will include: developing a public comment section of the database; collecting and cataloging all correspondence sent to the study team; categorizing all comments for inclusion in comment analysis or reports and creating the public outreach comment table summary for inclusion in the Engagement Summary Report.

Task 1.3b Community Briefings and Presentations

The [study](#) engagement team will schedule and attend up to 10 community nonprofit and organizations meetings to provide an overview of the project. Presentations task elements will include the development of handouts, PowerPoint presentations, maps, and the recording of meeting minutes as appropriate. A maximum of 10 presentations will be conducted in Phase 2.

Task 1.3c Brochures, Factsheets and Handouts

The [study](#) engagement team will prepare 1 draft meeting brochure to report on key project elements, milestones, and recommended meeting dates. The brochure will be [advanced so that it is ready for distribution](#) at public meetings in Phase 3 [when meeting locations and dates are secured, and made available on the project website](#). The content will include background information, schedule, study area maps, and other pertinent project information to support full participation by the public at the meetings. [The brochure will be digital so that it can be uploaded to the RCS website, but not be translated until Phase 3.](#)

In addition, the engagement team will prepare one postcard or rack card to be featured at community facilities. ~~to be featured at community facilities.~~ These smaller, more portable formats could highlight topics or special interests and could be distributed at outreach events, community facilities, and as notification tools in advance of public meetings. The study team will print a maximum of 3,500 copies of the postcard or rack card for distribution. These items will be translated in Phase 2.

~~The engagement team will develop posters, flyers and meeting presentation templates for the study. The team will generate up to 6 comment cards, fact sheets and/or flyers that highlight topics, promote events, or announce key milestones in the process. They may target specific audiences or interests or be oriented more generally. The fact sheets and flyers will support and supplement key messages throughout the process to keep the public and stakeholders informed.~~

The study engagement team will develop posters, flyers, and meeting presentation templates for the study. The team will generate up to 6 comment cards, fact sheets and/or flyers that highlight topics, promote events, or announce key milestones in the process. They may target audiences or interests or be oriented more generally. The fact sheets and flyers will support and supplement key messages throughout the process to keep the public and stakeholders informed.

Task 1.3d Community Events and Outreach

The study engagement team will plan up to 2 informal in-person pop-up events to introduce the project and to obtain stakeholder perspectives on regional mobility, transportation planning, and connectivity. The team will select event locations, schedule, develop event activity plans, determine required staffing, and review collateral material. The study engagement team will document outreach and engagement efforts related to ED, Title VI, and submit documentation to HRTPO staff for review/approval.

In addition, the engagement team will investigate the use of ad space on kiosks in the region and a project informational video to be priced for HRTPO and Working Group consideration and approval.

Task 1.4 Website Upgrades and Maintenance

The study engagement team will develop content for use and subsequent uploading to the study website by the study team. This effort includes initial content development to be reviewed and approved by the Working Group and HRPTO along with the development of content updates by the study team at project milestones and other pertinent events.

Task 1.4 Prepare Website Content

The study team will develop a creative brief for Phase 2 to orient readers to the Regional Connectors Study and its phases.

As a part of Phase 2, the study website will be populated with fresh information as it becomes available, including analysis results, meeting dates, reports, and meeting/briefing dates. Updates and reporting documents such as one-pagers will be shared as they become available. Templates for these updates

will be designed and developed as a part of this task. New content, including microsimulation of alternatives' traffic operating conditions, will be integrated into the site, and new components will be added to the site as needed to accommodate this content. Original copywriting will be delivered as a part of these updates, and publication will be managed by the study team. Regular hosting and maintenance of the study website will also be covered under this scope.

A key feature of Phase 2 will be the development of an Interactive Map, which will require coordination to establish visual goals, data sources, and other content needs. Once designed, this map will be integrated into the existing study website.

Phase 2 will also feature a new Scenario Planning Page Template which will appear at the top-level navigation on the site. New copy will be developed, and technical analysis elements performed by team members will be uploaded. This page will be designed to feature animations and other graphical elements.

As the Study gathers momentum, a plan will be created to report events on a regular schedule, and a post template for these events posts will be created.

Finally, survey results will be shared in the form of a final report. Survey-generated publications will be added, and categories for these publication types will be created and added to the website backend.

Timing:

- 13 months

Meetings:

- 2 pop up meetings
- 10 community briefings
- Meetings with HRTPO staff: 4
- Working Group Meetings: 2
- Steering Committee Meetings: 2

Deliverables:

- Study mailing list (electronic format)
- Comment database (electronic format)
- Meeting notes for stakeholder meetings
- Brochures, fact sheets, and handouts and comment sheets for public facing activities and meetings
- [Public Engagement Summary](#)
- [Public Engagement Summary](#)
- Website deliverables

TASK 2 – Development of Preliminary Alternatives

The intent of this task is to develop preliminary alternatives to a sufficient level of detail to enable construction, right-of-way, and utility relocation planning-level costs to be developed, as well as to be able to determine each alternative's potential to be permitted and constructed. Permitability and constructability are two criteria that will be used to help screen the preliminary alternatives down to candidate alternatives. More information on that screening is provided in Task 3.2.

It is assumed that a maximum of ten (10) preliminary alternatives will be developed. They will include the five (5) corridors not programmed for funding in the HRCS SEIS which are:

- I-664
- I-664 Connector
- I-564 Connector
- VA 164
- VA 164 Connector

In addition to these five preliminary alternatives, an additional five (5) alternatives will be developed as a result of suggestions made at stakeholder interviews and comments received during other project engagement activities.

To the greatest extent possible, the Consultant team will use existing information available for the conceptual design of the alternatives, which includes: typical cross sections, alignments for roadways on new location, and geometric configurations of connection points to existing roadways.

The Consultant team will develop alternatives at a conceptual level in MicroStation format utilizing aerial photography and available GIS data. Elements of the conceptual development of the alternatives will include the following subtasks.

Based on Corps of Engineers input, the Corps will offer comments during the development of the alternatives, but the alternatives development should follow a step-wise process. Milestones in the development process may include the following steps:

- Defining a project purpose and need
- Developing a scoping and methodology for alternatives analysis
- Documenting the alternatives analysis, including the practicability of the different alternatives
- Developing the preferred alternative

Task 2.1: Develop Geometry of Preliminary Alternatives

Task 2.1a Design Criteria

Engineering design criteria for the Preliminary Alternatives will be established based on VDOT and AASHTO standards for the design speed and type of facility. Alignments will be developed to minimize known environmental impacts, minimize the need for right-of-way, minimize costs, and accommodate forecast traffic volumes. Horizontal alignments and vertical profiles will follow existing geometry where existing roadways are being widened. The beginning and ending stations of the alignments will be tabulated as well as proposed curve data.

The design of the alternatives will also include traffic analyses of connection points to existing facilities. These analyses will be undertaken to ensure that the design can adequately accommodate projected traffic volumes. The traffic analyses will be limited to Highway Capacity Manual (HCM) methodologies for merge, diverge, and weave sections on freeways and capacity analyses for arterial intersections. They will not include micro-simulation analyses (these will only be performed on the Candidate Alternatives).

Task 2.1b Typical sections and cross-sections

Typical sections for each alternative will be developed to meet VDOT and AASHTO requirements. Materials will match existing facilities (concrete or asphalt pavement). A description of the proposed pavement design will be developed, including proposed pavement depths for construction cost development. New facilities will be assumed to be asphalt pavement, unless otherwise directed. Cross-sections will be developed at 500' intervals for the purposes of developing earthwork quantities. Additional cross-sections will be developed at critical locations to assist in determining tie-in points and environmental and right-of-way impacts.

Task 2.2: Hydraulics and Hydrology

Conceptual analysis will be performed for major drainage structures ($Q_{100} > 500$ cfs), to determine feasibility and cost impacts. A description of floodplain impacts will be included where there is proposed encroachment on a floodplain. Roadway drainage will generally be assumed to be an open system (ditches). Where bridge structures, roadway barriers, sound walls, or retaining walls are required, closed drainage systems (inlets and pipes) will be assumed. These areas and approximate limits will be determined as part of the alternative development. Stormwater management will be estimated based on pollutant loading calculations for new impervious area. Approximate sizing of Stormwater management facilities to mitigate increases in Stormwater runoff will be performed based on "rule of thumb" estimates, but no design will be performed.

Task 2.3: Structures

Any new, widened, or reconstructed structures will be described. The approximate size and location of proposed bridge work will be developed at a conceptual level. The location, limits, and height of retaining walls and sound walls will also be developed at a conceptual level.

Task 2.4: Utilities and Railroad Crossings

Any major overhead utilities (such as electrical transmission lines, and transformer stations) will be identified, and the impact of any conflicts will be discussed. Any railroad crossings within the proposed roadway improvements will be identified and impacts described.

The conceptual plans will be turned into graphics for inclusion into the study report.

Task 2.5: Planning Cost Estimates

A planning level cost estimate (present year costs) will be developed for each preliminary alternative based on the conceptual designs and potential mitigation estimates. Quantities for major items such as

roadway pavement, earthwork, drainage structures, bridges and walls will be based on the conceptual plans. The quantities will be multiplied by the average unit costs for the Hampton Roads District to arrive at the construction cost for these items. The cost of the remaining disciplines will be based on allowances or lump sum costs as follows:

- Mobilization
 - Mobilization will be presented as a lump sum cost based on a percentage of construction cost.
- Traffic Control & Maintenance of Traffic (MOT)
 - Ground Mounted signs will be estimated on a “per mile” basis
 - A planning level estimate will be prepared for ITS systems on all limited-access roadways. The ITS system will be presented as a lump sum amount.
 - Traffic MOT will be based on a percentage of the total construction cost of the project, typically 4-5% of construction cost.
 - Lighting will be based on a “per mile” basis where applicable.
- Stormwater Management, E&S and Wetlands
 - It will be assumed that Nutrient Credits will be purchased for approximately 25% of the increased pollutant load
 - Plantings for constructed wetlands or bioretention facilities will be based on a lump sum cost based on VDOT District averages.
 - The presence of wetlands and streams will be based on publicly available wetland inventories (NWI) and topographic maps and coordinated with the work described in Task 3.2. The impacts will be based on limits or disturbance. Wetland mitigation costs will be based on a per acre cost; stream impacts will be based on a linear foot cost.
 - Erosion & Sediment Control (E&SC) costs will be presented as a lump sum cost.
- Preliminary Engineering (Design) costs will be based on a percentage of the total construction cost of the project.
- Right-of-Way estimated costs will be determined by categorizing the property (residential vs. commercial), quantifying the right-of-way taking and applying per acreage costs for partial takes. Total takes will include relocation costs where applicable. Unit costs for right-of-way and relocation costs will be based on VDOT unit costs for the Hampton Roads District.
- Utility Protection and Relocation costs will be based on observations of above ground features, and record research. Utilities will be aggregated by type (water, sewer, power, gas, communication) and assigned to a range of sizes. An allowance will be made for smaller utilities/distribution lines. Larger utilities/transmission lines will be based on a linear footage basis.
- Railroad crossings – A cost for railway flaggers and watchperson service will be estimated for proposed railroad crossings. The cost will be presented as a lump sum cost.

For any ferry service alternative, a planning level estimate will be prepared for the capital costs and operating costs of ferry service. This estimate will be based on a life cycle cost analysis. The length of the period used for life cycle analysis will be determined in conjunction with the HRTPO, prior to development. The design ferry vehicle will be the Pocahontas which is the largest ferry vehicle on VDOT’s Jamestown-Scotland ferry route and can carry tractor trailers up to 56,000 pounds. Capital costs will be developed for major items, with allowances for smaller, aggregated items. Major capital costs will include the cost of ferries and ferry infrastructure, including the cost of docks and

bulkheads, approach roadways/parking lots, right-of-way and support buildings with communications and other utilities. Operating costs will include ferry and support staff, and O&M costs for the ferries and supporting infrastructure.

