

# The Commonwealth of Virginia



## **P3** **Public Engagement** **Guidelines**

**August 2015**

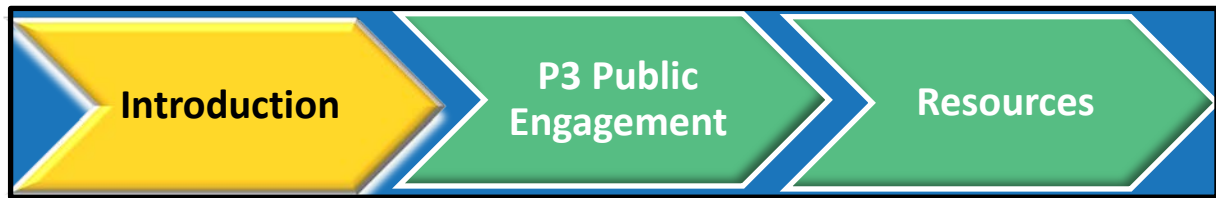
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# 1 INTRODUCTION



The P3 Public Engagement Guidelines (Guidelines) expands on the narrative provided in the most current version of the [PPTA Implementation Manual and Guidelines](#) (Manual and Guidelines). The Manual and Guidelines is the primary document used by the Virginia Office of Public-Private Partnerships (VAP3) to provide a program overview and P3 Project Delivery Framework (P3 Framework) for P3 projects in the Commonwealth of Virginia (Commonwealth; see Figure 1).

The Guidelines are intended to complement and support the Manual and Guidelines as well as focus specifically on opportunities for a wide range of Stakeholders to contribute their input at each phase of [P3 project identification](#), [screening](#), [development](#) and [procurement](#).

Any capitalized terms used in these Guidelines are defined terms and can be found in the [Manual and Guidelines](#) definitions.

The Guidelines serve the following purposes:

- Identify and explain opportunities for public engagement regarding the identification, screening, development, procurement and implementation of public-private partnership projects procured under the Public-Private Transportation Act of 1995, as amended, (PPTA) in the Commonwealth. Information given in the Guidelines will primarily relate to the PPTA and transportation, however, portions of the Guidelines as applicable, will also be used, in addition to Agency-specific Public Involvement Guidelines, for projects procured under the Public-Private Facilities and Education Act (PPEA) and the Virginia Public Procurement Act (VPPA), where the VAP3 is requested to advance these projects.
- Tap the expertise and experience of Virginians – as citizens and as potential consumers of improved services.
- Highlight the benefits to all parties of participating in the opportunities for public engagement presented at important points in the P3 Framework.
- Enhance transparency identified in the Manual and Guidelines and support its consistent application throughout the P3 Framework.
- Engage in a proactive manner and support Stakeholders improved understanding of Virginia’s P3 Program and P3 projects.

## 1.1 Public Engagement for Transportation Projects in Virginia

There are numerous opportunities for Stakeholders to contribute to the development of transportation projects that have the potential to be delivered as P3 projects.

During the transportation planning stage, Stakeholders, such as Planning District Commissions (PDC's) and Metropolitan Planning Organizations (MPO's), and interested members of the general public are benefited by being provided numerous opportunities to influence the identification of transportation needs and recommendations for improvements. The development of long-range transportation system plans provides initial opportunities for public and interagency input, including review and comment on draft transportation plans. Typical plans during this planning phase include, but are not limited to: local government comprehensive plans, PDC rural long range plans, MPO constrained long range plans, VTrans and the Virginia Surface Transportation Plan.

Transportation programming within the transportation agencies provides another opportunity for Stakeholders to become active and involve themselves in the decision making process. Following the identification of needs and potential transportation solutions, the development of programming documents provides additional beneficial opportunities to shape recommendations for transportation improvements. The programming process identifies which improvement projects will advance. Opportunities for public input include activities associated with local government Capital Improvement Programs and MPO Transportation Improvement Programs, as well as the public meetings and comment opportunities provided by the Virginia Department of Transportation (VDOT) and the Virginia Department of Rail and Public Transportation (DRPT) during the development of the state's Six-Year Improvement Program.

During project development, environmental review processes can present further opportunities for public engagement (Figure 2). For almost all PPTA projects the relevant Agency will be required to complete an environmental document (i.e. Categorical Exclusion, Finding of No Significant Impact, or Record of Decision) in accordance with the National Environmental Policy Act (NEPA). The Agency's environmental review helps establish the project's purpose and need, analyzes alternative design concepts and operational features. Additional review and public input may also be required if, for example, the project requires the issuance of a water quality permit.

