



## Richmond Highway Bus Rapid Transit

# Executive Committee Meeting #3

May 7, 2018





# Agenda

- **BRT Program Updates**
- **Project Delivery**
- **Branding**
- **Q/A**







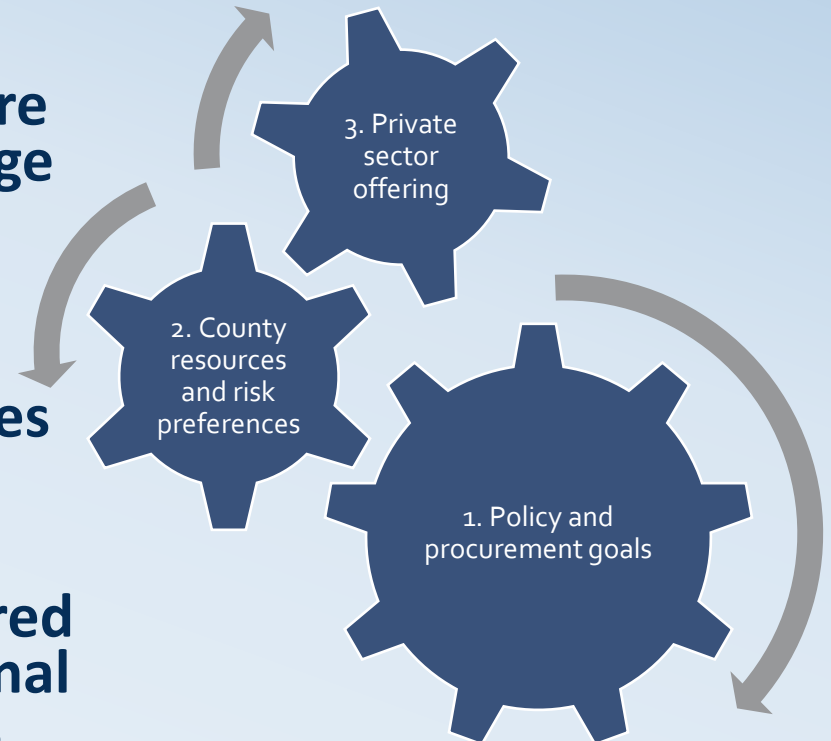
## BRT Program-Since we last met

- **Citizen Advisory Group (CAG) Kickoff**
  - Met March 1, 2018, in South County, BRT website will be updated to include CAG member names
  - CAG given opportunity to be part of branding effort
- **NEPA**
  - Initial contact letters sent to various consulting agencies
  - Coordination call scheduled with FTA/FHWA late May 2018
- **20% Design**
  - Survey and Design underway
  - Conceptual Alignment in process
- **BRT Public Meetings**
  - Held April 17 and 18, 2018
  - Over 60 attendees, dozen comment forms filled out, over 45 comments on roll maps
  - BRT website up and running, includes meeting materials and BRT video
- **NEXT BRT Executive Committee Meeting: Summer/Fall 2018**
  - Progress on design, branding, other project aspects



## Project Delivery – Recap from Last Meeting

- BRT involves *both* capital improvements and long-term operations & maintenance
- Creates the opportunity to procure the pieces separately *or* to package elements
- County should select a project delivery approach that achieves goals, aligns with County resources & risk preferences, and considers what bidders offer
- Since we last met, FCDOT compared and evaluated a range of traditional and alternative delivery methods





# Delivery Method Options – Project Examples

Option	Project Examples
<b>Design-Bid-Build</b>	<ul style="list-style-type: none"><li>• Stringfellow Road Widening</li><li>• Jones Branch Connector</li></ul>
<b>Design-Build</b>	<ul style="list-style-type: none"><li>• Route 28 Widening</li><li>• Route 7 over Dulles Toll Road</li></ul>
<b>Construction Manager at Risk</b>	<ul style="list-style-type: none"><li>• Back River Wastewater Treatment Plant, Baltimore, MD</li></ul>
<b>Design-Build-Finance</b>	<ul style="list-style-type: none"><li>• I-285/SR 400, Atlanta, GA</li></ul>
<b>Design-Build-Operate-Maintain</b>	<ul style="list-style-type: none"><li>• Hudson-Bergen Light Rail Transit, Jersey City, NJ</li></ul>
<b>Design-Build-Finance-Operate-Maintain</b>	<ul style="list-style-type: none"><li>• I-495 Express Toll Lanes</li><li>• Maryland Purple Line Light Rail</li></ul>