Timing:

- 10 months

Meetings:

- Meetings with HRTPO staff: 0
- Working Group Meetings: 1
- Steering Committee Meetings: 1
- Other/Stakeholder Meetings: 0

Deliverables:

- Roadway typical sections
- Roadway alignment plans
- Cost estimates

TASK 3 – Determination of Candidate Alternatives (Screen 1)

Evaluation criteria will be determined for use in screening the Preliminary Alternatives down to Candidate Alternatives. The criteria will include, but not be limited to:

- Congestion relief - In 2013, the Virginia legislation created the Hampton Roads Transportation Fund (HRTF). During the 2014 session, the legislation created the Hampton Roads Transportation Accountability Commission (HRTAC) to manage those funds. According to the legislation, the HRTF monies shall be used solely for construction projects on new or existing highways, bridges, and tunnels in the localities comprising Planning District 23 as approved by the HRTAC. Furthermore, the HRTAC shall give priority to those projects that are expected to provide the greatest impact on reducing congestion for the greatest number of citizens residing within Planning District 23 and shall ensure the moneys shall be used for such construction projects.
- Permitability
- Constructability

The intent of this initial screening is twofold. First, it will eliminate from consideration any alternative whose permitability is questionable. Second, it will eliminate any alternative that does not compare favorably to the other alternatives in these criteria. An alternative matrix will be prepared to illustrate the characteristics of each Preliminary Alternative and to facilitate comparison between them.

Task 3.1 Conduct Congestion Relief Assessments

Congestion relief performance measures are to be determined through interaction with the Working Group and HRTPO staff, but could include:

- Percent reduction of Average Annual Daily Traffic (AADT) and delay on existing Hampton Roads crossings (Hampton Road Bridge Tunnel, Monitor Merrimac Memorial Bridge Tunnel, and the James River Bridge)
- Percent reduction in Average Daily Vehicle Miles Traveled (VMT)

The comparison of these measures is part of the screening of the Preliminary Alternatives. In this task, the Consultant Team will run each alternative using the travel demand model for the 2045 Baseline future and organize the outputs based on the approved performance measures characterizing congestion relief.

Task 3.2: Conduct Permitability Assessments

Overview

The purpose of this task is to evaluate the regulatory permitability of preliminary alternatives. All regulatory permitability evaluations will be conducted by reviewing Federal, State, and Local regulatory requirements in conjunction with existing environmental conditions. The study team will determine potential regulatory fatal flaws as well as develop a prioritization tool for the analyzed alternatives.

The Consultant Team understands that the Corps will not permit an alternative that would obstruct or restrict navigation to the Craney Island Dredged Material Management Area (CIDMMA), or that would otherwise impair the Corps' ability to maintain and operate the CIDMMA. Likewise, the Corps will have to assess the impact of the different alternatives on the federally authorized Norfolk Harbor and Channel Federal Navigation Project and coordinate with maritime stakeholders on the impacts of those alternatives.

Task 3.2a. Data Collection Review

The focus of this task will be to review and analyze environmental (natural and cultural resources) data created to develop the regional mapping, with the goal of establishing a unified dataset for GIS based environmental alternatives review. The regional mapping and environmental overlays will define where sensitive natural and cultural resources are located to determine if preliminary alternatives can avoid and/or minimize impacts as part of the risk analysis. In addition, should resources not be able to be avoided and/or minimized, mitigation concepts will be evaluated as part of the analysis. This information will form the basis for regulatory permitability evaluations as part of the alternatives analysis. The data will be evaluated to provide regional leaders and analysts with accurate information from which to make strong, technically-supported decisions regarding regulatory viability.

Task 3.2b: Develop permitability requirements and evaluation parameters

In this task, a set of evaluation parameters will be developed to evaluate environmental and regulatory viability of the alternatives. Each evaluation parameter will relate to the targeted environmental resources and potential impacts in conjunction with Federal, State, and Local laws and regulations to create a framework for risk analysis, fatal flaw analysis, and alternative prioritization.

In addition, this task will establish a series of regulatory permitability factors that will be used to measure how each alternative contributes to the direct and indirect environmental impacts to ensure there is not a negative environmental impact to the resources of the region. The factors will serve as the measures of effectiveness against which to test each alternative. A matrix will be developed that aligns each metric according to an established objective for the region.

A key aspect of the evaluation parameters that will be explored in this task will be integration with HRTPO's Project Prioritization Tool to ensure compatibility between measures that are used in this project with measures used by the HRTPO in their transportation planning and programming efforts.

The final performance measures will be vetted with the Working Group and HRTPO staff, and as needed, will be reviewed with the Steering Committee. The result will be a consensus on the methods and metrics that will be used to gauge success in the regulatory evaluation of each of the alternatives.

Task 3.2c: Evaluate Preliminary Alternatives

The next step in the regulatory permitability analysis is to evaluate environmental factors in conjunction with the design and construction factors. The goal of this task is to assemble and evaluate the performance measures for each Scenario based on land use/environmental metrics, design alternatives, and reasonable constructability. This is a key step in understanding the comprehensive environmental impacts of each alternative.

All regulatory permitability parameters and evaluations will be conducted by reviewing Federal, State, and Local regulatory requirements in conjunction with existing environmental conditions. This information will be used to determine potential regulatory fatal flaws as well as develop a prioritization tool for the analyzed alternatives.

Task 3.2d: GIS based environmental alternatives review to identify risk factors for permitability and fatal flaw analysis

At this point in the process, all the environmental conditions and regulatory drivers will have been assembled to allow the alternative evaluation process to begin. The purpose of this evaluation will be:

1. Establish the interaction between design and constructability requirements with existing environmental conditions
2. Evaluate potential high level direct and indirect environmental impacts for each alternative
3. Evaluate potential regulatory fatal flaws
4. Create a framework for comparison to establish a prioritization of alternatives

Task 3.3: Conduct Constructability Assessments

Constructability assessments will consist of a cost/benefit (C/B) analysis using the planning level cost estimates prepared in Task 2.5 and costs associated with mitigation measures identified in the permitability assessment. The benefit criteria will be determined as part of the Scenario Planning Task

4.3 – Defining Measures of Success. A threshold for an acceptable C/B ratio will be determined through interaction with the Working Group and HRTPO staff and subsequently used as a determinant in the screening of the Preliminary Alternatives.

Timing:

- 9 months

Meetings:

- Meetings with HRTPO staff: 1
- Working Group Meetings: 1
- Steering Committee Meetings: 1
- Other/Stakeholder Meetings: 0

Deliverables:

- Alternative Matrix
- Memo Summarizing Environmental Drivers and Parameters for Evaluation
- Memo Summarizing Environmental Data and Regulatory Permit Review
- Presentation materials, posters and slide decks of Deliverables for public outreach process

TASK 4 – Conduct Alternatives Analysis via Scenario Planning

The Regional Connectors Study (RCS) Regional Scenario Planning process will provide insight to decisionmakers regarding the need for and the benefits of alternative transportation investments considering potential alternative future trends. The Scenario Planning process will consider a baseline 2045 scenario and three alternative 2045 scenarios that present plausible futures with respect to economic, demographic and technology drivers. The scenarios will be developed in Phase 2, but not analyzed until Phase 3. The scenario analysis will link alternative future economic and demographic trends with land use, and the resulting socioeconomic forecasts will be tested with the regional travel demand model to understand the impacts to transportation and other performance measures. The scenario outcomes will provide a series of benchmarks against which to test the resilience of different transportation investments. The purpose of the scenario planning process is to identify those transportation investments and projects that fare best in the analysis—that provide the most cumulative benefit to the region regardless of which alternative future scenario is tested. This will be done by testing each of the Preliminary Alternatives against each scenario to gauge how robust each investment is with respect to the range of possible futures.

Throughout the RCS Regional Scenario Planning process, the RCS Working Group will work closely with HRTPO staff and the Consultant team to provide guidance, affirm scenarios, select drivers and performance measures, and evaluate interim and final results. The RCS Steering Committee that is overseeing the overall RCS process will also be updated on the progress on the Regional Scenario Planning effort. and will receive the results of the scenario testing of Candidate Alternatives for evaluation and consideration in the overall RCS process. The results will also be shared with the public to provide input as part of the final assessment of investment and policy insights in the study.

The economic modeling tasks require model access and data license charges that are detailed in Appendix A.

Task 4.1: Building the Base Data, Models, and Scenarios

Overview

The purpose of this task is to build a series of datasets and maps that will be used as the basis for the Scenario Planning effort. It will require close coordination with technical staff from the HRTPO and effective communication with the Working Group to ensure that each step is documented and vetted, particularly because the data gathered in this task will be the foundation for all the scenario and modeling work in the following months.

The conversion of substantial amounts of data into useful information is a significant challenge that requires clear and concise data analysis and synthesis. The Consultant Team's planning process will be built upon developing an accurate, living library through assembling the compiled data into an organized structure and accessible formats, and by analyzing the data in a coordinated, comprehensive manner. The data collected and used in this study will be updated to provide regional leaders and analysts with accurate information from which to make strong, technically-supported decisions.

Task 4.1a. Kick Off and Data Collection

The focus of this task will be to review and analyze available data (much of it collected in Phase 1), with the goal of establishing a unified dataset for analysis of future scenarios, as well as to enable a foundational "benchmarking" of the core indicators of success in the Region. In addition, in this task we will hold a kick off meeting with the Working Group to guide the start of the technical and analytic process.

Task 4.1b: Build GIS Base for Scenario Planning

In this task, the Consultant Team will build a layered base, using GIS data, of the entire region to be used as the platform for spatial allocations in the Scenario Planning model. The initial data we anticipate assembling (some of which has been collected in Phase 1) includes information on demographics, housing, transportation, environment, infrastructure, governance, employment, education, finance and a host of other measures. In addition, we will organize this data in spatial terms, as layers on the regional GIS base map for future analysis.

A key step in building this base will be the determination of the scale of the "grid" to be used as the surface for the analysis of the region. There are several options for this grid, based on how the region is broken down into modules for different analytic purposes. These include:

- The TAZs used in the Regional Model
- Census Block Groups
- Existing parcel data
- An overlay grid of equal squares sometimes used for analysis purposes – usually ranging from 30x30 meter squares to 40-acre squares.

The type of grid used for the land use allocations will be determined once all the data is assembled to see which scale of grid is most conducive to data collection and analysis. In all cases, however,

regardless of the primary grid chosen for analysis purposes, all data will of necessity be translated to the TAZ geography ultimately for use in the Travel Demand Model.

Task 4.1c: Build Place Types

The land use allocation aspect of the Scenario Planning process will be conducted through a “Place type” approach. This involves converting the existing and future land use data categories in the region into a series of typical community or “place” types, with names such as residential suburban community, agricultural community or high-density mixed-use community with a commercial or residential focus. These Place types will be used both to profile the existing land use pattern in the region and to construct each of the future land use scenarios.

The process of building a set of Place types will involve several steps, including:

- Profiling existing and future land use types in the region to develop a unified set of Place types that describe regional development patterns
- Developing quantitative summaries of each Place type that summarize land uses, developed areas, and environmental data for each
- Developing summary 3-D visualizations of each Place type, to clearly explain them to stakeholders and the public

Available HRTPO datasets of existing and future land uses will be used as the basis for the Place types, and they will be checked against air photos and parcel data from sample locations in the Region to calibrate the Place types to existing conditions.

Task 4.1d: Build “Virtual Present” Map of the Region

The Virtual Present map is a picture of where development is currently located in the Region. Building the Virtual Present involves allocating the Place types onto the GIS base map of the region to match the existing pattern of development and land uses on the ground today. The existing parcel-based land use data from HRTPO will be used for this, but where there are any potential gaps in the parcel dataset, we can use National Land Cover data to fill in the missing areas. The output will be a GIS map of the Region that converts the existing land uses to Place types, with resulting data derived from the Place types about land use, environmental features, accessibility and transportation characteristics.

Task 4.1e: Land Suitability Analysis

The Land Suitability Analysis is a necessary step to build future scenarios and land use allocations. To be able to allocate new development based on growth scenarios, it is necessary to understand which lands are suitable for development from a regulatory, environmental and existing conditions standpoint. In this task, a series of new data layers will be added to the Regional GIS base that describe the suitability of the land for development or redevelopment based on:

- Federal, state or local government-owned lands
- Environmental constraints
- Utilities, infrastructure and easements
- Zoning and other regulatory constraints

- Flood and inundation zones
- Value of land and improvements (if parcel level data is available in GIS)
- Other constraints or factors influencing development potential

Together, the Virtual Present map and the Land Suitability Analysis overlays will define where new growth is both feasible and (to some extent) likely to occur. This information will form the basis for allocating future growth for the land use portion of the scenario development process.

Task 4.1f: Calibrate “Virtual Present” to TAZ control totals

An important aspect of this process will be to calibrate the allocations of land use to the control totals for socioeconomic data in the Travel Demand Model for each TAZ. This task will involve modifying the Place type allocation in the Virtual Present so that the population and industry employment totals match the controls in each TAZ according to the Travel Demand Model. This will ensure that the Virtual Present map exactly matches the spatial distribution of population and employment data that is used in the Travel Demand Model so that the Scenario Planning model and the Travel Demand Model are in synch. This will also highlight any significant differences between the 2015 land use data and the socioeconomic data in the Travel Demand Model.

