Document Version Control

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<tr>
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1 Introduction

The Virginia Department of Transportation Office of Public-Private Partnerships (VDOT P3 Office) prepared the P3 Public Engagement Guidelines (Guidelines) to expand on the public engagement narrative provided in the most current version of the PPTA Implementation Manual and Guidelines (Manual and Guidelines). The PPTA Manual and Guidelines is the primary document used by the VDOT P3 Office to provide a program overview and P3 Project Delivery Framework for P3 projects in the Commonwealth of Virginia (Commonwealth; see Figure 1).

The Guidelines are intended to complement and support the PPTA 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 and screening, development, procurement, and through completion of construction, operation and maintenance. This augments the numerous other opportunities for public questions and input during project planning and particularly during the National Environmental Policy Act (NEPA) documentation process. The NEPA process has defined milestone public engagement, as well as citizen information meetings and meetings with individual stakeholders. Figure 2 illustrates an almost continuous opportunity to learn about the projects, get questions answered, and provide Stakeholder input at any stage in the P3 delivery model.

Any capitalized terms used in these Guidelines are defined terms and can be found in the PPTA Manual and Guidelines (Appendix B). The Guidelines serve the following purposes:

- Identify and explain opportunities for public engagement regarding the identification and screening, development, procurement and implementation of P3 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 progress.
- Enhance transparency identified in the Manual and Guidelines and support its consistent application throughout the P3 process.
- Engage in a proactive manner and support Stakeholders improved understanding of Virginia’s P3 Program and P3 projects.
### Supporting Documents:
- Screening Reports
- Identification of potential public funds
- Public Sector Analysis & Competition

### Supporting Documents:
- Public Sector Analysis & Competition (cont'd)
- Identification of maximum public contribution
- Draft procurement documents (RFQ, RFP, Major Business Terms)
- Risk Assessment
- Finding of Public Interest (FOPI)
- Request for Information

### Supporting Documents:
- Public Sector Analysis & Competition (final)
- Procurement documents (RFQ, RFP, draft Comprehensive Agreement, Major Business Terms)
- PPTA Statistical Audit
- Certification to Governor & General Assembly

### Flowchart Key:
- Procurement
- PPTA Steering Committee
- Commonwealth Transportation Board
- CEO of VDOT/DRPT

---

**Figure 1** General P3 Process Flowchart

<table>
<thead>
<tr>
<th>Supporting Documents:</th>
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<tbody>
<tr>
<td>- Screening Reports</td>
</tr>
<tr>
<td>- Identification of potential public funds</td>
</tr>
<tr>
<td>- Public Sector Analysis &amp; Competition</td>
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</tbody>
</table>

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<tr>
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</tr>
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<tbody>
<tr>
<td>- Public Sector Analysis &amp; Competition (cont'd)</td>
</tr>
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**Supporting Documents:**
- Public Sector Analysis & Competition (cont'd)
- Identification of maximum public contribution
- Draft procurement documents (RFQ, RFP, Major Business Terms)
- Risk Assessment
- Finding of Public Interest (FOPI)
- Request for Information

---

**Flowchart Key:**
- Procurement
- PPTA Steering Committee
- Commonwealth Transportation Board
- CEO of VDOT/DRPT
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 as shown above in Figure 2.

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 the majority of PPTA projects, VDOT / VDRPT 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 environmental review establishes the project’s purpose and need, analyzes alternative design concepts and operational features. This environmental work and collaboration with Stakeholders 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 such as Homeowners Association Groups.

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 (particularly as illustrated in Appendix A, B, and C) provide best practices, examples and P3 procedures giving full opportunity for coordination and participation by all Stakeholders collaborating during the P3 delivery modal.

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 the Commonwealth Transportation Board, PPTA Steering Committee members, various federal and state elected officials, MPO’s, PDC’s, city or town councils, county boards, planners and researchers of various government VDOT P3 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.