The public and other Stakeholders review and comment on the alternative design concepts and analyses through Public Information Meetings, Public Hearings, and other communication opportunities.

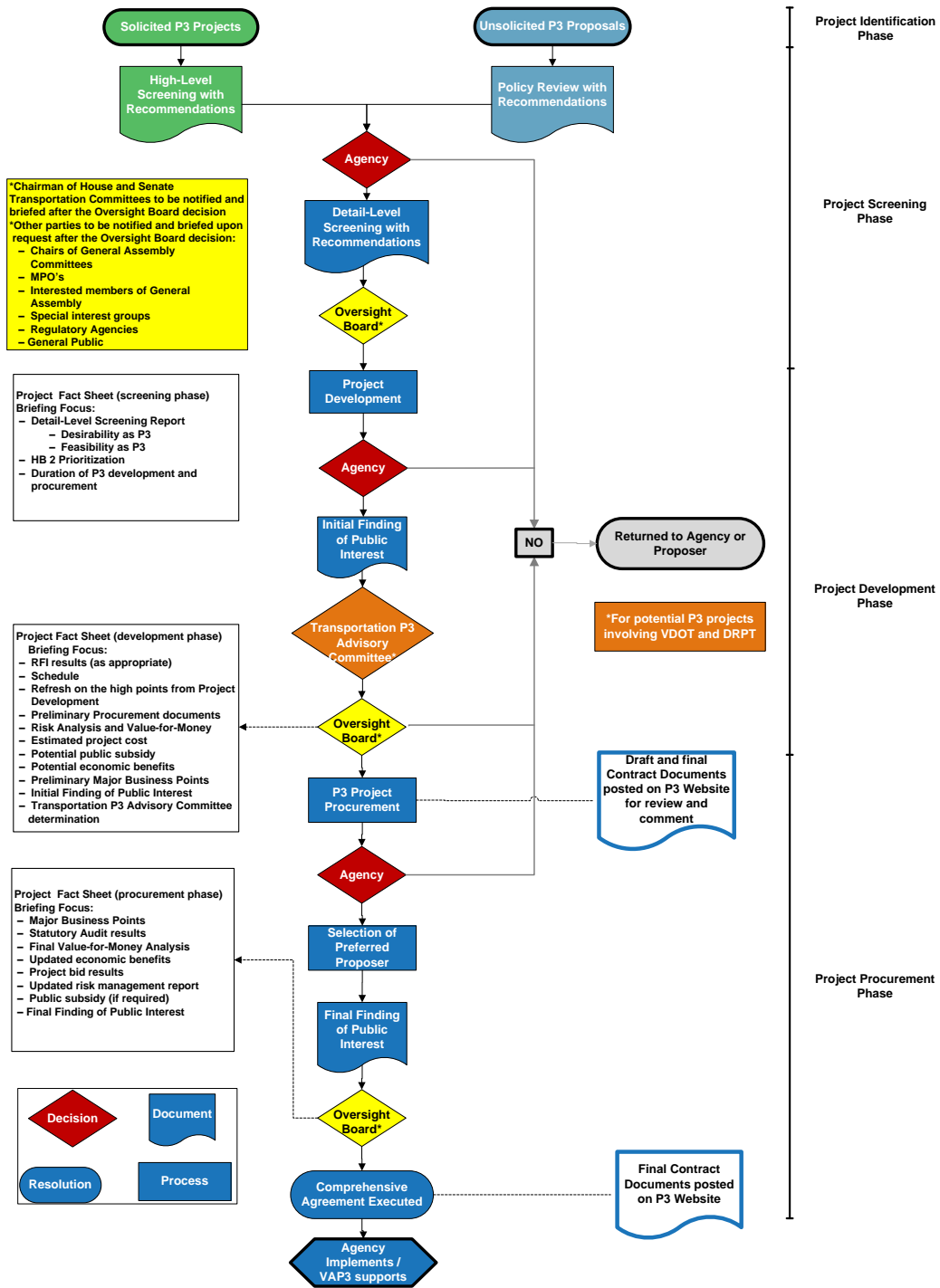
Each Responsible Public Entity (RPE) may have developed public involvement guidance; for example, VDOT has a [Policy Manual for Public Participation in Transportation Projects](#) that establishes VDOT's overall requirements for public involvement. Similar to this, these Guidelines explain best practices, examples and procedures giving full opportunity for coordination and participation by all Stakeholders.