Task 4.1g: Review Data on Economic Conditions and Trends

To support later development of economic “drivers” for use in scenario planning, the Consultant Team must first develop a baseline understanding of current economic conditions as well as key trends and drivers of future economic conditions. To this end, the Consultant Team will review HRTPO’s 2015 profile of socioeconomic data and its 2045 regional socioeconomic forecasts, developed with the use of the Regional Economic Models Inc. (REMI). HRTPO will provide the Consultant Team with methodological documentation.

The Consultant Team will review and document trends and forecasts of several critical socio-economic and demographic variables, including employment by sector, population, population by age, households, household size, labor force participation, and migration by county. The Consultant Team will discuss the forecast process and results with the Chief Economist of HRPDC, as needed. To support interpretation of these forecasts, they will be benchmarked against other sources of information, such as Federal and State data, as well as proprietary sources such as Moody’s Economy.com. The Consultant Team will further outline and discuss the transportation implications of the socio-economic and demographic changes identified, as well as the key underlying assumptions within the REMI model or other parts of the forecasting process that drive outcomes. The Consultant Team will review embedded assumptions related to the types of economic drivers that will subsequently define alternative scenarios, to ensure divergent futures can be correctly “pivoted” from the baseline forecast, and to identify any key sources of uncertainty.

In addition to the broad regional review, the Consultant Team will conduct a specific review of expected trends at Port of Virginia facilities. This will include a review of port demand forecasts contained in the travel model and documented in PoV’s 2065 master plan and a meeting with PoV staff. This review will ensure alignment between the travel model and the port’s expectation and will support the option for integrating shifts in port activity (including mode shifts) as potential scenario drivers later in the process.

Task 4.1h: Identification of Economic Opportunities

In this task, the Consultant Team will review available information on identified economic development opportunities within the region that may affect spatial and industry patterns of long-term regional growth. This is expected to include a review of information collected by HRTPO regarding potential large parcel economic development sites, as well as discussions with staff concerning the way in which these sites are treated in the TPO's future forecasting process. In addition, the Consultant Team will review the Hampton Roads Economic Development Alliance report that identified competitive industries that could drive additional regional growth including advanced manufacturing & logistics, shared services (e.g. ADP), and IT. The Consultant Team will also review HRPDC's most recent Regional Economic Development Strategy (REDS) and Regional Benchmarking Study and will hold 1-2 stakeholder meetings with regional economic development experts. This information will provide a basis for defining potential scenario economic drivers that are specific to the Hampton Roads Region, with attention given to different potential economic diversification futures.

Task 4.1i: Economic and Financial Implications of Alternative Development/Industry Mix

The Consultant Team will conduct an initial review of data and tools available to connect alternative development (by Place type or industry) and transportation scenarios to likely economic and financial outcomes. This preliminary research will help parameterize the range of economic performance measure options available, to be further refined in Task 3. At a minimum, this will involve coordinating with TPO staff regarding options to use the TREDIS economic modeling system with or without REMI. TREDIS's modular framework enables economic impact evaluation either with the built-in Regional Dynamics economic model, or through integration with REMI. As part of this TREDIS review, the Consultant Team will coordinate with TPO staff regarding freight data options that enable the connection of commodity movements to economic activity and impacts. The vFreight county-to-county trade flow database will be the default option. However, should the TPO have access to new Transearch data via VDOT, this option can be considered as well.

The Consultant Team will also review data on average square feet per employee and development value per square foot by different development types. This can support definition of scenarios in both development and employment terms. ~~In addition, the economic Consultant Team will conduct a scan of available research on the relationship between public sector infrastructure costs and development typologies, as a potential variable of interest.~~

Task 4.1j: Review Data Describing Regional Travel Behavior

The Consultant Team will assess the data underlying the updated (2015/2045) HRTPO travel model for its adequacy in sustaining the performance of the model and for use in developing the identified potential model enhancements and extensions. The Consultant Team's data assessment will [a] identify shortcomings, if any, of existing data, [b] prioritize needed data collection, and [c] describe alternative data collection methods for cost-efficiently updating the underlying model data. The Consultant Team will prepare a preliminary cost estimate and schedule for acquiring any needed data. The assessment will include a review of any available information including previous studies, surveys, and reports characterizing personal and commercial travel behavior in the region.

Because of the model evaluation completed in Phase I of this Study, there were several recommended actions based on acquiring GPS origin-destination data:

- Evaluate travel patterns associated with major facilities and harbor crossings. With respect to this study, it will be particularly important to understand and have the model represent well the travel markets that use the Harbor crossings.
- Evaluate and update external travel (XX, XI, IX) with respect to the region.
- Assess need for special generator representation. Determine travel patterns associated with the ports and any other major freight traffic generators in the region.

This review will include any data collection and analysis documented because of the ongoing HRTPO model modifications by VDOT to not duplicate efforts.

Task 4.1k: Evaluate Updated Regional Travel Demand Model

HRTPO model modifications are currently underway by VDOT and its consultants, including a base year update to Year 2015 - accommodating HRTPO's long range planning process. The Consultant Team is actively coordinating with VDOT and their consultants to incorporate recommendations deemed critical to this study for this model update. Once the model update is complete, the Consultant Team will conduct an evaluation of the updated model targeted to the application of the model for use in the RCS.

The Consultant Team will review available documentation describing the updated HRTPO model and associated performance. The review will include an examination of currently available base and future year model sets reflecting the updates, and the Consultant Team will execute the model set(s), mechanically verifying results and the implementation of updates as described in the documentation, as well as model performance, as needed to conduct a study-focused validation to ensure the model well represents the travel markets that use the Harbor crossings.

The Consultant Team will review and summarize the current model structure, modeling procedures, software, hardware, run scripts, and data flows. The Consultant Team will also review various model parameters, including vehicle and truck trip generation rates. Based on its review, the Consultant Team will describe the types of analysis that the model process is currently capable of supporting. If necessary, in concert with feedback from HRTPO staff, the Consultant Team will identify potential enhancements and extensions to the modeling process that will broaden and/or integrate the model's analysis capabilities to address study needs. The list of potential model enhancements will be prioritized by the Consultant Team. The Consultant Team will outline the steps and actions needed to implement each enhancement.

This review may recommend further modification and testing of the model sets and will produce a list of recommended enhancements for implementation. The Consultant Team will summarize review findings and recommendations in a technical memorandum. After allowing HRTPO sufficient time to review the draft recommendations, two Consultant Team members will meet with HRTPO staff at the HRTPO office to discuss and finalize any necessary model modifications.

Timing:

- 3+ months (note that the 2045 regional travel demand model will need to be available for some parts of Task 4.1)

Meetings:

- Meetings with HRTPO staff: 3
- Working Group Meetings: 3
- Steering Committee Meetings: 0
- Other/Stakeholder Meetings: 3-4

Deliverables:

- Scenario Planning Methodology White Paper
- Memo Summarizing Economic Trends and Opportunities
- Memo Summarizing Travel Behavior Data Review
- Memo Summarizing Travel Demand Model Evaluation
- GIS Base for Scenario Planning Model
- Place type Dataset
- 3-D Visualizations of Place types
- Virtual Present GIS Mapping
- Land Suitability GIS Mapping
- TAZ Calibration of Place types
- Presentation materials, posters and slide decks of Deliverables for public outreach process

Task 4.2. Defining Alternative Future Scenarios

Overview

This task is a crucial one in the overall process as it defines the set of alternative future scenarios that will be the basis for all the subsequent analysis and modeling in the project. There are two broad aspects to defining alternative scenarios. One is the engagement aspect and the other is the technical aspect. Each one is outlined below separately but, these two aspects will need to work together, with each major technical milestone having full input and vetting from the HRTPO staff, the Working Group and the Steering Committee.

It is assumed that there will be up to three Alternative Future Scenarios, in addition to the 2045 Baseline Scenario described in Task 5 below. As discussed in Phase 1 of this project, the 2045 Baseline Scenario is assumed to be HRTPO's 2045 forecast that is being finalized for the Travel Demand Model. The Alternative Future Scenarios will assume a level of growth that is in addition to the 2045 baseline growth in the model.

Task 4.2a: Identify Framework Scenarios

In this task, the Consultant Team will collaborate with the Working Group to define and affirm up to three draft "framework" scenarios. The Framework Scenarios will be simplified narrative descriptions of each scenario in plain language that describe the storyline for each alternative future. Through a series of work sessions with HRTPO staff and the Working Group, a set of draft frameworks will be developed, each of which profiles a different economic and growth future for the region. Some work has been done on this already in the region and the Consultant Team will be mindful not to reinvent the wheel but start with whatever has already been vetted with stakeholders to date.

Task 4.2b: Affirm Framework Scenarios

In this task, the Consultant Team will involve the Working Group and Steering Committee in a process of vetting and affirming the Framework Scenarios. Various techniques may be used to build consensus and affirmation in this task, including:

- Website questionnaires and interactive surveys (if broader exposure/input is desired)
- Focus group sessions with stakeholder groups
- Work sessions with the Working Group and Steering Committee

The result will be consensus on the part of the Working Group and Steering Committee on the three Alternative Future Scenarios that will go forward in this project, described in basic framework terms, without any quantitative analysis at this stage in the process.

Task 4.2c: Define Draft Drivers

Once the Framework Scenarios have been defined and vetted, the Consultant Team will use its research and technical expertise to propose a set of draft Drivers that will be used to develop the future scenarios. These drivers will be major change parameters in basic categories such as:

1. Demographics and location choice
2. Economy
3. Technology

Each category will have a set of quantitative drivers associated with it that will be used to construct the alternative future scenarios. Examples of the quantitative aspects of the drivers include things like:

- Population change by age cohort
- Place type location preference by age cohort
- Employment change by industry
- Adoption rate of transportation technology by Place type and/or age cohort

Sea level rise is an additional potential driver. The study team will incorporate an explicit assumption regarding sea level rise in the baseline scenario and carry that through all scenarios. While alternative assumptions regarding sea level rise could be instructive in the scenarios, they may be difficult to align with compatible assumptions to produce understandable results (i.e., combined with the other drivers, cause and effect may become more difficult to decipher). Thus the scope and budget does not currently include any environmental drivers in the alternative scenarios. (In the future, the scenario planning model set developed in this project could be used to study the impacts of alternative sea level rise scenarios independently).

Drivers can sometimes be paired or interrelated to identify a potential outcome of interest. As an example, an increase in the number of workers with a college degree could be a driver of growth in knowledge-intensive industry sectors. Similarly, trends towards e-commerce can yield changes in the composition of truck trips and mileage on the transportation system.

The result of this task will be a set of Draft Drivers that can each be quantified and serve as model inputs for constructing the quantitative aspect of each of the future scenarios.

Task 4.2d: Define Scenario Socioeconomic Control Totals and Aggregate Spatial Assumptions

The Consultant Team will use the Drivers and the Framework Scenarios to create a set of socioeconomic control totals and aggregate spatial assumptions for each future scenario. The control totals will set the future levels of population and employment by industry for each scenario. Aggregate spatial assumptions will describe the decision-rules for spatial allocation of employment and population and will be developed by relating economic drivers to some combination of (a) Place types, (b) Specific major development sites, and (c) Existing clustering dynamics of industries within the region.

Once we identify drivers for each scenario, we will scan the academic literature and regional information collected in Task 1 to understand how each is related to changes in employment, population, and the spatial distribution of activity. This means that if the selected driver is, for example, level of educational attainment, we will use existing research to estimate the expected increase in regional employment associated with a certain change in the number of workers with a college degree. Similarly, a driver of reduced military spending would result in targeted decreases in the defense sector at military sites in the region. A successful diversification scenario might then also add employment to identified competitive industries, with spatial assumptions derived from the literature or based on existing clustering dynamics. Adjustments like these are what will differentiate the baseline scenario from a set of alternative scenarios.

This task will involve close coordination with technical staff to ensure that each scenario's control totals are realistic, plausible and fit within the storyline of each Framework Scenario defined in task 2a above. We will also fine-tune the scenario drivers if we find that the anticipated effects of different drivers within the same scenario may have opposite effects, thereby diluting the overall impact of the scenario.

For the purpose of having apples-to-apples comparisons among scenarios, our starting assumption is that all three Alternative Future Scenarios will have the same overall regional control total for population and employment, although the spatial distribution and type of employment will vary for each scenario. However, this will need to be affirmed with staff and we are flexible if the staff's desire is to use different control totals for the scenarios, as long as the implications of this for the scenario analysis are clear for all.