- More than 119 outreach meetings to date
- Public notification and briefings prior to NEPA Public Hearings with:
  - Direct-impact homeowner associations
  - Key stakeholder groups
  - Northern Va. Congressional Delegation
  - General Assembly members
  - Local officials
  - Transportation groups
- Proactive media engagement
- Transform66.org and interactive community discussion board
- Transform66@VDOT.Virginia.gov – More than 1,000 emails received
- Email updates
- Responding to public inquiries
To facilitate a greater understanding of P3 public 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 periodic updating of the PPTA Manuals and Guidelines and other guidance 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 VDOT P3 OFFICE 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.
- 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 VDOT P3 Office. 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 VDOT P3 Office 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 VDOT P3 Office may add to or modify the communication plan if needed based on questions or suggestions received from Stakeholders. However, the overall goals of the VDOT P3 Office will be to promote transparency and encourage public engagement throughout programmatic guidance document development.

A. **P3 Guidance Documents** – These documents will include updates to the PPTA Manual and Guidelines and any new or updated P3 companion documents. The VDOT P3 Office will post a particular program guidance document on the [website](#) under the heading “Resources”.

As part of the development and transparency of these Program documents, VDOT P3 Office 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 VDOT P3 Office 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 VDOT P3 Office website for Stakeholder review. Upon receiving a response to a RFC, VDOT P3 Office 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 VDOT P3 Office 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 VDOT P3 Office will be compiled, posted online and presented to the VDOT / DRPT Chief Executive VDOT P3 Officer (CEO) and then posted on the website.

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 VDOT P3 Office believes the following communication plan will provide both a targeted outreach to a diverse audience and as well as promote transparency.

i. **VDOT P3 Website** – The website explains why the VDOT P3 Office 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 VDOT P3 Office VDOT P3 Office 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 VDOT P3 Office 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 VDOT P3 Office 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 VDOT P3 Office different and valuable perspectives on guidance documents.

iv. **Social media** – Broadcasting information via social media directs Stakeholders to the VDOT P3 Office 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 VDOT P3 Office 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 VDOT P3 OFFICE, in coordination with VDOT / DRPT, may add to or modify the communication plan if needed based on questions or suggestions received from Stakeholders. However, the overall goals of the VDOT P3 OFFICE will be to promote P3 transparency and encourage public engagement throughout P3 project delivery process. Appendix A, B, and C provide details on the Transform66 Outside-the-Beltway communication plan and examples of updates to Stakeholders throughout the life of the project.

#### A. P3 Project Documents

These documents will include: Qualitative and Quantitative 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 VDOT P3 Office will post a particular document on its website and the VDOT / DRPT will maintain a 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 at the appropriate point in the P3 process.

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 VDOT P3 Office website and the VDOT / DRPT project specific website (for example Transform 66 Outside-the-Beltway).

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 VDOT P3 OFFICE believes the following communication plan, in coordination with VDOT / DRPT will provide both a targeted outreach to a diverse audience and as well as promote transparency.

i. **VDOT P3 Website** – The website explains why the VDOT P3 Office, in coordination with VDOT / DRPT, 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.

ii. **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 VDOT P3 Office 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 VDOT P3 Office and VDOT / DRPT to further communicate background information.

iii. **Targeted Email Blasts** – Email distributed to specific targeted audiences (state/federal agencies, private sector industry partners, reporters and editorial boards, etc.) directs Stakeholders to the VDOT P3 website and/or the project specific site where more information on the project can be found. Email encourages diverse groups to participate in activities related to the project and documents generated by the project which offer the VDOT P3 Office and VDOT / DRPT different and valuable perspectives related to the scope and development of the project.

iv. **Social media** – Broadcasting information via social media directs Stakeholders to the VDOT P3 website and/or the VDOT / DRPT 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.
v. **Individual Meetings** – As requested by any Stakeholder, the VDOT P3 Office, in coordination with VDOT / DRPT, 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.