# Public vs Private Responsibilities for Delivery Method Options

	Design	Construction	Financing	O & M	Ridership
Design-Bid-Build	○	○	○	○	○
Design-Build	●	●	○	○	○
Construction Manager at Risk	●	●	○	○	○
Design-Build-Finance	●	●	●	○	○
Design-Build-Operate-Maintain	●	●	○	●	○
Design-Build-Finance-Operate-Maintain	●	●	●	●	○

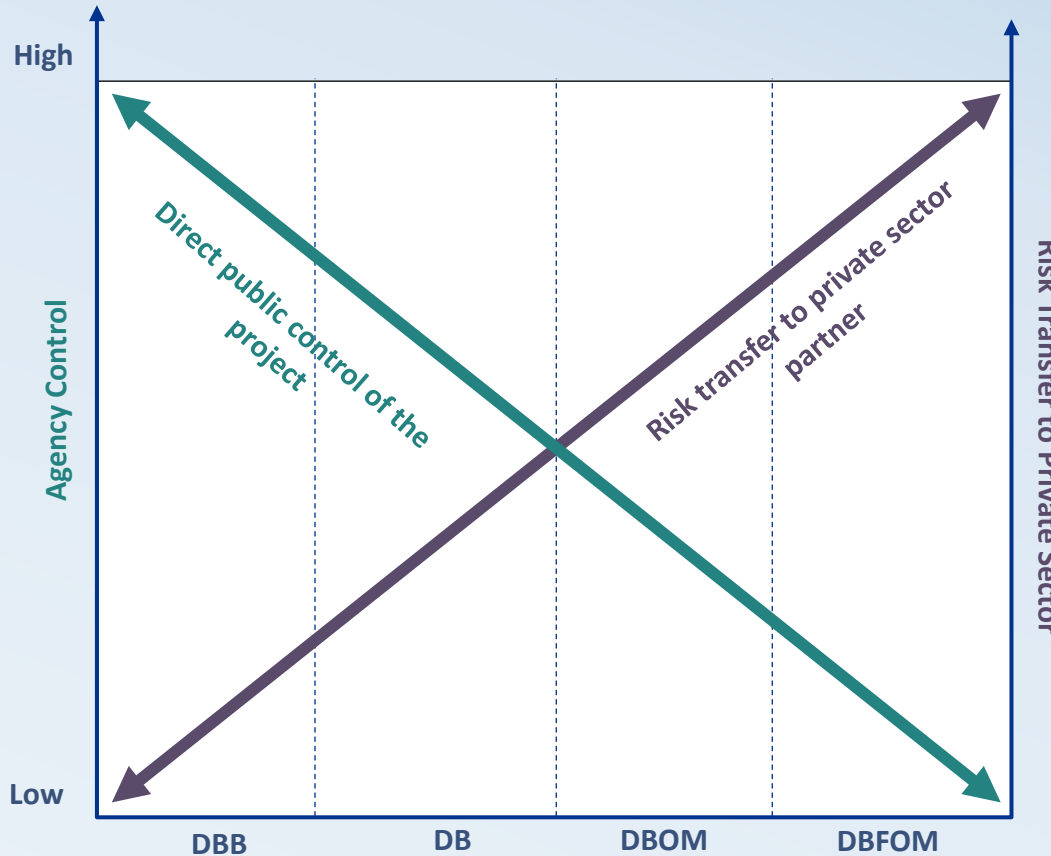
● Responsibility of the Private Sector

○ Responsibility of the Public Sector



# Risk Transfer

- **Developing the most appropriate and acceptable balance of risk and control requires careful consideration of tradeoffs**