Task 4.2e: Define Scenario Changes in Travel Behavior/System Performance

Changes in travel behavior are dictated by the nature and spatial allocation of activity, changes in perceived and actual costs of travel, availability of personal transportation modes, freight modal preferences associated with industry mix, and the efficiency of the transportation infrastructure in accommodating demand. Once we identify drivers for each scenario, we will scan the academic literature and regional information collected in Task 1 to understand how each is related to changes in all independent variables affecting travel behavior. The Regional Travel Demand Model, in conjunction with appropriate input data and parameter adjustments, will account for these behavior changes. With respect to drivers such as demographics and the economy, socio-economic data inputs to the travel model will reflect changes to travel behavior. Advances in technology such as ITS and connected/autonomous vehicles (C-AVs) will also impact the spatial allocation of land use. Technology will induce travel behavior changes that will depend on scenario assumptions regarding:

- market penetration of these technologies
- level of auto ownership (affects number of privately owned vs. shared C-AVs, zero occupant vehicle (ZOV) trips and other factors/behaviors related to mode share)

- parking location
- traveler values-of-time (and their effect on average trip lengths)
- trip rates (reflecting induced demand and mobility by seniors, children, and disabled)
- effective capacity of roadway infrastructure (due to platooning, higher density traffic flows)

Some of these variables will vary by Place type or other driver such as age cohort, facilitating assessment of the relationships between land use allocation and transportation performance. This task will involve close coordination with technical staff to ensure that each scenario's assumptions are realistic, plausible and fit within the storyline of each Framework Scenario defined in Task 2a. above.

Task 4.2f: Affirm Drivers and Scenario Parameters

In this task, the Consultant Team will use a similar process as in Task 4.2b, above, to reconnect with the advisory groups to affirm each Scenario again in a quantified format with control totals, aggregate spatial assumptions, and changes in travel behavior for each. The result will be a consensus on the total amount and types of growth that each scenario will analyze in the subsequent tasks, as well as high-level parameters governing spatial distribution across the region and changes in travel behavior that will subsequently be reflected in the travel model.

Timing:

- 2-3 months

Meetings:

- Meetings with HRTPO staff: 2
- Working Group Meetings: 2
- Steering Committee Meetings: 1-2
- Other/Stakeholder Meetings: 2

Deliverables:

- Tech Memo on Framework Scenarios
- Infographics and Visualizations of Framework Scenarios
- Tech Memo on Drivers
- Tech Memo on Control Totals, Aggregate Spatial Assumptions, and Travel Parameters

Task 4.3: Defining Measures of Success

Overview

This task will establish a series of economic, land use and transportation factors that will be used to measure how each scenario contributes to a successful future for the Hampton Roads region. The factors will serve as the measures of effectiveness against which to test the overall regional impact of each scenario. It is anticipated that there will be numerous measures, but they will be grouped according to broad goals and objectives derived from the LRTP and RCS planning processes. Alignment with the HRTPO Project Prioritization Tool measures is also a priority. A matrix will be developed that aligns each metric according to an established objective for the region. The example below is purely for illustration and the objectives and metrics will be developed in coordination with staff and Working Group and relate to the overall vision for the region:

OBJECTIVE	MEASURE	METRIC	DATA SOURCE
Improve Regional Accessibility	Labor market access	Population within a 40-minute travel time of employment centers	Travel demand model (population and travel time skims)
	Job accessibility of low-income residents	Jobs accessible within a 40-minute travel time	Travel demand model (population and travel time skims) and/or network-based accessibility measure
Preserve the environment and enhance resiliency	Resilient development patterns	Square feet of development in non-flood-prone areas	Land use allocation model and GIS data on flood-resilient areas
	Impact on unprotected natural areas or green infrastructure	Location of sensitive but unprotected natural areas; developed, or development near (1/4 mile).	A composite of natural features, development footprints
Enhance economic vitality	Cost of congestion	Monetized reliability costs borne by travelers	TREDIS and travel demand model to analyze VMT/ VHT subject to congestion
	Economic impacts of congestion	Forfeited jobs, wages, income, or GRP	TREDIS and travel demand model
	Good jobs	Average wages per worker	REMI and Adjusted Scenario Industry Composition

Task 4.3a: Develop Draft Performance Measures

In this task, a set of performance measures will be developed in four categories – land use, environmental, transportation, and economic. They will each relate to the specific modeling methodology used – the land use model and related GIS data, the Travel Demand Model, and the economic models (including TREDIS, REMI, and spreadsheet “models”). Many of these measures will be of aggregate regional performance. However, the Consultant Team also expects some subset of targeted measures related to cross-harbor connections, in support of understanding the need for improved regional connectors.

Task 4.3b: Correlation with HRTPO Project Prioritization Methodology

A key aspect of the performance measures that will be explored in this task will be integration with HRTPO’s Project Prioritization Tool. Coordination between the Scenario Planning process and the HRTPO’s project prioritization process will be a priority, and the Consultant Team will work with the staff to ensure compatibility between measures that are used in this project with measures used by the HRTPO in their transportation planning and programming efforts.

Task 4.3c: Affirm Final Performance Measures and Develop Performance Dashboard

The final performance measures will be vetted with the Working Group and HRTPO staff and, as needed, will be reviewed with the Steering Committee. The result will be a consensus on the methods and metrics that will be used to gauge success in the evaluation of each of the scenarios in subsequent tasks.

Once the final performance measures have been affirmed, the Consultant Team will develop a user-friendly interface to display the performance measures in a graphic dashboard format for use in public presentations and on the project website. The performance dashboard will allow a consistent way of

comparing the scenarios and will show quantitatively how well each scenario helps the Region achieve its overall vision and goals for the future. It will be delivered in a format that allows HRTPO staff to use and update it later.

Timing:

- 2 months (measures)
- 1 month (dashboard)

Meetings:

- Meetings with HRTPO staff: 3
- Working Group Meetings: 1
- Steering Committee Meetings: 1 (optional)
- Other/Stakeholder Meetings: 0

Deliverables:

- Tech Memo on Performance Measures
- Performance Dashboard
- Infographics for Performance Measures

Task 4.4: Evaluate 2015 Regional Conditions

Overview

At this point in the process, all the elements will have been assembled to allow the scenario modeling process to begin. The first step in this process is to model and evaluate current (2015) conditions as a benchmark for future comparisons. The purpose of this initial model run is threefold:

1. To verify the modeling approach and outputs of the three modeling efforts – land use, economic and travel demand models – and make sure they are working in concert
2. To establish a picture of the region today using the approved Performance Measures to profile current conditions in the region for comparison against future scenarios
3. To calibrate the scenario model inputs and perform a “reality check” so that the model outputs plausibly profile current conditions from the standpoint of stakeholders

Task 4.4a: Evaluate 2015 land use, economics and travel conditions

Under this task, the Consultant Team will evaluate current regional conditions using information from the land use, economic and travel demand models and organize the outputs based on the approved performance measures and the Performance Dashboard as described above. In the case of the land use model, this involves calibrating and running the model to reproduce current conditions. The Travel Demand Model will be calibrated in Task 4.1k. above, so this task will just organize the outputs into the Performance Dashboard. Economic evaluation/modeling will involve a hybrid approach of spreadsheet-based evaluations and TREDIS-based modeling of the economic implications of avoidable transportation costs experienced by transportation system users and non-users because of system performance. The latter analysis will be supported by standard transportation data available from the regional travel demand model (e.g. network skims, O-D matrices, and V/C ratios).

While the exact nature of this analysis will be determined collaboratively within Task 4.3, this analysis can potentially quantify the forfeiture of travel time and operating costs driven by congestion, lack of

reliability, and other network constraints, as well as additional societal costs associated with degradation of environmental or safety conditions. It may also visualize and quantify forfeited labor and freight markets, as well as identify which facilities within the regional network contribute the most to the loss of regional accessibility and associated business productivity.

Task 4.4b: Validate Model Outputs and Data for 2015 Performance

Once an initial set of 2015 performance outputs have been generated from the models, this task will involve a validation of the data to ensure that it is a plausible portrayal of conditions in the Region for 2015. The Consultant Team will compare the 2015 land use model outputs against available data on regional economic and demographic conditions as well as other documented areas of performance to ensure that they generally match. This task may involve some adjustment of the model inputs and additional model runs to ensure that the 2015 model accurately outputs known measurable conditions in the Region.

Timing:

- 5 weeks

Meetings:

- Meetings with HRTPO staff: 2
- Working Group Meetings: 1
- Steering Committee Meetings: 0
- Other/Stakeholder Meetings: 0

Deliverables:

- Land Use, Economic and Travel Demand model runs/evaluations for 2015 Current Conditions
- Dashboard Outputs for Model Runs
- 2015 Land Use Allocation and Transportation Model sets for HRTPO use

Task 4.5: Modeling the 2045 Baseline Alternative

Overview

At this point in the process, based on work from the previous tasks, we will have a working set of models that portray an accurate picture of conditions in the Hampton Roads region for 2015. The next series of tasks will create the “baseline” alternative for 2045 that matches HRTPO’s Travel Demand Model assumptions and outputs. This first scenario will be called the 2045 Baseline Scenario because it will be the standard of comparison for all the other future scenarios. It establishes a baseline pattern and level of growth in the Region that has already been vetted with the Region’s public and stakeholders through the HRTPO’s transportation planning process. All the other future scenarios will use this Baseline as a starting point in adding further growth based on enhanced future conditions in the “storyline” of each scenario. To correlate to HRTPO’s long range transportation planning process, we will ensure the following assumptions for the 2045 Baseline Alternative:

- Use the 2045 future socioeconomic forecasts by TAZ from the Travel Demand Model
- Use the 2045 Existing + Committed network from the Travel Demand Model

Task 4.5a: Developing the 2045 “Virtual Future” map of the Region

In the same process as creating the Virtual Present, above, this task will assign the Place types according to the 2045 land uses from the Travel Demand Model. We will use the 2045 control totals from the Travel Demand Model to ensure correlation of the socioeconomic data with the Travel Demand Model. This task will involve iterations and cross checking so that the Place types assigned within each of the Region's 1,500 TAZs each contains the same total population and employment numbers as the Travel Demand Model.

Task 4.5b: Conduct 2045 Baseline model runs for land use, economics and travel demand models

Under this task, the Consultant Team will conduct model runs of the land use, economic and travel demand models for the 2045 Baseline future and organize the outputs based on the approved performance measures outputted into the Performance Dashboard as described above.

Once the model outputs have been organized into the Performance Dashboard, a clear picture of the 2045 state of the Region based on current trends and policies should emerge.

In addition, this task will involve running the outputs from the Travel Demand Model through the TREDIS model (as in all subsequent scenario tests from this point on). This task will also involve affirming the assumptions and outputs to-date with the Working Group as an important check in before proceeding to the next steps of testing alternative future scenarios. Note that the performance output of this model run, should it take place before similar model runs for the overall RCS study, will provide useful information regarding future deficiencies.

Timing:

- 6 weeks

Meetings:

- Meetings with HRTPO staff: 2
- Working Group Meetings: 1
- Steering Committee Meetings: 0
- Other/Stakeholder Meetings: 0

Deliverables:

- Land Use Allocation for 2045 Baseline Conditions
- Land Use, Economic and Travel Demand model runs/evaluations for 2045 Baseline Conditions
- Dashboard Outputs for Model Runs
- Presentation materials, posters and slide decks of Deliverables for public outreach process
- 2045 Land Use Allocation and Transportation Model sets for HRTPO use
- Economic Model sets for HRTPO use

Task 4.6: Building the Alternative Scenarios

Overview

Up to this point, the workflow has concentrated on developing quantifiable models and profiles of conditions in the Region for 2015 and for the adopted 2045 vision from the Travel Demand Model. The next series of tasks will focus on developing and testing alternative future Scenarios for the year 2045 based on the scenario "storylines" developed in earlier tasks of this process. These next tasks will involve operationalizing the Scenarios with the assumptions (i.e., future economic and land use

forecasts, future land use allocation for each scenario, technology assumptions in the Travel Demand Model, etc.) that have been developed to define each Scenario.

It is important to note that each of the alternative Future Scenarios will allocate growth that is in addition to the growth inherent in the 2045 Baseline model from the Travel Demand Model. This means that each Scenario is dealing with an additional increment of growth above and beyond the assumed growth for 2045 in the Travel Demand Model. In addition, it is important to note that each Scenario will use the same Existing + Committed transportation network as in the 2045 Baseline Scenario. These two considerations should help in maintaining consistency and provide an 'apples-to-apples' comparison among scenarios.