<table>
<thead>
<tr>
<th>Audience</th>
<th>VDOT P3 website</th>
<th>Media advisory</th>
<th>Targeted Email Blasts</th>
<th>Social Media</th>
<th>Individual Meetings (as requested)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Public</strong> - public directly or indirectly affected by the project; stakeholders who have submitted material comments</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Special Interest Groups</strong> - e.g. American Road and Transportation Builders Association (ARTBA); Northern Virginia Transportation Alliance (NVTA); Trucking Association(s); Environmental Advocacy Groups; etc.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Local &amp; State Officials</strong> - e.g. Town Managers; City Mayors; County Administrators; General Assembly members; CTB members</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>State &amp; Federal Transportation Officials</strong> – e.g. Federal Highway Administration; Federal Transit Authority; Eastern Federal Lands; Virginia Transportation agencies under Secretariat</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Private Sector Industry</strong> – e.g. Concessionaires; Design-Build Contractors; DBE &amp; SWaM firms; Financial firms; Legal firms</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Media Outlets</strong> – e.g. local reporters &amp; Editorial Boards; Transportation Sector Media Outlets; P3 specific outlets.</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
2.4 P3 Project Milestone Public Engagement Opportunities

The P3 Framework depicted in Figure 1 includes all efforts to identify and 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 and screening phase*.

<table>
<thead>
<tr>
<th>P3 Project Milestones</th>
<th>Public Engagement and Transparency Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Solicited Proposals</strong></td>
<td>• Numerous Stakeholder engagement opportunities within MPO’s, PDC’S and RPE’s activities related to transportation planning, programming and project development.</td>
</tr>
<tr>
<td></td>
<td>• Notice on Virginia Department of General Services procurement website (eVA).</td>
</tr>
<tr>
<td></td>
<td>• Media advisories from VDOT / DRPT and VDOT P3 Office, social media.</td>
</tr>
<tr>
<td></td>
<td>• 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 Commonwealth Transportation Board meetings.</td>
</tr>
<tr>
<td>2. <strong>Unsolicited Proposals</strong></td>
<td>• Notice of receipt and acceptance of an Unsolicited Proposal on VDOT P3 Office website and VDOT / DRPT website.</td>
</tr>
<tr>
<td></td>
<td>• Notice on Virginia Department of General Services procurement website (eVA).</td>
</tr>
<tr>
<td></td>
<td>• Media advisories from VDOT / DRPT and VDOT P3 website, social media and project specific website postings.</td>
</tr>
<tr>
<td></td>
<td>• During the Environmental Studies phase, Stakeholders are provided an opportunity to provided comments, participate in a public information meeting and attend or speak at the CTB meeting related to an alignment location decision.</td>
</tr>
<tr>
<td>1. <strong>Qualitative Screening (Solicited)</strong></td>
<td>• Document posted to VDOT P3 website. All comments will be acknowledged by the VDOT P3 Office.</td>
</tr>
<tr>
<td>2. <strong>Policy Review (Unsolicited)</strong></td>
<td>• Document posted to VDOT P3 website; comments can be submitted via VDOT P3</td>
</tr>
</tbody>
</table>
TABLE 3 below lists the opportunities available to Stakeholders to be involved and informed during the *P3 project development phase*.

<table>
<thead>
<tr>
<th>P3 Project Milestones</th>
<th>Public Engagement and Transparency Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Project Development</td>
<td>• Briefing to CTB and PPTA Steering Committee on decision to advance P3 project from Quantitative Screening to project development phase. Public feedback opportunities available at CTB website meetings and on VDOT P3 website and project specific website. All comments submitted via the VDOT P3 Office.</td>
</tr>
<tr>
<td></td>
<td>• Information on P3 project available at public information meetings held by VDOT / DRPT.</td>
</tr>
<tr>
<td></td>
<td>• Briefing to CTB and presentation to the PPTA Steering Committee meetings 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 CTB, and PPTA Steering Committee meetings and on VDOT P3 Office website and/or project specific website.</td>
</tr>
<tr>
<td></td>
<td>• P3 Project Fact Sheets and other P3 project information (including scope, economic and social benefits, risk analysis, etc.) available on VDOT P3 Office website and project specific websites.</td>
</tr>
<tr>
<td></td>
<td>• Periodic media advisories made with link to VDOT P3 Office website and project specific website.</td>
</tr>
<tr>
<td></td>
<td>• Periodic information bursts sent via social media, such as LinkedIn.</td>
</tr>
<tr>
<td>P3 Project Milestones</td>
<td>Public Engagement and Transparency Opportunities</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| • PPTA Transportation Public-Private Partnership Steering Committee                  | • Public notice of meeting on VDOT P3 Office and VDOT / DRPT websites, press statement, and social media.  
• Meeting agenda / minutes on VDOT / DRPT website.  
• Public comments accepted both at the meeting and within 5 days of the meeting via comment submission on VDOT P3 Office website. PPTA Steering Committee may consideration behind closed doors at its discretion.                                                                                             |