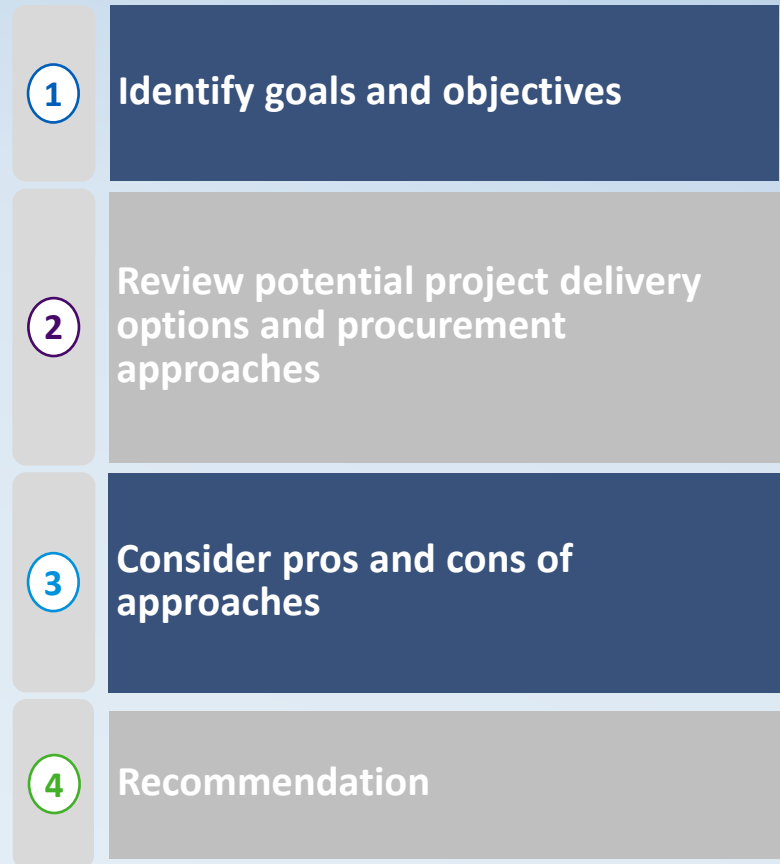


- | Examples of Project Risks |
|---------------------------|
| ▪ Land acquisition        |
| ▪ Community concerns      |
| ▪ Permits                 |
| ▪ Soil conditions         |
| ▪ Hazardous materials     |
| ▪ Financing               |
| ▪ Schedule delays         |
| ▪ Construction defects    |
| ▪ Contractor insolvency   |
| ▪ Operations              |
| ▪ Demand risk             |
| ▪ Revenue risk            |



# Project Delivery Method Evaluation Process

- **Workshop held Fall 2017**
- **Participating agencies:**
  - **County**
    - FCDOT
    - OCA
    - DPMM
    - DPWES
  - **State**
    - DRPT
  - **Regional**
    - WMATA







## Project Goals

- ☑ **Achieving schedule certainty in delivery and opening**
- ☑ **Ability to respond to public and stakeholder input**
- ☑ **Minimizing roadway user delays and disruption to local businesses**
- ☑ **Accelerating Project completion**
- ☑ **Maintaining design control**
- ☑ **Ensuring long-term value**
- ☑ **Transferring Project risks to the private sector**
- ☑ **Managing cost certainty of Project elements**



## Delivery Options – Pros and Cons

	Pros 👍	Cons 👎
<b>Design-Bid-Build</b>	<ul style="list-style-type: none"><li>👍 Familiar</li><li>👍 Complete design control</li></ul>	<ul style="list-style-type: none"><li>👎 County retains most risks</li><li>👎 Least opportunity for schedule acceleration</li></ul>
<b>Design-Build</b>	<ul style="list-style-type: none"><li>👍 Single entity responsible for design and construction reduces interface risk; greater potential for cost and schedule certainty</li><li>👍 Can achieve design control with prescriptive requirements</li></ul>	<ul style="list-style-type: none"><li>👎 O&amp;M and lifecycle risks remain with County</li></ul>
<b>Construction Manager at Risk</b>	<ul style="list-style-type: none"><li>👍 Guaranteed completion for a negotiated price</li><li>👍 Advice on schedule, budget, and constructability</li></ul>	<ul style="list-style-type: none"><li>👎 Engineering solutions are tied to an industry standard not a County standard</li><li>👎 Interface risk between the designer and the contractor</li><li>👎 Any change order will increase cost</li></ul>



# Delivery Options – Pros and Cons

	Pros 👍	Cons 👎
Design-Build-Finance	<ul style="list-style-type: none"> <li>👍 Similar benefits to DB approach</li> <li>👍 Relatively low financing, costs due to short debt tenor</li> <li>👍 If funds are not otherwise available, project timeline can be accelerated</li> </ul>	<ul style="list-style-type: none"> <li>👎 Organizational readiness</li> <li>👎 Higher cost of capital</li> <li>👎 Financing limited to 5-7 years</li> <li>👎 O&amp;M and lifecycle risks remain with County</li> </ul>
Design-Build-Operate-Maintain	<ul style="list-style-type: none"> <li>👍 Similar benefits to DB approach; O&amp;M considerations incorporated in the design</li> <li>👍 Whole life costing</li> <li>👍 Minimize interface risk between design, construction, and operations</li> </ul>	<ul style="list-style-type: none"> <li>👎 Organizational readiness</li> <li>👎 Reduced County control</li> <li>👎 May take longer to procure</li> </ul>
Design-Build-Finance-Operate-Maintain	<ul style="list-style-type: none"> <li>👍 O&amp;M considerations incorporated in the design</li> <li>👍 Whole life costing</li> <li>👍 Nearly all risks transferred</li> </ul>	<ul style="list-style-type: none"> <li>👎 Organizational readiness</li> <li>👎 Reduced County control</li> <li>👎 Higher cost of capital</li> <li>👎 May take longer to procure</li> <li>👎 Lack of procedural definition and precedent</li> <li>👎 May consume public debt capacity</li> </ul>