Task 4.6a: Develop Land Use Allocations for 3 Alternative Future Scenarios

The first step in building each of the alternative future Scenarios from a land use standpoint is to "paint" the appropriate scenario-based pattern of land uses (using Place types) onto the regional Base Map. This pattern will be based on the future assumptions about land uses and growth, including demographic drivers, described in each Scenario. Each Scenario will have assumptions about how and where future growth will happen in relation to the economic future that each Scenario envisions. These assumptions are likely to incorporate both specific assumptions about growth opportunities derived from identification of industry clusters or large development sites, as well associations between economic growth patterns and Place types. Based on that economic future, we will allocate to Place types by TAZ to match the overall control totals under each Scenario.

The product of this task will be a series of land use allocations, one for each future Scenario, that are derived from the growth and economic profiles of each Scenario. These land use allocations will then be used as the basis for the model runs in Task 7 to determine the impacts of each scenario.

Task 4.6b: Convert Land Use Allocations to TAZ Spatial Datasets for 3 Scenarios

Once the land use allocations for each Scenario have been completed, it will be necessary to translate them to the socioeconomic data required by the Travel Demand Model. For each Scenario, this involves converting the grid-based Place type map into the TAZ map with associated socioeconomic data used for the Travel Demand Model. The population and employment data built into each Place type will be converted to a TAZ geography for the Travel Demand Model.

This is an important step as it will allow both the Travel Demand Model and the TREDIS economic model to use the same assumptions for growth and land use for each Scenario.

Task 4.6c: Confirmation/Coding of Candidate RCS projects for testing

Transportation improvements defined by the Candidate Alternatives will be "coded" into the Existing + Committed network using planning data available from HRTPO. Coding will include information such as facility description, alignment, and capacity information associated with improvements. Network coding will also specify locations of toll assessment and toll values, if applicable. The Consultant Team will review and confirm project coding assumptions with HRTPO. There will be one project network for each

Candidate Alternative. Note, the schedule assumes the component Candidate Alternatives will have already been coded into the travel demand model network by Michael Baker some time prior to the end of this phase of work, but the modeling will be completed in the phase that follows.

Timing:

- 2-3 months

Meetings:

- Meetings with HRTPO staff: 2
- Working Group Meetings: 1
- Steering Committee Meetings: 0
- Other/Stakeholder Meetings: 0

Deliverables:

- Land Use Allocations for 3 Future Scenarios
- TAZ Calibration for 3 Future Scenarios

TASK 5– Prepare for and Attend Meetings (Working Group and Steering Committee)

Task 5.1: Working Group Meetings

The Consultant team will be represented by the Project Manager at all meetings (barring unforeseen conflicts) and supplemental team members depending upon the type of expertise being presented/discussed at each meeting. Discipline experts have estimated the number of Working Group meetings they will attend in each of the task/subtask summaries in this scope of services.

Task 5.2 Steering Committee Meetings

The Consultant team will be represented by the Project Manager at all meetings (barring unforeseen conflicts) and supplemental team members depending upon the type of expertise being presented/discussed at each meeting. Discipline experts have estimated the number of Working Group meetings they will attend in each of the task/subtask summaries in this scope of services.

Timing:

- 28 months

Meetings:

- Meetings with HRTPO staff: 0
- Working Group Meetings: 15
- Steering Committee Meetings: 10
- Other/Stakeholder Meetings: 0

Deliverables:

- Power Point slides and meeting handouts

TASK 6 – Manage the Project

Task 6.1: Weekly Coordination Conference Calls

Consultant Project Manager will participate in weekly coordination calls with RCS Project Coordinator, other interested parties, and HRTPO staff (assume 56 conference calls).

Task 6.2: Schedule and Budget Oversight

Consultant Project Manager will monitor schedule and budget on monthly basis and make changes to schedule, as needed. Budget monitoring will occur monthly during preparation of monthly progress reports so that any budget issues can be included in those reports.

Task 6.3: Quality Assurance of Deliverables

Consultant PM will review all documentation and deliverables before they are forwarded to the RCS Project Coordinator for distribution to the Working Group and HRTPO staff.

Timing:

- 13 months

Meetings:

- Meetings with HRTPO staff: 2
- Working Group Meetings: 0
- Steering Committee Meetings: 0
- Other/Stakeholder Meetings: 0

Deliverables:

- Coordination meeting minutes

Schedule:

The attached schedule shows the anticipated timeline in blue with key milestones of committee meetings and deliverables shown. This schedule is anticipated to meet HRTPO's requirements for coordination with the LRTP process. Note that the schedule depends on receiving the 2015 regional travel demand model in January/February, the 2045 regional travel demand model in April, and completing the Phase 2 RCS Study permitability/constructability screening by January 2020.

APPENDIX A: ECONOMIC MODELS & DATA

Cost Assumptions

12-month TREDIS subscription for HRTPO region (13-counties)

= \$19,800 for 12-months up to 8 counties + \$500 x 5 additional counties = \$22,300

Either vFreight add-on OR Transearch connection (if Transearch data available through VDOT)

= \$10,000

Task 1i includes a decision point to select among these:

As part of this TREDIS review, the Consultant Team will coordinate with TPO staff regarding freight data options that enable the connection of commodity movements to economic activity and impacts. The vFreight county-to-county trade flow database will be the default option. However, should the TPO have access to new Transearch data via VDOT, this option can be considered as well.

Given duration of project effort, assume 2-year subscriptions:

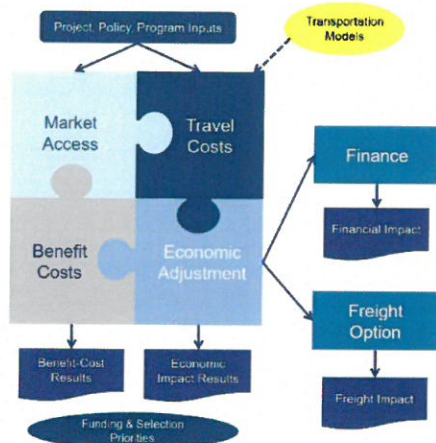
= 2 x (\$22,300 + \$10,000) = \$64,600

Note: If HRTPO would prefer, the subscription can be billed in 1-year increments. These costs are currently included in Task 4.1.

TREDIS PACKAGE	Term	Study Areas	Users	Training & Support	Subscription Cost \$US
US Regional MPO Subscription	12 months	Up to 8 counties	Up to 3	10 hours	\$19,800
Optional Add-ons					
vFreight county level freight data	12 months	1 state	--	--	\$10,000
Transearch connection	12 months	1 state	--	--	\$10,000
Additional county	12 months	1 county	--	--	\$500

HRTPO Independent Use: Note that the TREDIS subscription comes with 3 independent log-ins. HRTPO could independently use TREDIS as well as take advantage of the designated training and project/program support via phone, email, and web meeting. All subscriptions include unlimited technical support.

Model Background



TREDIS Model:

TREDIS® is the **transportation economics suite** – a unique decision support system for transportation planners that spans [economic impact analysis](#), [benefit-cost analysis](#), and [financial analysis](#), as well as [freight and trade impact analysis](#). It is the only system applicable for all modes – covering passenger and freight transport via aviation, marine and rail modes, as well as truck, car, bus, bicycle, and pedestrian travel. It is widely recognized for its high level of documentation, which is backed by published research, and its transparency, allowing users to trace the calculation of results. TREDIS is the most widely used system for economic impact analysis of transportation projects in the US and Canada.

Fact sheet on using TREDIS for economic impact analysis: <http://tredis.com/images/pdf-docs/datasheets/TREDIS-Economic%20Impact%20Analysis%202014.pdf>

TREDIS Freight:

The TREDIS FREIGHT module provides State DOTs, MPOs and transportation organizations with unsurpassed analysis capabilities that support freight planning, strategy development, project prioritization, economic impact assessment, and benefit-cost evaluation as well as meeting several other Federal requirements. These capabilities are enabled by a clearly laid-out framework that (a) brings together available transportation, economic and trade data, and (b) integrates industry, commodity and modal perspectives.

TREDIS Freight can be set up with one of two data options:

TREDIS vFreight provides data on county-to-county freight flows by 2 or 3-digit SCTG commodity level and both domestic and international mode. This data is integrated within the TREDIS economic impact module to enable more accurate and detailed industry impact evaluations based on the specific composition of commodity flows at the county level. It can also be used to identify existing freight dependence within a region.

TREDIS Fueled by Transearch® integrates IHS Global Insight Transearch data (purchased separately) into the TREDIS model. This enables corridor-level analysis of freight flows and economic reliance on/impacts of freight.

Regional Connectors Study - Phase 2 Schedule

Task No	Task	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	2020 JAN
TASK 1	EXECUTE ENGAGEMENT PLAN													
1.1	Task Management													
1.2	Engagement Plan Review													
1.3	Implementation of Engagement Plan													
1.3a	Study Mailing List and Comment Database													
1.3b	Stakeholder Briefings and Presentations													
1.3c	Brochures, Factsheets, and Handouts													
1.3d	Community Events and Outreach													
1.4	Website Upgrades and Maintenance													
TASK 2	DEVELOPMENT OF PRELIMINARY ALTERNATIVES													
2.1	Develop Geometry of Preliminary Alternatives													
2.2	Hydraulics and Hydrology													
2.3	Structures													
2.4	Utilities and Railroad Crossings													
2.5	Planning Cost Estimates													
TASK 3	DETERMINATION OF CANDIDATE ALTERNATIVES (SCREEN 1)													
3.1	Conduct Congestion Relief Assessments													
3.2	Conduct Permitability Assessments													
3.3	Conduct Constructability Assessments													
TASK 4	CONDUCT SCENARIO PLANNING													
4.1	Building the Base Data, Models, and Scenarios													
4.2	Defining Alternative Future Scenarios													
4.3	Defining Measures of Success													
4.4	Evaluate 2015 Current Regional Conditions													
4.5	Modeling the 2045 Baseline Alternative													
4.6	Building the Alternative Scenarios													
TASK 5	PREPARE FOR AND ATTEND MEETINGS (WORKING GROUP AND STEERING COMMITTEE)													
5.1	Working Group Meetings													
5.2	Steering Committee Meetings													
TASK 6	MANAGE THE PROJECT													
6.1	Weekly Coordination with Study Leadership													
6.2	Schedule and Budget Oversight													
6.3	Quality Assurance of Deliverables													

Draft Deliverables
 Final Deliverables
 Steering Committee Meetings and Presentations
 Working Group Coordination Meeting

Continuous Task
 Draft Task Schedule

HRTPO to approve updated Prioritization Tool
 2015 Regional Travel Demand Model available
 2045 Regional Travel Demand Model available

Michael Baker International, Inc.