It is important for Stakeholders to be aware of opportunities for public engagement during transportation planning and programming in order to fully benefit by shaping and influencing potential transportation solutions according to their needs and priorities at an early stage.

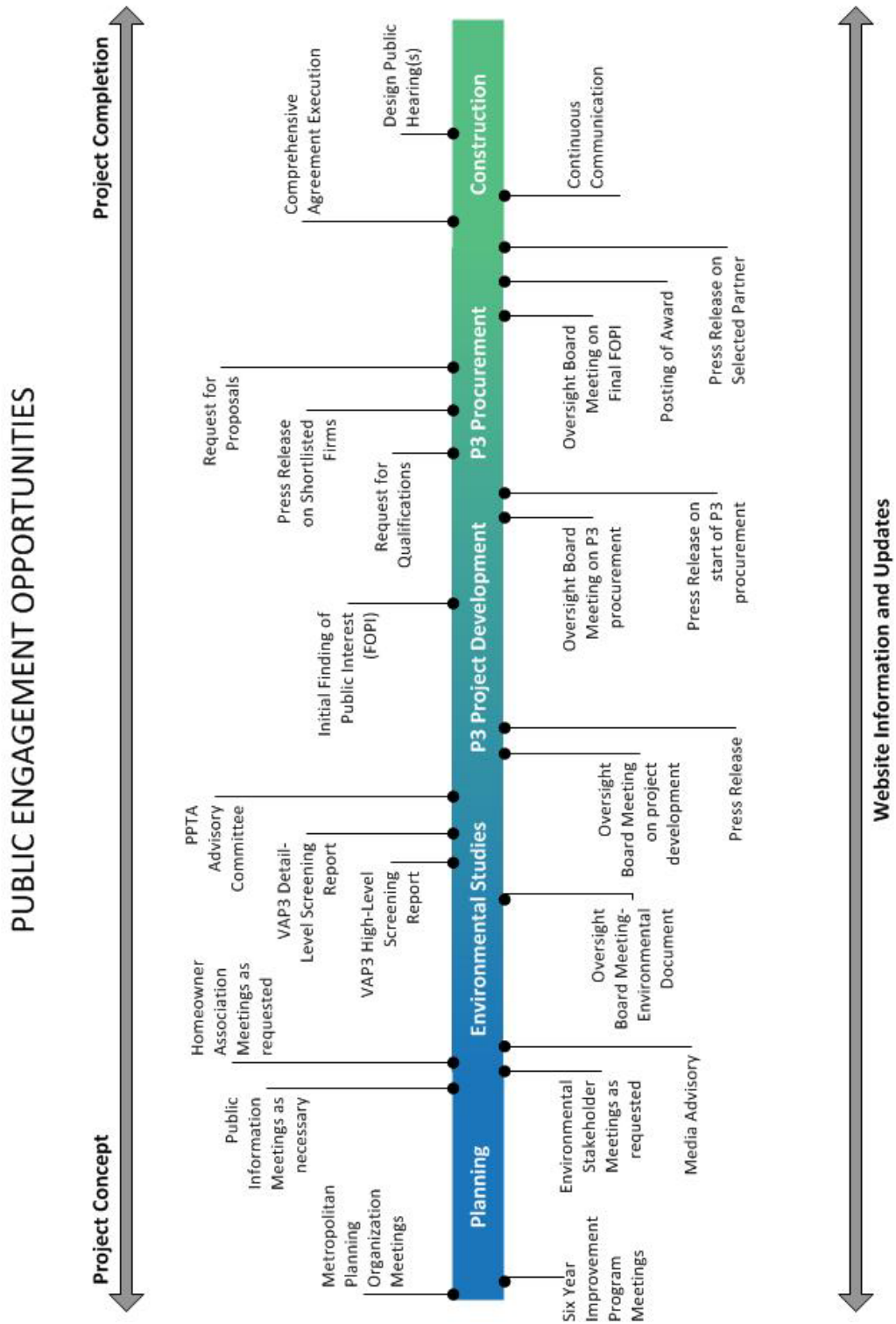
## **1.2 P3 Stakeholders**

The Stakeholders involved in the P3 Framework could include but not be limited to the Governor of the Commonwealth, members of the U.S. Congress, members of the Virginia General Assembly, members of applicable Oversight Boards (e.g. Commonwealth Transportation Board), various federal and state elected officials, MPO's, PDC's, city or town councils, county boards, planners and researchers of various government offices. The Stakeholders could also include transportation-related associations (e.g. the Virginia Municipal League, Virginia Association of Metropolitan Planning Organizations, etc.),

national and international transportation-related industry partners and associations (e.g. American Road and Transportation Builders Association, Design-Build Institute of America, academic institutions such as Virginia Tech and George Mason University, etc.). Community leaders and members of the public that are interested in the P3 Framework are considered Stakeholders as well.