# Ability of Delivery Methods to Achieve Goals

Project Goals	DBB	DB	DBF	DBOM/ DB+OM	DBFOM
Achieving schedule certainty in delivery and opening					
Ability to respond to public and stakeholder input					
Minimizing roadway user delays and disruption to local businesses					
Maintaining design control					
Ensuring long-term value					
Transferring Project risks to the private sector					
Managing cost certainty of Project elements					
Accelerating Project completion					

No potential  
 Low potential  
 Some potential  
 Greater potential  
 Highest potential



## Project Delivery Method Recommendation

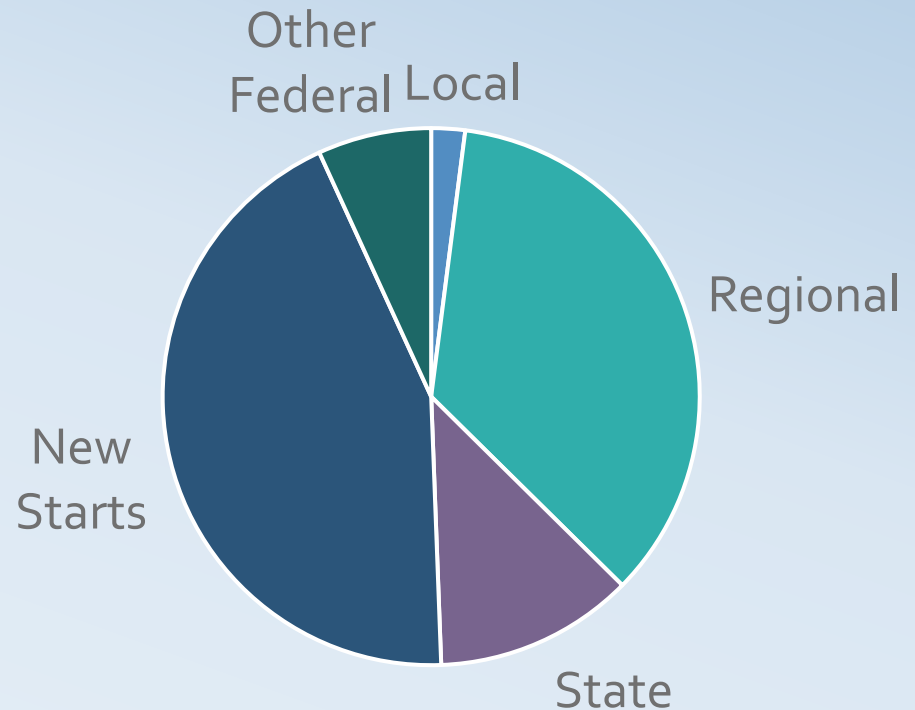
- **DB+OM approach appears to best address County's goals and would offer the most benefits to compared to a traditional DBB approach**
  - Design and construction interface risk will be transferred to the DB contractor, potentially achieving cost and schedule certainty
  - County could be prescriptive in design requirements and retain control to the extent it desires
  - O&M contract would be most beneficial to the Project if procured shortly after the DB contract such that the operator can participate in the design





## Proposed Funding Approach

- **Capital cost estimated \$500M to \$600M**
- **Conceptual Funding Shares**
  - Regional - 35% to 45%
  - State - 10% to 15%
  - County - 5% to 10%
  - Federal - 40% to 55%
- **Delay in federal grant could affect delivery approach\***



**\*Fall back plan may be to continue with conventional project delivery approach**

A 3D rendering of a globe with a highway, city, and river. The globe is tilted, showing a highway with cars and a truck, a city with various buildings, and a river with a boat. The background is a dark blue gradient with light blue curved lines.