Cost Proposal

HRTPO **REGIONAL
CONNECTORS
STUDY** **PHASE 2**

February 6, 2019

TASK SUMMARY

Task No.	Task	Hours	Labor Costs	ODCs	TOTAL COST
1	EXECUTE ENGAGEMENT PLAN				
1.1	Task Management	232	\$31,093	\$0	\$31,093
1.2	Engagement Plan Review	38	\$5,341	\$0	\$5,341
1.3	Implementation of Engagement Plan	92	\$13,479	\$500	\$13,979
1.3a	Study Mailing List and Comment Database	44	\$5,231	\$0	\$5,231
1.3b	Stakeholder Briefings and Presentations	86	\$11,743	\$1,850	\$13,593
1.3c	Brochures, Factsheets, Handouts	186	\$24,725	\$5,040	\$29,765
1.3d	Community Events and Outreach	84	\$11,482	\$1,280	\$12,762
1.4	Website Upgrades and Maintenance	914	\$127,260	\$2,500	\$129,760
	Total Task 1	1676	\$230,353	\$11,170	\$241,523
2	DEVELOPMENT OF PRELIMINARY ALTERNATIVES				
2.1	Develop Geometry of Preliminary Alternatives	1,220	\$157,032	\$150	\$157,182
2.2	Hydraulics and Hydrology	88	\$13,048	\$0	\$13,048
2.3	Structures	360	\$55,600	\$0	\$55,600
2.4	Utilities and Railroad Crossings	72	\$9,272	\$0	\$9,272
2.5	Planning Cost Estimates	208	\$32,240	\$0	\$32,240
	Total Task 2	1,948	\$267,192	\$150	\$267,342
3	DETERMINATION OF CANDIDATE ALTERNATIVES (Screen 1)				
3.1	Conduct Congestion Relief Assessments	544	\$71,078	\$150	\$71,228
3.2	Conduct Permittability Assessments	760	\$95,023	\$4,800	\$99,823
3.3	Conduct Constructability Assessments	340	\$40,516	\$150	\$40,666
	Total Task 3	1644	\$206,616	\$5,100	\$211,716
4	CONDUCT SCENARIO PLANNING				
4.1	Building the Base Data, Models, and Scenarios	1313	\$195,782	\$42,302	\$238,084
4.2	Defining Alternative Future Scenarios	823	\$130,586	\$5,729	\$136,315
4.3	Defining Measures of Success	609	\$92,870	\$3,557	\$96,427
4.4	Evaluate 2015 Current Regional Conditions	431	\$63,287	\$2,327	\$65,614
4.5	Modeling the 2045 Baseline Alternative	545	\$76,273	\$3,723	\$79,996
4.6	Building the Alternative Scenarios	902	\$123,977	\$3,821	\$127,798
4.7	Evaluating the Scenarios	0	\$0	\$0	\$0
	Total Task 4	4623	\$682,775	\$61,459	\$744,234
5	PREPARE FOR AND ATTEND MEETINGS (WORKING GROUP AND STEERING COMMITTEE)				
5.1	Working Group Meetings	430	\$78,999	\$8,954	\$87,953
5.2	Steering Committee Meetings	199	\$37,660	\$3,685	\$41,345
	Total Task 5	629	\$116,659	\$12,639	\$129,298
6	MANAGE THE PROJECT				
6.1	Weekly Coordination with Study Leadership	472	\$104,424	\$151,923	\$256,347
6.2	Schedule and Budget Oversight	274	\$55,615	\$0	\$55,615
6.3	Quality Assurance of Deliverables	318	\$83,094	\$1,000	\$84,094
	Total Task 6	1,064	\$243,133	\$152,923	\$396,056
	TOTALS	11,584	\$1,746,729	\$243,441	\$1,990,170

HOURS

LABOR COSTS

Task No.	Task	Baker	PRR	EPR	EDR Group	McPherson	Solstice	TOTAL	Baker	PRR	EPR	EDR Group	McPherson	Solstice	TOTAL
1 EXECUTE ENGAGEMENT PLAN															
1.1	Task Management	0	124	0	0	0	0	232	\$0	\$18,553	\$0	\$0	\$12,540	\$0	\$31,093
1.2	Engagement Plan Review	0	38	0	0	0	0	38	\$0	\$5,341	\$0	\$0	\$0	\$0	\$5,341
1.3	Implementation of Engagement Plan	0	92	0	0	0	0	92	\$0	\$13,479	\$0	\$0	\$0	\$0	\$13,479
1.3a	Study Mailing List and Comment Database	0	44	0	0	0	0	44	\$0	\$5,231	\$0	\$0	\$0	\$0	\$5,231
1.3b	Stakeholder Briefings and Presentations	0	86	0	0	0	0	86	\$0	\$11,743	\$0	\$0	\$0	\$0	\$11,743
1.3c	Brochures, Factsheets, Handouts	0	174	0	0	0	12	186	\$0	\$23,224	\$0	\$0	\$0	\$1,500	\$24,725
1.3d	Community Events and Outreach	20	64	0	0	0	0	84	\$5,470	\$6,012	\$0	\$0	\$0	\$0	\$11,482
1.4	Website Upgrades and Maintenance	0	914	0	0	0	0	914	\$0	\$127,260	\$0	\$0	\$0	\$0	\$127,260
Total Task 1		20	1536	0	0	0	12	1676	\$5,470	\$210,843	\$0	\$0	\$12,540	\$1,500	\$230,353
2 DEVELOPMENT OF PRELIMINARY ALTERNATIVES															
2.1	Develop Geometry of Preliminary Alternatives	920	0	0	0	0	0	1220	\$122,532	\$0	\$0	\$0	\$34,500	\$0	\$157,032
2.2	Hydraulics and Hydrology	88	0	0	0	0	0	88	\$13,048	\$0	\$0	\$0	\$0	\$0	\$13,048
2.3	Structures	360	0	0	0	0	0	360	\$55,600	\$0	\$0	\$0	\$0	\$0	\$55,600
2.4	Utilities and Railroad Crossings	72	0	0	0	0	0	72	\$9,272	\$0	\$0	\$0	\$0	\$0	\$9,272
2.5	Planning Cost Estimates	208	0	0	0	0	0	208	\$32,240	\$0	\$0	\$0	\$0	\$0	\$32,240
Total Task 2		1,648	0	0	0	0	300	1948	\$232,692	\$0	\$0	\$0	\$34,500	\$0	\$267,192
3 DETERMINATION OF CANDIDATE ALTERNATIVES (Screen 1)															
3.1	Conduct Congestion Relief Assessments	544	0	0	0	0	0	544	\$71,078	\$0	\$0	\$0	\$0	\$0	\$71,078
3.2	Conduct Permittability Assessments	0	0	0	0	0	760	760	\$0	\$0	\$0	\$0	\$0	\$95,023	\$95,023
3.3	Conduct Constructability Assessments	340	0	0	0	0	0	340	\$40,516	\$0	\$0	\$0	\$0	\$0	\$40,516
Total Task 3		884	0	0	0	0	760	1644	\$111,594	\$0	\$0	\$0	\$0	\$95,023	\$206,616
4 CONDUCT SCENARIO PLANNING															
4.1	Building the Base Data, Models, and Scenarios	545	0	476	292	0	0	1313	\$91,165	\$0	\$55,152	\$49,466	\$0	\$0	\$195,782
4.2	Defining Alternative Future Scenarios	259	0	312	252	0	0	823	\$48,479	\$0	\$40,248	\$41,858	\$0	\$0	\$130,586
4.3	Defining Measures of Success	139	0	236	134	100	0	609	\$26,716	\$0	\$31,176	\$23,278	\$11,700	\$0	\$92,870
4.4	Evaluate 2015 Current Regional Conditions	99	0	204	128	0	0	431	\$18,648	\$0	\$24,336	\$20,303	\$0	\$0	\$63,287
4.5	Modeling the 2045 Baseline Alternative	105	0	312	128	0	0	545	\$20,114	\$0	\$35,856	\$20,303	\$0	\$0	\$76,273
4.6	Building the Alternative Scenarios	274	0	572	56	0	0	902	\$48,811	\$0	\$65,448	\$9,718	\$0	\$0	\$123,977
4.7	Evaluating the Scenarios	0	0	0	0	0	0	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Task 4		1,421	0	2,112	990	100	0	4623	\$253,933	\$0	\$252,216	\$164,927	\$11,700	\$0	\$682,775
5 PREPARE FOR AND ATTEND MEETINGS (WORKING GROUP AND STEERING COMMITTEE)															
5.1	Working Group Meetings	270	64	0	50	16	30	430	\$52,478	\$11,285	\$0	\$8,895	\$2,640	\$3,751	\$78,999
5.2	Steering Committee Meetings	150	20	0	9	0	20	199	\$29,888	\$3,816	\$0	\$1,455	\$0	\$2,501	\$37,660
Total Task 5		420	84	0	59	16	50	629	\$82,316	\$15,101	\$0	\$10,351	\$2,640	\$6,252	\$116,659
6 MANAGE THE PROJECT															
6.1	Weekly Coordination with Study Leadership	224	152	0	72	0	24	472	\$60,483	\$26,778	\$0	\$14,162	\$0	\$3,001	\$104,424
6.2	Schedule and Budget Oversight	186	62	0	26	0	0	274	\$42,535	\$8,876	\$0	\$4,204	\$0	\$0	\$55,615
6.3	Quality Assurance of Deliverables	279	39	0	0	0	0	318	\$72,559	\$10,534	\$0	\$0	\$0	\$0	\$83,094
Total Task 6		689	253	0	98	0	24	1064	\$175,577	\$46,189	\$0	\$18,367	\$0	\$3,001	\$243,133
TOTALS		5,082	1,873	2,112	1,147	524	846	11,584	861,581	272,132	252,216	193,644	61,380	105,775	1,746,729
ODC															
TOTALS		\$170,558		\$11,850		\$18,753		\$37,240		\$0		\$5,040		\$243,441	
TOTALS		\$1,032,139		\$283,982		\$270,969		\$230,884		\$61,380		\$110,815		\$1,990,170	
Work Split		52%		14%		14%		12%		3%		6%		100%	

TEAM SUMMARY

Other Direct Costs

Task No.	Task	Reproduction	Travel	Lodging	Per Diem	Communication/Postage	Survey - layout, printing, mailing, s	Phase 1 Budget Shortage	Phase 3 Contingency	TOTAL
1 EXECUTE ENGAGEMENT PLAN										
1.1	Task Management	\$0	\$0	\$0	\$0	\$0				\$0
1.2	Engagement Plan Review	\$0	\$0	\$0	\$0	\$0				\$0
1.3	Implementation of Engagement Plan	\$0	\$0	\$0	\$0	\$500				\$500
1.3a	Study Mailing List and Comment Database	\$0	\$0	\$0	\$0	\$0				\$0
1.3b	Stakeholder Briefings and Presentations	\$150	\$1,000	\$400	\$300	\$0				\$1,850
1.3c	Brochures, Factsheets, Handouts	\$5,040	\$0	\$0	\$0	\$0				\$5,040
1.3d	Community Events and Outreach	\$250	\$480	\$200	\$150	\$200				\$1,280
1.4	Website Upgrades and Maintenance	\$0	\$0	\$0	\$0	\$2,500				\$2,500
Total Task 1 Costs		\$5,440	\$1,480	\$600	\$450	\$3,200	\$0	\$0	\$0	\$11,170
2 DEVELOPMENT OF PRELIMINARY ALTERNATIVES										
2.1	Develop Geometry of Preliminary Alternatives	\$150	\$0	\$0	\$0	\$0				\$150
2.2	Hydraulics and Hydrology	\$0	\$0	\$0	\$0	\$0				\$0
2.3	Structures	\$0	\$0	\$0	\$0	\$0				\$0
2.4	Utilities and Railroad Crossings	\$0	\$0	\$0	\$0	\$0				\$0
2.5	Planning Cost Estimates	\$0	\$0	\$0	\$0	\$0				\$0
Total Task 2 Costs		\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150
3 DETERMINATION OF CANDIDATE ALTERNATIVES (Screen 1)										
3.1	Conduct Congestion Relief Assessments	\$150	\$0	\$0	\$0	\$0				\$150
3.2	Conduct Permitability Assessments	\$1,300	\$2,000	\$1,000	\$500	\$0				\$4,800
3.3	Conduct Constructability Assessments	\$150	\$0	\$0	\$0	\$0				\$150
Total Task 3 Costs		\$1,600	\$2,000	\$1,000	\$500	\$0	\$0	\$0	\$0	\$5,100
4 CONDUCT SCENARIO PLANNING										
4.1	Building the Base Data, Models, and Scenarios	\$4,600	\$2,428	\$1,056	\$901	\$17	\$33,300	\$0		\$42,302
4.2	Defining Alternative Future Scenarios	\$2,140	\$1,970	\$857	\$762	\$0				\$5,729
4.3	Defining Measures of Success	\$1,500	\$978	\$564	\$498	\$17				\$3,557
4.4	Evaluate 2015 Current Regional Conditions	\$950	\$652	\$376	\$332	\$17				\$2,327
4.5	Modeling the 2045 Baseline Alternative	\$1,450	\$1,184	\$586	\$486	\$17				\$3,723
4.6	Building the Alternative Scenarios	\$1,350	\$1,038	\$752	\$664	\$17				\$3,821
4.7	Evaluating the Scenarios	\$0	\$0	\$0	\$0	\$0				\$0
Total Task 4 Costs		\$11,990	\$8,250	\$4,191	\$3,643	\$85	\$33,300	\$0	\$0	\$61,459
5 PREPARE FOR AND ATTEND MEETINGS (WORKING GROUP AND STEERING COMMITTEE)										
5.1	Working Group Meetings	\$5,150	\$2,785	\$565	\$454	\$0				\$8,954
5.2	Steering Committee Meetings	\$3,050	\$635	\$0	\$0	\$0				\$3,685
Total Task 5 Costs		\$8,200	\$3,420	\$565	\$454	\$0	\$0	\$0	\$0	\$12,639
6 MANAGE THE PROJECT										
6.1	Weekly Coordination with Study Leadership	\$0	\$0	\$0	\$0	\$0		\$6,923	\$145,000	\$151,923
6.2	Schedule and Budget Oversight	\$0	\$0	\$0	\$0	\$0				\$0
6.3	Quality Assurance of Deliverables	\$1,000	\$0	\$0	\$0	\$0				\$1,000
Total Task 6 Costs		\$1,000	\$0	\$0	\$0	\$0	\$0	\$6,923	\$145,000	\$152,923
TOTAL COSTS		\$28,380	\$15,150	\$6,356	\$5,047	\$3,285	\$33,300	\$0	\$145,000	\$243,441

ATTACHMENT 6B

PHASE 2 SCOPE COMMENTS

(since Jan 29)

=====

From: Fowler, Brian <brian.fowler@norfolk.gov>
Sent: Tuesday, February 5, 2019 3:11 PM
To: Camelia Ravanbakht
Cc: Inman, Amy M; Armstrong, Christine
Subject: RE: Regional Connectors Study Meeting Follow Up

Regarding the Draft Phase 2 Scope/Schedule, our key comments follow:

Camelia,

The City of Norfolk has the following comments:

[Regional Connectors Study Phase 2 Draft Scope - Comments from City of Norfolk](#)

OVERALL

Work-flow in terms of logical sequencing and relationship between TASK sections is difficult to ascertain. Our interpretation of the sequence of events based on the provided scope and schedule is that there are significant pitfalls. Also, there seems to be some lack of congruence between TASKS 2, 3 and 4 on the issue of alternatives evaluation processes, a crucial aspect of the study.