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

<table>
<thead>
<tr>
<th>P3 Project Milestones</th>
<th>Public Engagement and Transparency Opportunities</th>
</tr>
</thead>
</table>
| 1. Request for Qualifications          | • Media advisory regarding release of RFQ documents using VDOT / DRPT Communication Plan, in coordination with RPE  
• RFQ documents posted to VDOT P3 Office website, and VDOT / DRPT project specific website and Department of General Services' website.  
• Information on P3 project available at Industry meetings held by VDOT P3 Office and VDOT / DRPT.  
• Submitted RFQ documents posted to VDOT P3 Office website and Department of General Services, electronic procurement website.  
• Briefing to CTB 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.  
• Public comment opportunity available at applicable CTB or PPTA Steering Committees, as determined by each entity.  
• P3 Project Fact Sheets and other P3 project information available on VDOT P3 Office website and VDOT / DRPT project specific website.                                                                                                                                                                                                                                                                                                                                 |


<table>
<thead>
<tr>
<th>P3 Project Milestones</th>
<th>Public Engagement and Transparency Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public comments and questions can be submitted at any time on project specific website or VDOT P3 Office website. All comments submitted via the VDOT P3 Office website will be acknowledged by the VDOT P3 Office.</td>
<td></td>
</tr>
</tbody>
</table>

2. Request for Proposals

- Posting of draft RFP document to VDOT P3 Office website and project specific website.
- Posting of final RFP document to VDOT P3 Office website and project specific website.
- Briefing to CTB regarding results of the RFP evaluation process, briefing on elements of the final RFP documents as shown in Figure 1.
- Public comment opportunity may be available at CTB and PPTA Steering Committee meetings.
- [P3 Project Fact Sheet](#) and other P3 project information available on VDOT P3 Office website. All comments and questions can be submitted at any time on project specific website or VDOT P3 Office website. All comments submitted via the VDOT P3 Office website will be acknowledged by the VDOT P3 Office.

Selection of Preferred Proposer

- Media advisory and posting of selection on VDOT P3 Office and VDOT / DRPT websites. Briefing on Final Business Points to applicable CTB and/or PPTA Steering Committee.
- Media advisory on CTB/Steering Committee briefing.
- P3 Project Fact Sheet and other P3 project information available on VDOT P3 website.
- Public comments and questions can be submitted at any time on project specific website or VDOT P3 Office website. All comments submitted via the VDOT P3 Office website will be acknowledged by the VDOT P3 Office.

4. Execution of Interim and/or Comprehensive Agreement

- Media advisory with major business points of comprehensive agreement.
- Agreement and supporting documents available on project specific and/or [VDOT_P3_Office](#)
TABLE 6 below lists the opportunities available to Stakeholders to be involved and informed during P3 design, construction, maintenance, and operations.

<table>
<thead>
<tr>
<th>P3 Project Milestones</th>
<th>Public Engagement and Transparency Opportunities</th>
</tr>
</thead>
</table>
| 1. Design             | • Media advisory regarding Design Public Hearing documents by Concessionaire using Project Communication Plan (as appropriate)  
                        | • Information on VDOT P3 Office, VDOT / DRPT project-specific website and Concessionaire website.  
                        | • Public comment opportunity available at Design Public Hearing.  
                        | • Public comments and questions can be submitted at any time on VDOT / DRPT project dedicated webpage. |
| 2. Concessionaire Newsletters to Community | • Public comment opportunity directly with Concessionaire via project website. |
3 Conclusion

The VDOT P3 Office believes that a proactive transparent approach, combined with Stakeholder involvement throughout the Project Delivery Framework, is essential to developing a P3 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, VDOT P3 Office welcomes feedback at any time on any related topic. Specifically, you may reach our team at www.p3virginia.org and leave questions or comments that will be reviewed and a responded to in a timely manner. The VDOT P3 Office is also on Twitter and LinkedIn.
Appendix A – Overall Communications Plan for Transform66 Outside-the-Beltway
Transform66
Communications Approach