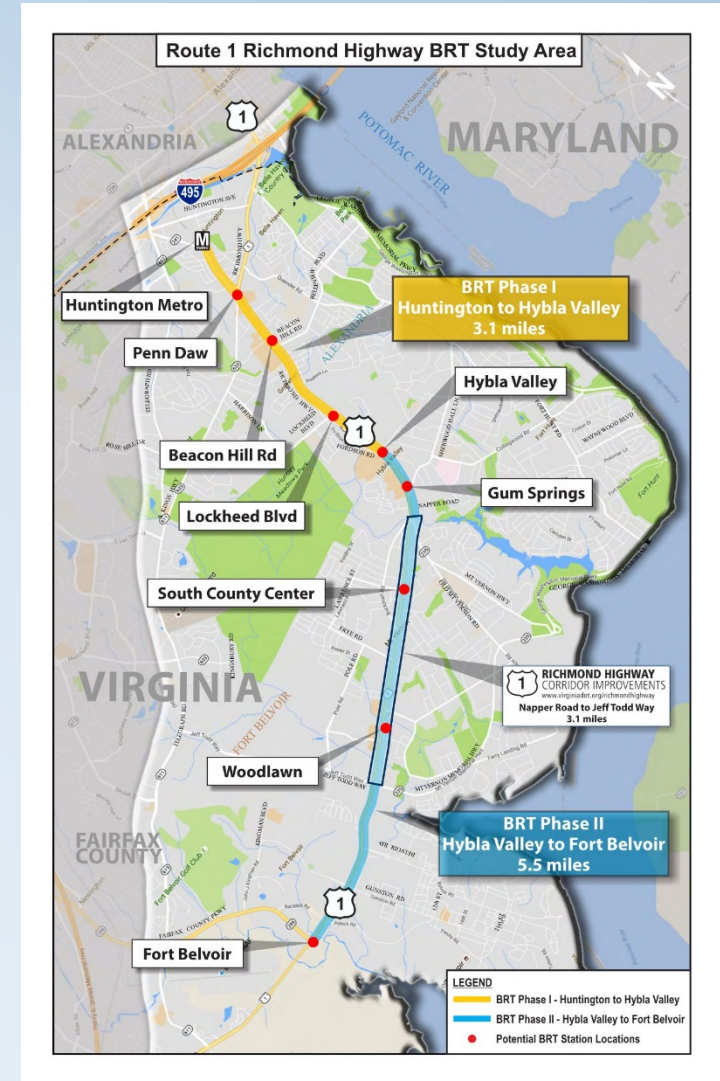
# Richmond Highway Bus Rapid Transit Brand Development Process





## Discussion Topics

- Goals and Objectives
- About Pulsar
- Our Work
- Approach/Branding Process
- Creative Process









## Objectives

The Richmond Highway Corridor BRT brand will:

- Bring the service to “life”
- Help to frame and position the Project and the Service within the community, businesses, stakeholders and potential users
- Build excitement and support for the Service in the community it will serve
- Create a foundation for building a case for federal funding for the project

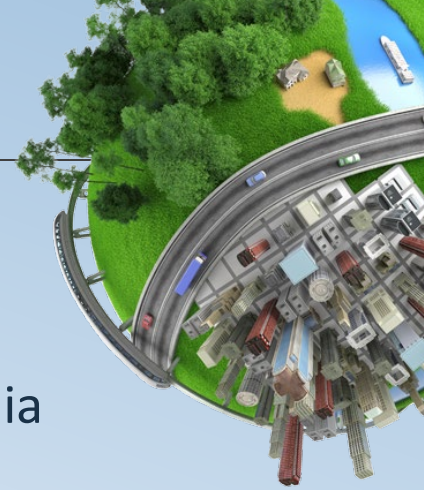




# Pulsar Advertising, Inc.

## “Do a World of Good”

Specializes in Branding, Advertising, Marketing, Public/Media Relations, Social/Digital/Mobile, Community/Business Outreach, Experiential, Media Planning/Buying, Marketing Planning and Market Research



### Transit

- BRT/Streetcar
- Fixed Route/Local Bus
- Express/Commuter Bus
- Commuter and Light Rail
- Passenger Rail
- On-demand/Deviated Service
- Fare Media Systems/Launch
- Fleet Design
- At Station/Stop Experience

### TDM

- Biking/Walking
- Car/Vanpooling
- On Demand Ridesharing
- Telework
- HOV/HOT Lanes Systems
- Park & Ride
- Car Sharing
- Guaranteed Ride Home
- Compressed Work Schedule

### Transportation

- E-Z Pass
- Capital Infrastructure
- Public/Private Partners – P3
- Airports
- Transportation Information Systems (Kiosks, Digital Displays)
- Construction and Congestion  
& Mitigation Communications