**Figure 1** shows the overall P3 Framework with various specific milestones where Stakeholders receive information and/or provide feedback. In addition, all of the Oversight Board Meetings are open to the public and have public comment periods.



**Figure 2** Continuous public engagement opportunities throughout life of a P3 project.



## 2 P3 PUBLIC ENGAGEMENT



To facilitate a greater understanding of P3 Stakeholder engagement opportunities, this chapter of the Guidelines focuses on two distinct elements – first, the *P3 program* and, secondly, *P3 projects*, including activities related to identification, development, procurement and implementation.

The P3 program initiatives include public engagement opportunities during the creation and updating of the Manuals and Guidelines, P3 Pipeline and companion documents, such as, the P3 Risk Management Guidelines. Stakeholders have opportunities to provide feedback at several points during the development of these documents, which is described in additional detail below.

The development of P3 projects also includes numerous public engagement opportunities during the identification, development, procurement and implementation phases. Stakeholders have a wide range of opportunities to provide input and comments during the entire lifecycle of a project, including opportunities specific to P3 projects. Figure 2 depicts many of these points where Stakeholders are provided information as well as points where comments are solicited. These Guidelines describe the P3 opportunities in greater detail below.

### 2.1 P3 Program Guidance Documents

P3 programmatic guidance documents have been created to better identify, evaluate and develop P3 projects including:

- The [PPTA Implementation Manual and Guidelines](#) provide the overall P3 Framework for transportation-related P3 projects from identification through procurement.
- The [P3 Value for Money Guidelines](#) outlines how the VAP3 compares the P3 project delivery method with other, more traditional, procurement methods to assess which method brings best value to the Commonwealth.
- The [P3 Risk Management Guidelines](#) highlights how risks are identified, assessed, assigned, allocated and managed during the development and implementation of a P3 project.
- The [P3 Pipeline](#) provides Stakeholders with a vision of potential P3 projects to be considered by the VAP3 and RPE's. More information on opportunities to be engaged and provide feedback on the P3 Pipeline is discussed on page 15 of the Manual and Guidelines.

Together these programmatic guidance documents provide the benefit of enabling Stakeholders to better understand the P3 process and how the major components (i.e. Project Identification and Screening, Value for Money Analysis, Risk Analysis) fit into the overall P3 Framework.

## 2.2 P3 Program Communication Plan

The following communication plan is designed to engage Stakeholders and solicit their input during P3 program guidance document development. It provides mutual benefits for both Stakeholders and the VAP3. Stakeholders are given the opportunity to contribute relevant thoughts and ideas on the P3 program and processes during the development of the program guidance documents. The VAP3 benefits from engaging Stakeholders in a proactive manner and incorporating relevant information gathered during the comment solicitation into the program guidance documents. Ultimately, this results in a more robust document. The VAP3 may add to or modify the communication plan if needed based on questions or suggestions received from Stakeholders. However, the overall goals of the VAP3 will be to promote transparency and encourage public engagement throughout programmatic guidance document development.

- A. **P3 Guidance Documents** – These documents will include creation of the biannual P3 Pipeline document, updates to the Manual and Guidelines and any new or updated P3 companion documents. The VAP3 will post a particular program guidance document on its [website](#) under the heading “Resources”.

As part of the development and transparency of these Program documents, VAP3 will develop a Request for Comments (RFC) that provides interested Stakeholders with instructions on how to submit their comments and responses, details on the Stakeholder comment response period and specify the type of information requested relative to the response. General information regarding the particular document issuance and closing date will be provided as well as the VAP3 point of contact. When appropriate, a dedicated email address will be set up to receive electronic forms of response. Responses by surface mail will always be accepted. Either method will be posted on the [VAP3 website](#) for Stakeholder review. Upon receiving a response to a RFC, VAP3 will initiate a review of the response and may contact the respondent to follow up with additional questions and clarifications or host a one-on-one meeting with some or all of the respondents. The opportunity to participate in such meetings, if any, will be communicated separately to respondents that have provided a point of contact. All responses will be acknowledged by the VAP3 by means of email, or surface mail correspondence. At the conclusion of the RFC period all the comments received from Stakeholders and responses provided by VAP3 will be compiled, posted online and presented to the applicable Oversight Board prior to the finalization of the document.