1. Transparent Communication During Project Development
   - Extensive coordination and engagement with elected officials, agencies and stakeholders
   - Numerous public information meetings and hearings
   - More than 300 outreach events
   - Transform66.org

2. Informing the Public BEFORE Construction Impacts
   - Robust outreach and information using multi-faceted media pushes and information ahead of impactful construction
   - Strong “call to action” about enhanced travel options and traffic management strategies
   - Construction updates for direct-impact neighborhoods

3. Express Lanes Operations Campaign
   - Information campaign led by private partner in coordination with VDOT and DRPT
     - How the lanes work
     - Access to and from the lanes
     - Understanding your trip
     - E-ZPass campaign
     - HOV-2 to HOV-3 conversion outreach
Transform66
2016 Public Outreach Highlights

- Personally interacted with an estimated **2,100 members of the public** at more than **150 outreach events** (e.g., festivals, HOAs, etc.).

- Hosted **11 public hearings and meetings** attended by more than **650 individuals** where more than **130 public comments** were recorded.

- Distributed more than **231,000 pieces of direct mail** to inform residents, businesses and elected officials about public hearings and information meetings.

- Garnered **more than 46,000 impressions** via VDOT Northern Virginia Twitter.

- Organized Governor McAuliffe’s “Transforming I-66 Starts Here!” event, which earned **positive media coverage in nearly every major Washington, D.C. area outlet** and several downstate.

- Generated more than **111,000 unique visits to the Transform66.org website**.

- Sent more than **130,000 total emails via 35 E-News campaigns** detailing key project developments.
# Transform66 Major Outreach Milestones

## 66 Inside the Beltway

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tolling Design Public Hearing</td>
<td>March</td>
<td>Approximate number of attendees: 179</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public speakers: 16</td>
</tr>
<tr>
<td>Eastbound Widening Public Information Meetings</td>
<td>May/June</td>
<td>Approximate number of attendees: 171</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public speakers: 12</td>
</tr>
<tr>
<td>Governor’s Tolling Groundbreaking Ceremony</td>
<td>August</td>
<td></td>
</tr>
<tr>
<td>Loudoun County Stone Ridge Park &amp; Ride Lot Groundbreaking</td>
<td>October</td>
<td>The first multimodal project to break ground as part of the Transform 66 project</td>
</tr>
<tr>
<td>Eastbound Widening Design Public Hearings</td>
<td>December</td>
<td>Approximate number of attendees: 140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public speakers: 9</td>
</tr>
</tbody>
</table>
# Transform66 Major Outreach Milestones

## 66 Outside the Beltway

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Hearing (HOV Conversion and Procurement Terms)</td>
<td>MAY</td>
</tr>
<tr>
<td>Approximate number of attendees</td>
<td>193</td>
</tr>
<tr>
<td>Public speakers</td>
<td>22</td>
</tr>
<tr>
<td>Procurement Announcement</td>
<td>NOVEMBER</td>
</tr>
<tr>
<td>Selection of <strong>I-66 Express Mobility Partners</strong></td>
<td></td>
</tr>
<tr>
<td>Sign Comprehensive Agreement with I-66 Express Mobility Partners</td>
<td>DECEMBER</td>
</tr>
</tbody>
</table>
# Transform66 Media Coverage

## JANUARY/ FEBRUARY
Legislative session debate about Inside the Beltway I-66 tolling and widening, which culminated in the Governor’s agreement with the Assembly


## MAY/JUNE
**Eastbound Widening Public Information Meetings**

**Coverage by:** The Washington Post, DCW50, WTOP, Greater Greater Washington, Fairfax Free Citizen, Prince William News

## AUGUST
“Transforming I-66 Begins Here!” launch event


Governor McAuliffe addresses attendees at the groundbreaking event.