# Portfolio



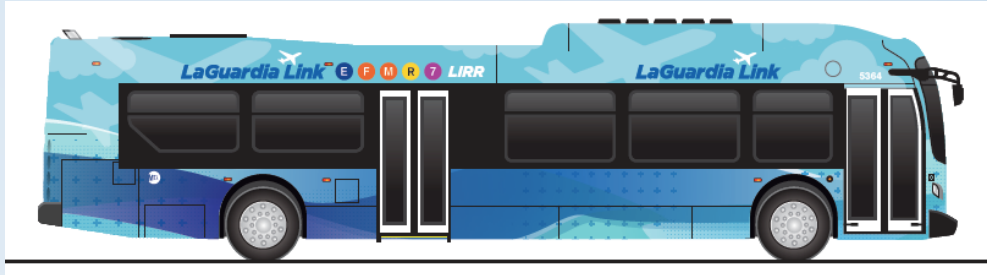


# Our Work





## NY MTA La Guardia Link Select Bus Service (BRT)



### Assignment

Re-brand NY MTA's LaGuardia shuttle bus service to new Select Bus Service (Bus Rapid Transit), providing non-stop shuttle bus service to travelers and airport workers with access from Woodside and Jackson Heights to LaGuardia Airport terminals B, C and D.

Pulsar was tasked to re-brand the service, redesign the fleet as well as wayfinding signage.

### Results

- The New LaGuardia Link (a sub-brand of The MTA and NYC Transit) creates a clear visual (even for tourists or casual travelers) that it's a link to downtown Manhattan
- The LaGuardia Link remains the cost of a MetroCard swipe
- 76% of riders benefit from a free transfer to a subway or connecting bus.



## DC Circulator DC Downtown Business Improvement District



### Results

Ridership has exceeded projections resulting in an expansion of the Circulator's service area and a plan to nearly double the fleet size

### Assignment

*Create an icon in a city of icons by developing not only a new transit brand, but a complete naming and branding campaign for a new BRT system designed under the leadership and direction of a complex group of 16 different stakeholder groups*

### Solution

Utilizing Pulsar's Workshop Approach – Developed the branding program including logo and fleet design and developed advertising program to launch and build the service





# County of Fairfax, Virginia

## DC Circulator

**I STAY UP LATE**  
GEORGETOWN - FARRAGUT SQUARE  
'TIL MIDNIGHT (WEEKENDS 'TIL 2)  
DRINK • DINE • DANCE  
dcccirculator.com

**I CRUISE THE MALL**  
SEE THE SIGHTS 7 DAYS A WEEK  
NATIONAL MALL • WWI MEMORIAL • SMITHSONIAN • NATIONAL GALLERY OF ART  
dcccirculator.com

**I GO TO TOWN**  
GEORGETOWN VIA WISCONSIN  
GEORGETOWN • GOLDEN TRIANGLE • DOWNTOWN  
dcccirculator.com

DCCirculator.com  
http://dcccirculator.com/  
Getting Started Latest Headlines

[circulator](#) [about](#) [how to ride](#) [route map](#) [see the sights](#) [advertising](#) [latest news](#)

**I COME HERE OFTEN**  
BUSES RUN EVERY 10 MINUTES

where can I take you today?  I want to get something to eat

[sign up for alerts](#) [contact us](#)

copyright © 2008 DC Circulator



# County of Fairfax, Virginia

## GTrans

### Gardena Municipal Bus Lines (GMBL) in the City of Gardena



### Assignment

GMBL was not well known within its broader community, in part, due to the fleet's outdated design and with its 75<sup>th</sup> diamond anniversary approaching; felt it was the perfect time to reevaluate its brand.

### Solution

Utilizing Pulsar's Workshop Approach, developed a new brand including logo and fleet design and developed advertising program to launch and build the brand

Branding process included focus groups of riders/non-riders (English and Spanish speaking)



## GTrans

### Gardena Municipal Bus Lines (GMBL) in the City of Gardena



## Results

The Workshops and Focus Groups revealed that *the “G” was important to the community and the employees* because it has been part of their identity for a long time. It was important to include the City of Gardena in the design because the employees felt proud to work in Gardena.

The Workshop approach created collaboration that *allowed everyone to feel involved and responsible* for the revitalization of the brand. Throughout the project we made sure to include stakeholders in every step of the process.



## BaltimoreLink MDOT Maryland Transit Administration (MTA)

### Assignment

To simultaneously rebrand a transit system at the same time it was being completely reengineered

### Results

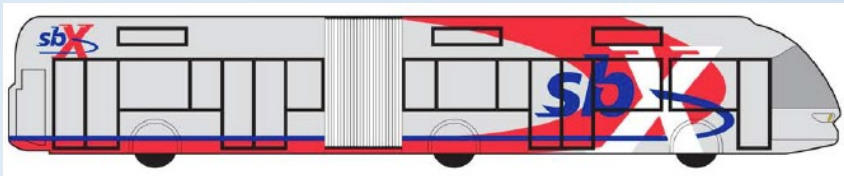
Rebranded entire system (bus, express bus, light rail and subway) under one unified brand – BaltimoreLink