- B. **Various Media** – Research regarding audiences/demographics suggests a combination of social and traditional media outreach methods are most effective at soliciting comments from diverse groups. Based on this research, the VAP3 believes the following communication plan will provide both a targeted outreach to a diverse audience and as well as promote transparency.

- i. [VAP3 Website](#) – The website explains why the VAP3 is releasing the specific program guidance documents and provides the point of contact information and email/ mailing information to comment. This media is the linchpin, as all other media will direct Stakeholders here.
- ii. [Media advisories](#) – Media advisories are directed at a mature demographic reading a hard copy newspaper; but also targets a younger generation reading a paper online. The [media advisory](#) will guide all Stakeholders to the VAP3 website for additional information on the development of P3 program guidance documents. Media advisories may result in requests for interviews and additional time with the VAP3 to further communicate background information.
- iii. [Targeted Email Blasts](#) – E-mail distributed to specific targeted audiences (state/federal agencies, private sector industry partners, reporters and editorial boards, etc.) directs Stakeholders to the [VAP3 website](#) where more information on the program guidance documents can be found. Email encourages diverse groups to participate in P3 programmatic initiatives which offer the VAP3 different and valuable perspectives on guidance documents.
- iv. [Social media](#) – Broadcasting information via social media directs Stakeholders to the [VAP3 website](#) where more information can be found. This particular form of communication reaches the national and global media coverage as well as general transportation followers. It also reaches younger Stakeholders that typically participate in social media forms of communication, such as [Twitter](#) and LinkedIn, and encourages the rapid spread of information via individual networks.
- v. [Individual Meetings](#) – As requested by any Stakeholder, the VAP3 will arrange individual meetings to provide additional information on program guidance documents as appropriate. This type of outreach works well with Stakeholders who have detailed questions and wish to offer thoughts and ideas.

## 2.3 P3 Projects Communication Plan

The following communication plan is designed to engage Stakeholders and solicit their input during the P3 project delivery process. The P3 project delivery process includes a number of steps including identification, development, procurement, and implementation. The VAP3, in coordination with the RPE, may add to or modify the communication plan if needed based on questions or suggestions received from Stakeholders. However, the overall goals of the VAP3 will be to promote P3 transparency and encourage public engagement throughout P3 project delivery process.

- A. **P3 Project Documents** – These documents will include: High-Level and Detail-Level Screening Reports; Requests for Information (RFI) (including responses) used on potential P3 projects to gather private industry expertise and feedback; Findings of

Public Interest used to document executive-level agreement with documentation provided on P3 projects; Requests for Qualification (RFQ) and Request for Proposal (RFP) (including draft RFP documents) used during the P3 procurement phase to select the private sector team bringing the best value to the Commonwealth. The VAP3 will post a particular document on its [website](#) and the RPE's project specific website, as appropriate. Stakeholder comment on these documents can be submitted via a dedicated email box accessed from the project specific website. Stakeholder comments received through this process will be considered by the project development team for action as appropriate.

This is beneficial since these documents will provide interested Stakeholders with the most recent information related to the scope and nature of the project and will be posted on the [VAP3 website](#) and /or the RPE project specific website.

- B. **Various Media** – In addition to media use on Program Guidance Documents, research regarding audiences/demographics for project development also suggests a combination of social and traditional media outreach methods are most effective at soliciting comments from diverse groups. Based on this research, the VAP3 believes the following communication plan, in coordination with the RPE, will provide both a targeted outreach to a diverse audience and as well as promote transparency.
- vi. [VAP3 Website](#) – The website explains why the VAP3, in coordination with the RPE, is releasing the specific project documents and provides the point of contact information and email/ mailing information to comment. This media is the linchpin, as all other media will direct Stakeholders here.
  - vii. [Media advisories](#) – A media advisory is directed at a mature demographic reading a hard copy newspaper; but also targets a younger generation reading a paper online. The [media advisory](#) will guide all Stakeholders to the VAP3 and/or project specific website for additional information on P3 project and current document or activities, such as public information meetings. Media advisories may result in requests for interviews and additional time with the VAP3 and the RPE to further communicate background information.
  - viii. [Targeted Email Blasts](#) – E-mail distributed to specific targeted audiences (state/federal agencies, private sector industry partners, reporters and editorial boards, etc.) directs Stakeholders to the [VAP3 website](#) and/or the project specific site where more information on the project can be found. E-mail encourages diverse groups to participate in activities related to the project and documents generated by the project which offer the VAP3 and RPE different and valuable perspectives related to the scope and development of the project.
  - ix. [Social media](#) – Broadcasting information via social media directs Stakeholders to the [VAP3 website](#) and/or the RPE website where more information can be found related to the project activities. This particular form of communication reaches the national and global media coverage as well as general transportation followers. It also reaches younger Stakeholders that typically participate in social