## NOVEMBER
**Selection of I-66 Express Mobility Partners**


## DECEMBER
**Signed Comprehensive Agreement with Express Mobility Partners**

**Coverage by:** WAMU, WTOP, Infra PPP World
### Transform66 Digital Presence

<table>
<thead>
<tr>
<th>E-News Updates</th>
<th>Project Website (Transform66.org)</th>
<th>Social Media</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>35</strong> E-News project updates sent with more than <strong>41,000</strong> total opens</td>
<td><strong>111,697</strong> unique page views</td>
<td><strong>18 tweets</strong> totaling more than <strong>46,000</strong> impressions</td>
</tr>
<tr>
<td>On average, <strong>32%</strong> of recipients opened each E-News</td>
<td>Most heavily trafficked pages, by percent of all page views, include:</td>
<td></td>
</tr>
</tbody>
</table>
| That’s over **25%** higher than the industry average | **Inside the Beltway**  
Meetings: 13%  
Documents: 8%  
Learn More: 7% |                                                 |
|                                                     | **Outside the Beltway**  
Maps: 7%  
Meetings: 6%  
Documents: 6% |                                                 |
## Transform66
Community and Stakeholder Outreach

**Outreach Efforts** (including elected official briefings, HOAs/community groups/property owner briefings, agency meetings, festivals and fairs)

**Community events with the largest number of interactions:**

<table>
<thead>
<tr>
<th>Arlington Co. Fair</th>
<th>Clarendon Day</th>
<th>Celebrate Fairfax</th>
</tr>
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<tbody>
<tr>
<td>Interacted with 646 attendees</td>
<td>Interacted with 621 attendees</td>
<td>Interacted with 577 attendees</td>
</tr>
</tbody>
</table>

158 **events** where project members directly interacted with an estimated 2,100 **members** of the public.
Public Engagement: Your Opinion Counts

• 140 homeowners associations contacted in 2017

• 40+ briefings held with homeowners associations, community organizations, and other key stakeholders since March 2017

• Ongoing briefings for elected officials since March 2017

• June 2017 Public Information Meetings and November 2017 Design Public Hearings

• Transform66.org website will continue to be updated as information is available

• Community outreach will continue throughout project duration
Executive Summary

Express lanes are set to open on Interstate 66, from I-495 to U.S. Route 29 in Rosslyn, in early December 2017. For the first time, single occupant drivers who pay a toll will have a choice to use I-66 Inside the Beltway during weekdays, in peak hours and in peak directions. Like today, the lanes will be free to carpoolers with HOV-2+ and buses. All drivers using the lanes during these tolling periods must have an E-ZPass or E-ZPass Flex, if they are HOV, mounted in their vehicles.

To prepare for the December opening of express lanes on I-66 Inside the Beltway, the Virginia Department of Transportation (VDOT) has launched an extensive outreach campaign to ensure the traveling public understands the new rules of the road, and that drivers get their E-ZPass or E-ZPass Flex.

Recent Highlights

- **Media Outreach**: Article in *The Washington Post* and story on WTOP.
- **Paid Media**: Debuted paid media campaign with deployment of commuter bus advertisements and gas pump toppers along the I-66 Corridor.
- **Website**: Launched 66expresslanes.org – a customer-friendly website aimed to inform the public about the I-66 Inside the Beltway Express Lanes and how to obtain an E-ZPass to use the lanes. Since launching, the website has had over 1,200 visits and nearly 1,400 views.

Recent Media Coverage


Paid Media

The paid media campaign launched on October 2, 2017, with the debut of advertising on commuter buses and gas pump toppers within the I-66 Corridor.

Buses from PRTC OmniRide, Fairfax Connector, Loudoun County Transit, and WMATA that travel routes along the I-66 Corridor and local roads feature the I-66 Express Lanes messaging.

In addition, messaging is installed on gas pump toppers at 32 stations throughout the I-66 Corridor.

Outreach Events

Since May 2017, the team has conducted outreach at festivals throughout Northern Virginia that were attended by over 300,000 people. The fall outreach plan continues with appearances at community events and festivals, park and ride commuter lots, retail shopping locations, and on-road signage.
### Festivals and fairs attended:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Public Engagements</th>
<th>Event Attendance</th>
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<tr>
<td>McLean Day</td>
<td>May 20</td>
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<td>July 27–29</td>
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<td>August 11–13</td>
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<td>Tolling and project schedule.</td>
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<td>August 18–20</td>
<td>545</td>
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<td>How will police enforce the rules? Not happy with toll hours being extended/tolling prices. The toll testing lights are annoying and confusing.</td>
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<td>August 16</td>
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### Carpool Commuter Outreach