Sequence of Tasks

Please provide a project schedule that applies a CPM approach. This would ensure that the sequence of events and TASK durations are logically thought out and the proposed schedule is achievable. This should include reasonable times for Working Group, Steering Committee, Public, and other key collaborations that will be necessary for success. The Working Group in particular needs time to consume task and subtask products for consideration and subsequent guidance.

In the Scope there appears to be virtually no relationship between the Development of Alternatives and the Scenario Planning Tasks. These are in fact inextricably linked. For consideration of inclusion in the Financially Constrained LRTP, the first criteria that a major project should meet is that it is consistent with the Vision Plan. The Scenario Planning process exists to provide crucial input into the development of the Vision Plan. It is only after the initial alternatives (remaining segments from the SEIS) vetting and results of the Scenario Planning/Vision Plan process, that a truly productive identification-development of new or modified alternatives can take place.

As such, the efforts for Tasks 2 and 3 should be scaled back, and this should be reflected in the proposed Phase 2 fee. During the time-frame allocated in the proposed schedule for Task 2, the Consultant should establish a thorough understanding of the “remaining” SEIS-defined segments, design/alignment drivers and natural environment impacts, as well as other critical study issues such as, but not limited to, freight/truck movement demands, military access needs, and evacuation needs. Following this knowledge-gathering, the Consultant should conduct a series of meetings/presentations to inform Working Group members sufficiently for future collaborative engagement in the alternatives development process. Depending on the outcome of this exercise, there may be some investigation into alternative approaches to concepts aimed at mitigating environmental, cost or constructability obstacles that could be applied during the later development of additional alternatives.

Developing Goals/Purpose and Need and Evaluation Criteria/Processes

This is an extremely critical portion of this project. Some aspect of this seems to be addressed in Tasks 2, 3 and 4, with some inconsistencies. What is described in Task 4.3 seems to be on the right track. Notably, we believe that it may be necessary to incorporate some “new” analysis methodologies

to support critical criteria, and this task could take longer than proposed. Further, we believe at a minimum the evaluation criteria should include innovative or advanced methods for assessing accessibility and reliability.

Task 3/3.1 seems to suggest that the first level of screening/permitability analysis will only consider some measures of congestion relief on the benefits side of analysis, rather than applying some level of analysis of the full evaluation criteria emerging from Task 4.3.

Respectfully,

Brian C. Fowler, PE, PTOE

Assistant City Transportation Engineer



Department of Public Works – Division of Transportation

810 Union Street, Suite 200

Norfolk, VA 23510

757-664-7303

Connect with us:

www.norfolk.gov





<< The City of Norfolk comments are under consideration and responses to their comments will be provided in a supplemental agenda packet that includes alternative scope and costs.>>

=====

From: Rob Case <rcase@hrtpo.org>
Sent: Monday, February 4, 2019 9:26:47 AM
To: Camelia Ravanbakht (camelia.ravanbakht@outlook.com)
Cc: Dale Stith; Kendall Miller; Keith Nichols; Mike Kimbrel
Subject: comments on draft Phase 2 Scope distributed for 1-29-19 joint meeting

Camelia,

My comments on the draft Phase 2 scope (version prepared for the joint meeting today) follow:

- On page 8, concerning Task 3 “Determination of Candidate Alternatives (Screen 1)”, given that any projects emerging from the RCS will only be built if they pass the **congestion-relief screen required by law for HRTAC funding**, it is good that you have included “congestion relief” as one of the key criteria for the screening process. To explain and support this consideration of congestion relief in the screening process, we recommend that you mention the legal HRTAC congestion-relief requirement in this section. **The HRTAC requirement has been incorporated into the text.**
- On page 11, now that **alternatives analysis has been removed from Task 4**, we recommend re-labeling of that task (currently: “Task 4- Conduct Alternatives Analysis via Scenario Planning”). Likewise, the two paragraphs under the Task 4 heading should be revised to indicate that alternatives analysis will be conducted in Phase 3. (For example, given that no testing of candidate projects will be done in Phase 2, Task 4, it is no longer appropriate to include “The RCS Steering Committee...will receive the results of the scenario planning testing of Candidate Alternatives...” in this section as written.) **Revisions made in accordance with these comments.**

- On page 15, given that VDOT/HRTPO are currently updating the model, the three bullets of “recommended actions” under Task 4.1j (“Review Data Describing Regional Travel Behavior”) seem unnecessary: It is **the responsibility of VDOT & HRTPO** 1) that “the model represent well the travel markets that use the Harbor crossings” (the first bullet), 2) to “evaluate and update external travel (XX, XI, IX) with respect to the region” (the second bullet), and 3) to “assess need for special generator representation” (the third bullet). **Scope revised and text removed in accordance with this comment.**

Rob

=====

From: Camelia Ravanbakht <camelia.ravanbakht@outlook.com>
Sent: Friday, February 01, 2019 11:05 AM
To: Tracee Strum-Gilliam <tstrum-gilliam@prrbiz.com>
Cc: Eddy, Craig <Craig.Eddy@mbakerintl.com>
Subject: EXTERNAL: FW: Phase 2 Scope Development and Engagement Plan Alignment

Tracee- Please see below responses from the TPO staff as you had requested for Comments 4, 5, and 9.

Thanks,

-Camelia

Camelia Ravanbakht, PhD
RCS Project Coordinator
757.617.5685

From: Mike Kimbrel <mkimbrel@hrtpo.org>
Sent: Friday, February 1, 2019 9:49:58 AM
To: camelia.ravanbakht@outlook.com
Cc: Kendall Miller
Subject: FW: Phase 2 Scope Development and Engagement Plan Alignment

Camelia – I agree with Kendall's comments below. Please forward to the sub-consultant.

Thanks

MK

From: Kendall Miller
Sent: Friday, February 01, 2019 9:38 AM
To: Mike Kimbrel
Cc: camelia.ravanbakht@outlook.com
Subject: RE: Phase 2 Scope Development and Engagement Plan Alignment

Mike,

Please signal to Camelia, that once you have approved, this can go back to the Sub consultant

Thanks

Kendall

Comment #4 – The PRR proposed action is unclear. To HRTPO staff knowledge, the only documents PRR has stated will be printed are a brochure and a rack card. Both of those items should be translated. If there are additional documents that PRR will be producing, please advise and we'll provide an HRTPO staff response. **PRR will prepare postcard/rack card, factsheets, posters/flyers, meeting presentation templates and comments cards for printing in Phase 2. We have not budgeted for printing of the brochure as the public meetings will not be held in Phase 2. The team will advance the draft brochure so that its ready for phase 3 when meeting locations and dates are secured. PRR has budget to translate the factsheet and flyer into two languages. The only items that would necessitate additional budget would be the translation of a full report and the draft brochure in advance of Phase 3. REPLY REQUESTED BY HRTPO**

Kendall: There is no need to translate the full report. The draft brochure slated for phases 3 should also be digital so that it can be uploaded to the RCS website. From there, it can be translated.

Comment #5 – This items needs additional discussion. HRTPO staff recommends the scope be modified to clarify that the Consultant Team will document the outreach and engagement efforts as related to EJ, Title VI, and NEPA and submit such documentation to HRTPO staff for review/approval. **The scope covers language regarding the preparation of an engagement summary (Engagement Report will be completed in Phase 3). PRR will add the language requested above. ACTION REQUIRED BY PRR**

Kendall: Acceptable

Comment #9 – If the Consultant Team believes a project video is appropriate for inclusion in Phase 2, it should be included in the scope and budget for phase 2 along with reasoning and justification. **We With respect of to the budget this task along with the ziosks were slated for investigation and concept development in Phase 2 to ensure HRTPO supported the cost and concept for incorporation in Phase 3. REPLY REQUESTED BY HRTPO**

Kendall: Acceptable

From: Mike Kimbrel
Sent: Thursday, January 31, 2019 3:28 PM
To: Kendall Miller
Subject: Fwd: Phase 2 Scope Development and Engagement Plan Alignment

What do you think regarding the items for which they want an HRTPO response?

Thanks

MK

Begin forwarded message:

From: Camelia Ravanbakht <camelia.ravanbakht@outlook.com>
Date: January 31, 2019 at 3:21:41 PM EST
To: Mike Kimbrel <mkimbrel@hrtpo.org>, Kendall Miller <kmiller@hrtpo.org>
Subject: FW: Phase 2 Scope Development and Engagement Plan Alignment

Please see below and a need for the TPO staff to respond to comments 4,5,and 9.

Camelia Ravanbakht, PhD

RCS Project Coordinator

757.617.5685

From: Tracee Strum-Gilliam <tstrum-gilliam@prrbiz.com>
Sent: Thursday, January 31, 2019 3:15:59 PM
To: Camelia Ravanbakht
Cc: Eddy, Craig
Subject: RE: Phase 2 Scope Development and Engagement Plan Alignment

Please see correction below.

TRACEÉ STRUM-GILLIAM, AICP

Director, East Coast Business Development | Transportation Lead

202.550.6373 | tstrum-gilliam@prrbiz.com

PRR

8 Market Place, Suite 300

Baltimore, Maryland 21202

www.prrbiz.com

Experts in human-powered change

From: Tracee Strum-Gilliam [<mailto:tstrum-gilliam@prrbiz.com>]
Sent: Thursday, January 31, 2019 3:11 PM
To: Camelia Ravanbakht <camelia.ravanbakht@outlook.com>

Cc: Eddy, Craig <Craig.Eddy@mbakerintl.com>

Subject: Re: Phase 2 Scope Development and Engagement Plan Alignment

Camelia-

We reviewed the responses, the scope and have back checked the draft plan. We are in need of HRTPO response and acknowledgement for Comments 4, 5 and 9.

10. Comment #1 omitted. Assumed PRR response is ok.
11. Comment #2 – Kendall should be listed as the point of contact for public questions on the website and all printed materials. **Confirmed**
12. Comment #3 – We are good with the PRR response. **Confirmed**
13. Comment #4 – The PRR proposed action is unclear. To HRTPO staff knowledge, the only documents PRR has stated will be printed are a brochure and a rack card. Both of those items should be translated. If there are additional documents that PRR will be producing, please advise and we'll provide an HRTPO staff response. **PRR will prepare postcard/rack card, factsheets, posters/flyers, meeting presentation templates and comments cards for printing in Phase 2. We have not budgeted for printing of the brochure as the public meetings will not be held in Phase 2. The team will advance the draft brochure so that its ready for phase 3 when meeting locations and dates are secured. PRR has budget to translate the factsheet and flyer into two languages. The only items that would necessitate additional budget would be the translation of a full report and the draft brochure in advance of Phase 3. REPLY REQUESTED BY HRTPO**
14. Comment #5 – This items needs additional discussion. HRTPO staff recommends the scope be modified to clarify that the Consultant Team will document the outreach and engagement efforts as related to EJ, Title VI, and NEPA and submit such documentation to HRTPO staff for review/approval. **The scope covers language regarding the preparation of an engagement summary (Engagement Report will be completed in Phase 3). PRR will add the language requested above. ACTION REQUIRED BY PRR**
15. Comment #6 – When it comes to the public meetings, the Consultant Team should be the contact to answer questions about the location, accessibility, etc. of the meeting facilities. General questions about HRTPO, Title VI, EJ, etc. should be directed to Kendall. **Confirmed**
16. Comment #7 – A media strategy is not the same as acting as a media spokesperson. It is not assumed that PRR will act as the media spokesperson, but it is expected that they will develop a media strategy. **Confirmed**
17. Comment #8 – HRTPO staff will incorporate the social media strategy for the RCS into the current HRTPO social media strategy for the HRTPO as a whole. As such, HRTPO staff will facilitate the RCS Facebook campaign. PRR will prepare the material and HRTPO staff will upload it. **Confirmed**
18. Comment #9 – If the Consultant Team believes a project video is appropriate for inclusion in Phase 2, it should be included in the scope and budget for phase 2 along with reasoning and justification. **We With respect of to the budget this task along with the ziosks were slated for investigation and concept development in Phase 2 to ensure HRTPO supported the cost and concept for incorporation in Phase 3. REPLY REQUESTED BY HRTPO**

TRACEÉ STRUM-GILLIAM, AICP

Director, East Coast Business Development | Transportation Lead

202.550.6373 | tstrum-gilliam@prrbiz.com

PRR

8 Market Place Suite 300

Baltimore, Maryland 21202

www.prrbiz.com

Experts in human-powered change

On Jan 30, 2019, at 8:45 AM, Tracee Strum-Gilliam <tstrum-gilliam@prrbiz.com> wrote:

Thank you Camelia. We'll review today and get back to you with any questions.