## Omnitrans – San Bernadino, CA New BRT Branding and Public Support



### Assignment

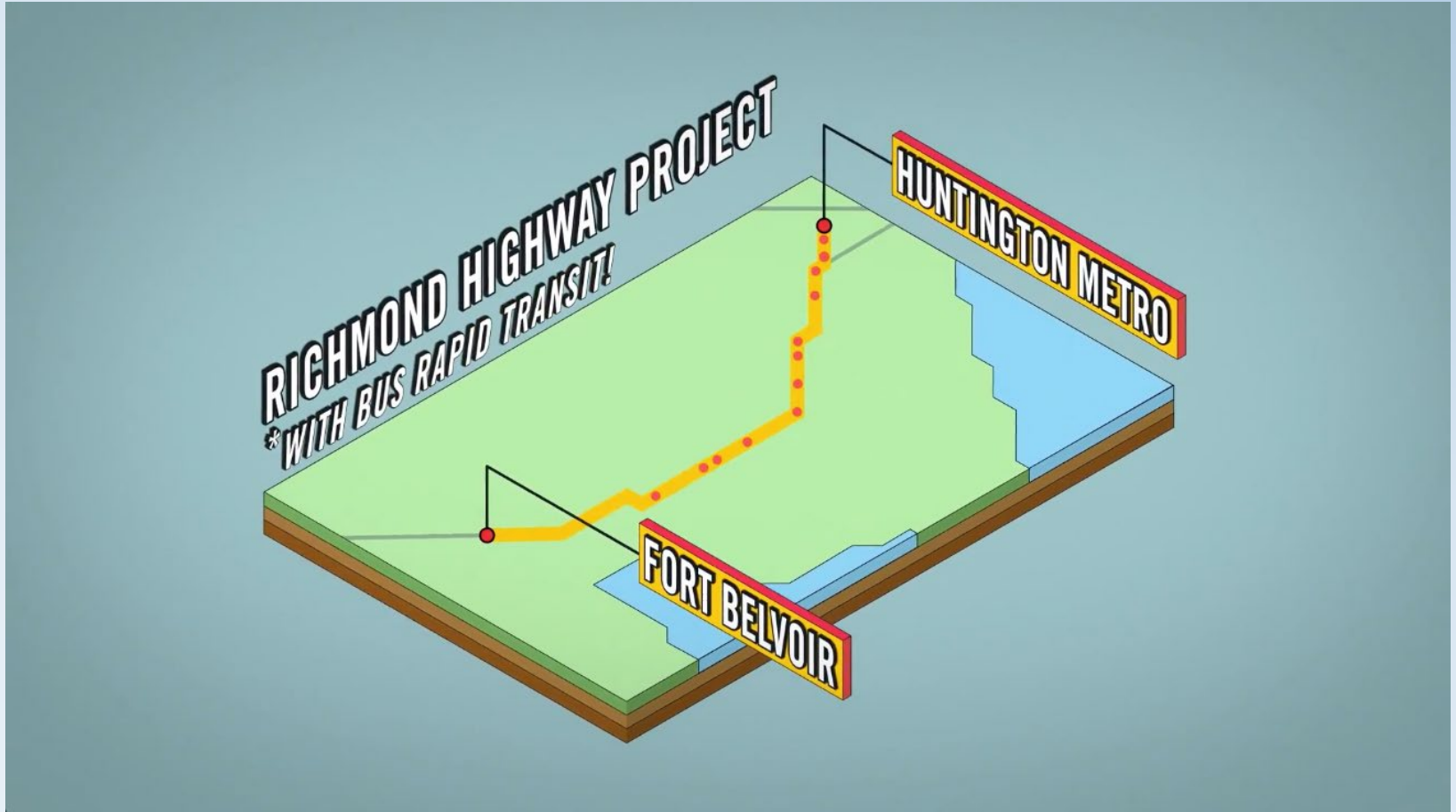
Omnitrans planned to introduce a new *type of transit service to its region – Bus Rapid Transit (BRT)*. The new BRT service not only required operational and equipment changes, it involved the *construction of an extensive, exclusive right-of-way network* through urban and suburban areas. Pulsar was retained to brand, introduce the concept of BRT and help support a funding initiative.