Commuter park and ride lots have been identified as a leveraged way to reach I-66 drivers, including solo drivers and HOV-2+ commuters. Starting in October, a combination of banners and staked signs will be installed in high-visibility locations at selected lots, including:

- North Quincy Street (Washington-Lee High), #23
- East Falls Church Metro, #107
- West Falls Church Metro, #116
- Dunn Loring–Merrifield Station Metro, #112
- Vienna–Fairfax–GMU Station Metro, #111
- Fairfax Co. Gov. Center, #28
- Stringfellow Road, #314
- Stone Road–US 29, Centreville, #34
- Portsmouth Rd. #105
- Cushing Road (VA-234/Va-66), #423
- Limestone Dr. #402
- East Gate
- Dulles South #393
- Dulles North Transit Center, #326
- Herndon–Monroe Deck, #250
- Reston North/Wiehle Ave, #33

The team will distribute information to commuters during morning and evening rush hours, at least once per month during October and November. The team also expects to partner with E-ZPass during these events to offer commuters the convenience of signing up for an E-ZPass on the spot.
Stakeholder Briefings
October 3 – Susan Shaw provided a briefing to business and local leaders at the Northern Virginia Transportation Alliance (NVTA) annual transportation forum.

October 10 – Susan Shaw provided a briefing to Fairfax County Board of Supervisors at their Transportation Committee meeting.

Stakeholder Events
October 5 – Staffed an information table at VDOT’s Career Fair, which attracted more than 1,000 attendees from area schools.

Public Inquiries
To proactively address public questions, inquiries are being accepted through multiple channels. In September, VDOT responded to 19 email comments and one DOTS correspondence.

Website
66expresslanes.org launched on September 1. Significant updates will be made prior to the launch of the lanes to include a mobile application that provides current toll price estimates. Since the launch, the website has received 1,251 visits and 1,392 views.

Collateral
Printed 5,000 information cards to be distributed to the public and stakeholders.

Upcoming Activities
- Launch paid print media campaign
- Develop comprehensive list of FAQs and key messages
- Deploy park and ride signage and pop up events with E-ZPass
- Finalize on-road signage plan

Upcoming Events
- Connections at Metro West, October 11
- City of Fairfax Fall Festival, October 14
Executive Summary

Express lanes are set to open on Interstate 66, from I-495 to U.S. Route 29 in Rosslyn, in early December 2017. For the first time, single occupant drivers who pay a toll will have a choice to use I-66 Inside the Beltway during weekdays, in peak hours and in peak directions. Like today, the lanes will be free to carpoolers with HOV-2+ and buses. All drivers using the lanes during these tolling periods must have an E-ZPass or E-ZPass Flex, if they are HOV, mounted in their vehicles.

To prepare for the December opening of express lanes on I-66 Inside the Beltway, the Virginia Department of Transportation (VDOT) has launched an extensive outreach campaign to ensure the traveling public understands the new rules of the road, and that drivers get their E-ZPass or E-ZPass Flex.

Recent Highlights


- **Events:** Attended 11 community outreach events, reaching approximately 2,000 people.

- **Paid Media:** Prepared debut of paid media campaign with production of advertisements on commuter buses and gas pump toppers along the I-66 Corridor.

- **Website:** Launched 66expresslanes.org – a customer-friendly website aimed to inform the public about the I-66 Inside the Beltway Express Lanes and how to obtain an E-ZPass to use the lanes. Since launching, the website has had over 1,200 visits and nearly 1,400 views.

Recent Media Coverage

Issued a news release on August 24, 2017 announcing the toll system testing and providing an update on express lanes reaching all media outlets, elected officials and stakeholder list of 6,000 people. Coverage was picked up in the Washington Post, Falls Church Patch, NBC-4, Fairfax News, What’s Up Prince William, and ABC-7.

Issued a news release on September 18, 2017 unveiling new customer website for I-66 Express Lanes Inside the Beltway, highlighting website features intended to educate travelers about how tolling will work, the necessity of getting an E-ZPass, and other changes coming to the highway. Coverage was picked up by NBC-4, the Fairfax News, and the Fairfax County website.