TRACEÉ STRUM-GILLIAM, AICP

Director, East Coast Business Development | Transportation Lead

202.550.6373 | tstrum-gilliam@prrbiz.com

PRR

8 Market Place Suite 300

Baltimore, Maryland 21202

www.prrbiz.com

Experts in human-powered change

On Jan 29, 2019, at 3:31 PM, Camelia Ravanbakht <camelia.ravanbakht@outlook.com> wrote:

Tracee – Please see below TPO staff responses regarding your 9 questions.

Best,

Camelia

Camelia Ravanbakht, PhD

RCS Project Coordinator

757.617.5685

From: [Mike Kimbrel](#)

Sent: Tuesday, January 29, 2019 3:24 PM

To: '[Camelia Ravanbakht](#)'; [Kendall Miller](#)

Subject: RE: Phase 2 Scope Development and Engagement Plan Alignment

Camelia,

Kendall and I have discussed her comments below and agree on the following:

10. Comment #2 – Kendall should be listed as the point of contact for public questions on the website and all printed materials. Confirmed
11. Comment #3 – We are good with the PRR response. Confirmed
12. Comment #4 – The PRR proposed action is unclear. To HRTPO staff knowledge, the only documents PRR has stated will be printed are a brochure and a rack card. Both of those items should be translated. If there are additional documents that PRR will be producing, please advise and we'll provide an HRTPO staff response. PRR will prepare PowerPoint templates, comments cards and other items. We have not budgeted to translate reports at this time.
13. Comment #5 – This item needs additional discussion. HRTPO staff recommends the scope be modified to clarify that the Consultant Team will document the outreach and engagement efforts as related to EJ, Title VI, and NEPA and submit such documentation to HRTPO staff for review/approval. The scope covers language regarding the preparation of an engagement summary. PRR will add the language above.

14. Comment #6 – When it comes to the public meetings, the Consultant Team should be the contact to answer questions about the location, accessibility, etc. of the meeting facilities. General questions about HRTPO, Title VI, EJ, etc. should be directed to Kendall. Confirmed
15. Comment #7 – A media strategy is not the same as acting as a media spokesperson. It is not assumed that PRR will act as the media spokesperson, but it is expected that they will develop a media strategy. Confirmed
16. Comment #8 – HRTPO staff will incorporate the social media strategy for the RCS into the current HRTPO social media strategy for the HRTPO as a whole. As such, HRTPO staff will facilitate the RCS Facebook campaign. PRR will prepare the material and HRTPO staff will upload it. Confirmed
17. Comment #9 – If the Consultant Team believes a project video is appropriate for inclusion in Phase 2, it should be included in the scope and budget for phase 2 along with reasoning and justification. We are not in a position to develop scope and budget for the video or kiosks. We will advance conversations and submit in phase 3.

We hope you find this helpful.

MK

<1EF36973881643FF8DA8CE3CB08F3E8A.jpg>

Michael S. Kimbrel

Deputy Executive Director

Hampton Roads Transportation Planning Organization

The Regional Building 723 Woodlake Drive Chesapeake, Virginia 23320

mkimbrel@hrtpo.org | www.hrtpo.org | Phone: 757.420.8300 | Fax: 757.523.4881

<6E9FBE8352404029A0FB55F2FD2BF60A.png>[like us on](#)

[Facebook](#) <90583F556C50417EABADC990A843577D.jpg>[follow us on twitter](#)

From: Tracee Strum-Gilliam

Sent: Thursday, January 24, 2019 3:24 PM

To: Kendall Miller <kmiller@hrtpo.org>; camelia.ravanbakht@outlook.com

Cc: Eddy, Craig <Craig.Eddy@mbakerintl.com>; Meghan Robinson <mrobinson@prrbiz.com>; Mike Kimbrel <mkimbrel@hrtpo.org>; Jill Hannay <jhannay@prrbiz.com>

Subject: Phase 2 Scope Development and Engagement Plan Alignment

Importance: High

Good Afternoon-

PRR is in the process of reviewing the Phase 2 scope per HRTPO's request. It was brought to my attention that HRTPO may have concerns about the possible need for HRTPO staff support outside of the typical review and coordination process for the engagement program in Phase 2. I believe these questions are related to the engagement plan versus the engagement scope as submitted but I wanted to take the time make sure that PRR is in alignment with HRTPO's expectations. Below you will find a series of questions from HRTPO's review of the draft engagement plan. We are in need of feedback on the proposed actions highlighted in yellow to update the Phase 2 scope and budget. Please advise as soon as possible.

Engagement Plan Questions

Comment #1 "HRTPO will build informed consent for the project among community members and other stakeholders."

- HRTPO comment – I was not aware that this effort will be conducted by HRTPO, Rather, my understanding is that it will be conducted but by the consultants. We haven't budgeted time or resources for this effort.
- Topic – HRTPO Community Engagement Goals
- **PRR Response** – PRR wrote the engagement plan from the perspective that HRTPO was the owner of the plan and the study team was acting on HRTPO's behalf to deliver. The bullets noted under goal 3 are the responsibility of the study team. PRR will update the language in the document if that is the preferred remedy.
- **Proposed Action** – Goal 3 requires that HRTPO and the Working Group review and provide comments on the materials that the study team develops. No Scope or budget action required by PRR.

Comment #2 "The study team will research and respond to public inquiries, ideas, and concerns in a timely manner."

- HRTPO's comment – I would like to work with the study team to arrive at a method for handling public inquiries- would like to have it mimic HRTPO procedural steps to responding to public inquiries. .
- Topic – HRTPO Community Engagement Goals
- **PRR Response** – PRR will schedule a meeting in Phase 2 to work with HRTPO to understand process so that the team can follow approved steps.
- **Proposed Action** – PRR will add scope to cover this specific meeting with HRTPO if desired. HRTPO to confirm who should be listed as the point of contact for public questions on the website and all printed materials. Should this be the Craig, a PRR team member or another HRTPO Staff person. The study team will develop responses to all comments. No budget action is required by PRR.

Comment #3 “The study team will provide a process and the tools to allow stakeholders and the public to engage in meaningful ways, giving feedback and input on major decisions before they are finalized.”

- HRTPO’s comment – No specifics?
- Topic – HRTPO Community Engagement Goals
- **PRR Response** – PRR added the following statement “This will be accomplished through the implementation of the tools and tactics put forth this plan with a focus on timing and frequency to ensure that feedback is received at critical decision points in the study development process.”
- **Proposed Action** – No Scope or budget action required by PRR.

Comment #4 “The study team will ensure that all project documents are clearly written and easily understood by a non-technical audience.”

- HRTPO’s comment – Please allow for certain items to be done in alternate languages and or altered for the elderly (larger print, avoidance of certain font colors, etc.)
- Topic – HRTPO Community Engagement Goals
- **PRR Response** – PRR has planned for the translation of factsheets and flyers in the current budget.
- **Proposed Action** – HRTPO please confirm which additional documents to be produced in phase 2 should be assumed for budget purposes. Scope and budget action by PRR pending.

Comment #5 “HRTPO will document all outreach and engagement efforts as required by the NEPA, including the Environmental Justice (EJ) analysis and outreach effort outlined in Executive Order (EO) 12898 – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.”

- HRTPO’s comment – How can HRTPO Document your efforts? I think the consultant needs to document their efforts, and then submit to HRTPO staff (KLM, MK, CR) for review and an assurance that the efforts meet HRTPO standards per EJ and Title VI Guidelines.
- Topic – Environmental Justice Regulatory Requirements
- **PRR Response** – PRR wrote the engagement plan from the perspective that HRTPO was the owner of the plan and the study team was acting on HRTPO’s behalf to deliver. All EJ analysis, outreach and documentation are the responsibility of the study team. PRR will update the language in the document if that is the preferred remedy.
- **Proposed Action** – The EJ effort requires that HRTPO and the Working Group review maps, data and summaries that the study team develops. No Scope or budget action required by PRR.

Comment #6 Excerpt from Public Meeting Notice Title VI Statement “The HRTPO will strive to provide reasonable accommodations and services for persons who require special assistance to participate in this public involvement opportunity. Contact Ms. Kendall Miller, Public Involvement and Title VI Administrator, at (757) 420-8300 for more information. Para información en español, llame al (757) 366-4375.”

- HRTPO's comment - We need to discuss this. Why am I (Kendall) providing this level of support for this effort? I would think calls would go to the consultant. I don't to be put in the position of having to message the team with issues, etc.
- Topic – Title VI, Public Meeting Notices (request for interpreter and sign language services)
- **PRR Response** – PRR will revise to list the staff person who will facilitate requests for translation and sign language support.
- **Proposed Action** – HRTPO to confirm who should be listed as the point of contact for public requests. We suggest that a PRR Team Member do this if it is determined that an HRTPO Staff person should not be the public facing contact person. No Scope or budget action required by PRR at this time. This will be applicable in to the Phase 3 scope.

Comment #7 “The study team may provide information on the project to media outlets under the direction of HRTPO. For example, the study team will evaluate the use of ethnic media outlets such as Tidewater Hispanic News and mainstream media outlets including the Virginian-Pilot and the Daily Press.”

- HRTPO's comment - Please explain, “under the direction of HRTPO> Is this an effort HRTPO is expected to initiative, or, are you asking that we grant approval for a proposed effort, for example?
- Topic – News Media Outreach
- **PRR Response** – PRR has not assumed that we will serve as spokesperson for HRPTO on this project. All requests for interviews should be the responsibility of HRTPO. PRR has assumed that the team will develop press kits and coordinate with the press as **directed and/or approved** by HRTPO to respond to press inquiries, pitch positive news coverage, etc.
- **Proposed Action** – HRTPO to confirm if PRR should take on the expressed duty to serve as project spokesperson. Scope and budget action by PRR pending.

Comment #8 “HRTPO will manage Social Media Accounts. Consultant Team to prepare content and posting schedule each month”

- HRTPO's comments – in reference to the table, “Why? We don't have the time/resource etc. budgeted to do that.” “Are you proposing that a new FB account be established strictly for the study?”
- Topic – Social Media
- **PRR Response** – PRR made the assumption that HRTPO would like to use exiting social media accounts and post content for the project as provided by PRR.
- **Proposed Action** – HRTPO to confirm if PRR should create new social media accounts specific to the project or if HRPTO will give PRR's social media team its passwords to exiting accounts for the team to make posts after receiving content approval from HRTPO. Scope and budget action by PRR pending.

Comment #9 Study Video (listed as a tool)

- Kendall's comment – who is filming? What are the details?
- **PRR Response** – PRR has added exploration of the development of a project video concept as a pending task along with kiosks. Scope and budget for a project video or kiosks campaign are not included in Phase 2 at this time.
- **Proposed Action** – HRTPO to confirm if PRR should include scope and budget for video development in Phase 2. Scope and budget action by PRR pending.

Website

- Kendall and Camelia: the website review period starts tomorrow (1/25/19). Jill will be emailing you today with instructions for completing that process.

TRACEÉ STRUM-GILLIAM, AICP

Director, East Coast Business Development | Transportation Lead

202.550.6373 | tstrum-gilliam@prrbiz.com

PRR

8 Market Place, Suite 300

Baltimore, Maryland 21202

www.prrbiz.com

Experts in human-powered change

=====