### Results

*Pulsar developed the system name, sbX, based on research. This program involved extensive public outreach efforts to introduce the concept to stakeholders and the general public. Pulsar adopted a branding solution to give the public a clear picture of what the new system would really look like and what it*

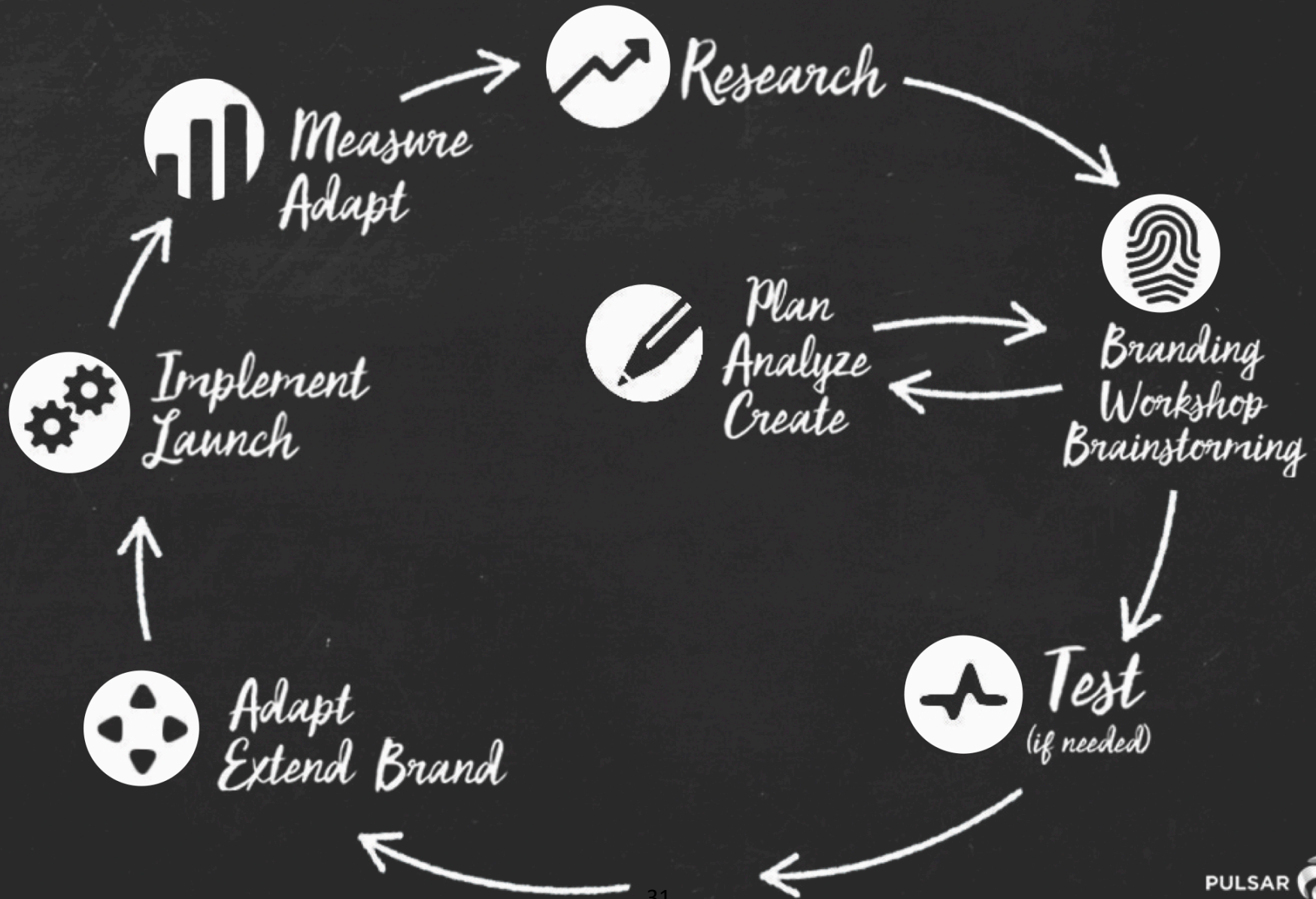
would be called. The concept behind the brand was to present an exciting image of what the tax initiative would actually support. The ballot initiative passed by more than 10 points, while most of the other tax initiatives on the same ballot were defeated.







# PULSAR'S BRANDING PROCESS









# The Process





# Branding Process

## Identify and Select the Brand Development Team (BDT)

- The best brands are developed when there is 360° representation on the Brand Development Team
  - Community, Business, Operational, Stakeholders
  - Age, Gender, Ethnicity representation
  - Group of no less than **7** members and no more than **17**

## Meetings with BDT

- 7 Branding Workshops (varying from 1 to 4 hours each)
  - Starting late May 2018 through January 2019





# Creative Process





## Creative Process

### Online Survey Open to All

- Winter 2018
- Summarize findings
- Present final recommendation first quarter 2019

### Guide

- Brand Standards Guide

### Templates

- Branding templates (PPT, newsletter, etc.)

**IT'S A QUESTION PARTY!**

**MY FAVORITE!**