media forms of communication, such as [Twitter](#) and LinkedIn, and encourages rapid spread of information via individual networks.

- x. Individual Meetings – As requested by any Stakeholder, the VAP3, in coordination with the RPE, will arrange individual meetings to provide additional information on project development as appropriate. This type of outreach works well with Stakeholders who have detailed questions and wish to offer thoughts and ideas.

**TABLE 1** - Summarizes the Stakeholder audience for P3 program guidance documents and project activities or documents and the most effective communication methods used to engage each.

Effective Methods of Communication					
Audience	VAP3 Website	Media advisory	Targeted Email Blasts	Social Media	Individual Meetings (as requested)
<b>General Public</b> - public directly or indirectly affected by the project; stakeholders who have submitted material comments	X	X	X	X	X
<b>Special Interest Groups</b> - e.g. American Road and Transportation Builders Association (ARTBA); Northern Virginia Transportation Alliance (NVTA); Trucking Association(s); Environmental Advocacy Groups; etc.	X	X	X		X
<b>Local &amp; State Officials</b> - e.g. Town Managers; City Mayors; County Administrators; General Assembly members; Agency Oversight Board members	X	X	X		X
<b>State &amp; Federal Transportation Officials</b> – e.g. Federal Highway Administration; Federal Transit Authority; Eastern Federal Lands; Virginia Transportation agencies under Secretariat	X		X		X
<b>Private Sector Industry</b> – e.g. Concessionaires; Design-Build Contractors; DBE & SWaM firms; Financial firms; Legal firms	X		X		X

Effective Methods of Communication					
Audience	VAP3 Website	Media advisory	Targeted Email Blasts	Social Media	Individual Meetings (as requested)
Media Outlets – e.g. local reporters & Editorial Boards; Transportation Sector Media Outlets; P3 specific outlets.	X	X	X	X	

## 2.4 P3 Project Milestone Public Engagement Opportunities

The P3 Framework depicted in Figure 1 includes all efforts to *identify*, *screen*, *develop*, and *procure* P3 projects. Throughout the P3 Framework are points where Stakeholders are provided with information or are offered an opportunity to review and comment on project scope and documentation.

**TABLE 2** below lists the opportunities available to Stakeholders for involvement during *P3 Project Identification phase*.

P3 Project Milestones	Public Engagement and Transparency Opportunities
<b>1. Solicited Proposals</b>	<ul style="list-style-type: none"> <li>Numerous Stakeholder engagement opportunities within MPO's, PDC'S and RPE's activities related to transportation planning, programming and project development.</li> <li>Notice on Virginia Department of General Services procurement website (eVA).</li> <li>Media advisories from RPE and VAP3, social media, and VAP3 and project specific website postings.</li> <li>During the Environmental Studies phase, Stakeholders are provided an opportunity to provide comments, participate in a public information meeting and attend or speak at the applicable Oversight Board meeting related to an alignment location decision.</li> </ul>
<b>2. Unsolicited Proposals</b>	<ul style="list-style-type: none"> <li>Notice of receipt and acceptance of an Unsolicited Proposal on <a href="#">VAP3 website</a> and RPE website.</li> <li>Notice on Virginia Department of General</li> </ul>

P3 Project Milestones	Public Engagement and Transparency Opportunities
	<p>Services procurement website (eVA).</p> <ul style="list-style-type: none"> <li>• Media advisories from RPE and VAP3, social media, and VAP3 and project specific website postings.</li> <li>• During the Environmental Studies phase, Stakeholders are provided an opportunity to provide comments, participate in a public information meeting and attend or speak at the applicable Oversight Board meeting related to an alignment location decision.</li> </ul>