Governor McAuliffe’s office issued VDOT’s news release on September 21, 2017 announcing the launch of the first group of multimodal improvement projects benefiting the I-66 Corridor under a new I-66 Commuter Choice Program. The release focused on benefits the multimodal projects will provide in moving more people and reducing congestion on I-66 and provided an update on the upcoming opening of the express lanes. Distributed to media and stakeholders and garnered coverage from The Associated Press, Washington Post, WAMU, WTOP, WUSA-9, NBC-4, Alexandria News, Falls Church News-Press, Fairfax News, Culpeper Star-Exponent and Augusta Free Press.
Paid Media

The paid media campaign will launch in early October with the debut of advertising on commuter buses and gas pump toppers within the I-66 Corridor.

Buses from PRTC OmniLink, Fairfax Connector, Loudoun County Transit, and WMATA that travel routes along the I-66 Corridor and local roads will feature the I-66 Express Lanes messaging.

In addition, messaging will be installed on gas pump toppers at 32 stations throughout the I-66 Corridor.

Social Media

The team plans to reinforce messaging from the earned and paid media campaigns through VDOT’s Northern Virginia Twitter platform, reaching more than 22,000 followers.

Outreach Events

Since May 2017, the team has conducted outreach at festivals throughout Northern Virginia that were attended by over 300,000 people. The fall outreach plan continues with appearances at community events and festivals, park and ride commuter lots, retail shopping locations, and on-road signage.

Festivals and fairs attended:

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The team will distribute information to commuters during morning and evening rush hours, at least once per month during October and November. The team also expects to partner with E-ZPass during these events to offer commuters the convenience of signing up for an E-ZPass on the spot.

Stakeholder Briefings

Amanda Baxter and Monica Bhatia provided an express lanes operations briefing to Arlington County Police Department Command Staff on September 21.

Stakeholder Events

I-66 Commuter Choice Ribbon Cutting Ceremony

On September 20, VDOT and the Northern Virginia Transportation Commission (NVTC) held a ribbon cutting ceremony launching the first round of new transit services and projects to “go live” under a new I-66 Commuter Choice program. The 10 new projects, which are expected to move as many as 5,000 additional people daily through the I-66 Corridor by the end of the first year of tolling, include:

- $2 Million for upgrades to three existing bus route in Fairfax and Arlington
- $6.1 Million for three new bus routes – one to Washington, D.C. from Fairfax, a new park and ride lot and Loudoun County bus route, and new service from Gainesville to the Pentagon
- $1.7 Million for four projects throughout the region to improve access to transit and encourage carpooling

The event featured Virginia Governor Terry McAuliffe, Secretary of Transportation Aubrey Layne, Fairfax County Supervisor and NVTC Chairman Jeff McKay, and City of Falls Church Mayor P. David Tarter. More than 150 members of the public, press, elected officials, and government representatives attended the event, including:

- Virginia General Assembly Delegate Vivian Watts
- City of Alexandria Council Member Paul Smedberg
- Arlington County Board Member Libby Garvey
- City of Fairfax Mayor David Meyer
- City of Falls Church Vice Mayor Marybeth Connelly
- City of Falls Church Council Member David Snyder
- City of Falls Church Council Member Phil Duncan
- City of Falls Church Council Member Letty Hardi
- Fairfax County Chairman Sharon Bulova
- Loudoun County Chairman Phyllis Randall
- Commonwealth Transportation Board Member Gary Gartczynski
- Commonwealth Transportation Board Member Mary Hynes
Public Inquiries
To proactively address public questions, inquiries are being accepted through multiple channels. In September, VDOT responded to 19 email comments and one DOTS correspondence.

Website
66expresslanes.org launched on September 1. Significant updates will be made prior to the launch of the lanes to include a mobile application that provides current toll price estimates. Since the launch, the website has received 1,251 visits and 1,392 views.

Upcoming Activities
- Launch paid media campaign bus advertising and gas pump toppers
- Develop comprehensive list of FAQs and key messages
- Print information card
- Deploy park and ride signage and pop up events with E-ZPass

Upcoming Events
- VDOT Career Fair, October 5
- Tysons Retail Pop Up, October 8
- City of Fairfax Fall Festival, October 14