**TABLE 3** lists the Stakeholder public engagement opportunities available during the *P3 project screening phase*.

P3 Project Milestones	Public Engagement and Transparency Opportunities
<p><b>1. High-Level Screening (Solicited)</b></p>	<ul style="list-style-type: none"> <li>• Document posted to <a href="#">VAP3 website</a>; comments can be submitted via VAP3 website <a href="#">link</a>. All comments will be acknowledged by the VAP3</li> </ul>
<p><b>2. Policy Review (Unsolicited)</b></p>	<ul style="list-style-type: none"> <li>• Document posted to <a href="#">VAP3 website</a>; comments can be submitted via VAP3 website <a href="#">link</a>. All comments will be acknowledged by the VAP3</li> </ul>
<p><b>3. Detail-Level Screening</b></p>	<ul style="list-style-type: none"> <li>• Document posted on <a href="#">VAP3 website</a>; comments can be submitted via VAP3 website <a href="#">link</a>. All comments will be acknowledged by the VAP3</li> </ul>

**TABLE 4** below lists the opportunities available to Stakeholders to be involved and informed during the *P3 project development phase*.

P3 Project Milestones	Public Engagement and Transparency Opportunities
<ul style="list-style-type: none"> <li>• <b>Project Development</b></li> </ul>	<ul style="list-style-type: none"> <li>• Briefing to applicable Oversight Board on decision to advance P3 project from Detail-Level Screening to project development phase. Public feedback opportunities available at applicable Oversight Board meetings and on</li> </ul>

P3 Project Milestones	Public Engagement and Transparency Opportunities
	<p><a href="#">VAP3 website</a> and project specific website. All comments submitted via the VAP3 website will be acknowledged by the VAP3</p> <ul style="list-style-type: none"> <li>• Information on P3 project available at public information meetings held by RPE.</li> <li>• Briefing to applicable RPE Oversight Board on decision to advance P3 project from development to procurement. Information provided includes Initial Finding of Public Interest, results of risk analyses, preliminary cost estimates, potential economic benefits and preliminary business points. Public feedback opportunity available at applicable Oversight Board meeting and on <a href="#">VAP3 website</a> and/or project specific website.</li> <li>• P3 Project Fact Sheets and other P3 project information (including scope, economic and social benefits, risk analysis, etc.) available on <a href="#">VAP3 website</a> and project specific websites.</li> <li>• Periodic media advisories made with link to <a href="#">VAP3 website</a> and project specific website</li> <li>• Periodic information bursts sent via social media, such as <a href="#">VAP3's Twitter account</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>PPTA Transportation Public-Private Partnership Advisory Committee</b></li> </ul>	<ul style="list-style-type: none"> <li>• Public notice of meeting on VAP3 and RPE websites, press statement, and social media.</li> <li>• Meeting agenda and minutes on <a href="#">VAP3 website</a> and RPE website.</li> <li>• Public comments accepted both at the meeting and within 5 days of the meeting via <a href="#">comment submission</a> on <a href="#">VAP3 website</a>.</li> </ul>

**TABLE 5** below lists the opportunities available to Stakeholders to be involved and informed during *P3 project procurement phase*.

P3 Project Milestones	Public Engagement and Transparency Opportunities
<p><b>1. Request for Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Media advisory regarding release of RFQ documents using VAP3 Communication Plan, in coordination with RPE</li> <li>• RFQ documents posted to <a href="#">VAP3 website</a> and RPE project specific website and Department of General Services' website.</li> </ul>



P3 Project Milestones	Public Engagement and Transparency Opportunities
	<ul style="list-style-type: none"> <li>• Information on P3 project available at Industry meetings held by VAP3 and RPE.</li> <li>• Submitted RFQ documents posted to <a href="#">VAP3 website</a> and Department of General Services, electronic procurement website.</li> <li>• Briefing to applicable Oversight Boards regarding results of the RFQ process, selection of shortlisted Qualified Respondents, elements of the draft RFP documents (draft Comprehensive Agreement and the initial Business Points) as shown in Figure 1.</li> <li>• Public comment opportunity available at applicable Oversight Board meeting.</li> <li>• P3 Project Fact Sheets and other P3 project information available on <a href="#">VAP3 website</a> and RPE project specific website.</li> <li>• Public comments and questions can be submitted at any time on project specific website or <a href="#">VAP3 website</a>. All comments submitted via the VAP3 website will be acknowledged by the VAP3</li> </ul>
<p><b>2. Request for Proposals</b></p>	<ul style="list-style-type: none"> <li>• Posting of draft RFP document to <a href="#">VAP3 website</a> and project specific website.</li> <li>• Posting of final RFP document to <a href="#">VAP3 website</a> and project specific website.</li> <li>• Briefing to applicable Oversight Board regarding results of the RFP evaluation process, briefing on elements of the final RFP documents as shown in Figure 1.</li> <li>• Public comment opportunity available at applicable Oversight Board meeting.</li> <li>• P3 Project Fact Sheet and other P3 project information available on <a href="#">VAP3 website</a>.</li> <li>• Public comments and questions can be submitted at any time on project specific website or <a href="#">VAP3 website</a>. All comments submitted via the VAP3 website will be acknowledged by the VAP3</li> <li>•</li> </ul>
<p><b>3. Selection of Preferred Proposer</b></p>	<ul style="list-style-type: none"> <li>• Media advisory and posting of selection on VAP3 and RPE websites. Briefing on Final Business Points to applicable Oversight Board.</li> </ul>

P3 Project Milestones	Public Engagement and Transparency Opportunities
	<ul style="list-style-type: none"> <li>• Media advisory on Oversight Board briefing.</li> <li>• P3 Project Fact Sheet and other P3 project information available on <a href="#">VAP3 website</a>.</li> <li>• Public comments and questions can be submitted at any time on project specific website or <a href="#">VAP3 website</a>. All comments submitted via the VAP3 website will be acknowledged by the VAP3</li> </ul>
<p><b>4. Execution of Interim and/or Comprehensive Agreement</b></p>	<ul style="list-style-type: none"> <li>• Media advisory with major business points of interim and/or comprehensive agreement.</li> <li>• Agreement and supporting documents available on project specific and/or <a href="#">VAP3 website</a>. Comments sought through <a href="#">VAP3 website</a>.</li> <li>• Information released via social media (<a href="#">Twitter</a>).</li> <li>• Fact Sheet and other P3 project information available on <a href="#">VAP3 website</a>.</li> </ul>
<p><b>5. Implementation of Design, Construction, Maintenance, and Operations</b></p>	<ul style="list-style-type: none"> <li>• Periodic media advisories or monthly/quarterly concessionaire newsletters. This will be specific to the project website and Project Communication Plan.</li> </ul>

**TABLE 6** below lists the opportunities available to Stakeholders to be involved and informed during *P3 design, construction, maintenance, and operations*.

P3 Project Milestones	Public Engagement and Transparency Opportunities
<p><b>1. Design</b></p>	<ul style="list-style-type: none"> <li>• Media advisory regarding Design Public Hearing documents by Concessionaire using Project Communication Plan.</li> <li>• Information on P3 project-specific website and Concessionaire website.</li> <li>• Public comment opportunity available at Design Public Hearing.</li> <li>• Public comments and questions can be submitted at any time on project dedicated webpage.</li> </ul>

P3 Project Milestones	Public Engagement and Transparency Opportunities
<p><b>2. Concessionaire Newsletters to Community</b></p>	<ul style="list-style-type: none"> <li>Public comment opportunity directly with Concessionaire via project website.</li> </ul>

### 3 CONCLUSION

The VAP3 believes that a proactive transparent approach, combined with Stakeholder involvement throughout the Project Delivery Framework, is essential to developing a project or providing a service that is of value to the users and meets a public need.

While these Guidelines identify and provide details on how Stakeholders can participate in specific elements of Virginia’s P3 program, the VAP3 welcomes feedback at any time on any related topic. Specifically, you may reach our team at [www.p3virginia.org](http://www.p3virginia.org) and [leave questions or comments](#) that will be reviewed and a responded to in a timely manner. The VAP3 is also on [Twitter](#) and LinkedIn.

## 4 RESOURCES



Appendix A – Oversight Board briefing on programmatic document: [Example](#)

Appendix B – Twitter posting of Programmatic Guideline: [Example](#)

Appendix C – Request for Comments: [Example](#)

Appendix D – Media advisory: [Example](#)

Appendix E – Request for Information: [Example](#)

Appendix F – VAP3 webpage project posting: [Example](#)

Appendix G – Project-specific website: [Example](#)

Appendix H – Execution of Comprehensive Agreement: [Example](#)

Appendix I – Concessionaire Newsletters during design, construction, operations etc: [Example](#)

Appendix J – Project Fact Sheet: [Example](#)