Network for Success
Local Programs Workshop

Partnership and Innovation
Today’s Objectives

• Seize the opportunities to better our organization
• A high-level understanding of my vision and expectations
• Openly discuss how we model the behavior we expect from each other and our staff
• Identify and collaborate on ideas for how to make us stronger
• Interact as a team with open, frank, and professional discussion
Expectations

- Focus on **safety**
- Encourage an atmosphere of **trust and respect**
- Make **customer service** a priority (look to serve our internal and external customers)
- Model an environment of **problem solving**
- Ensure our approach is always **results/outcome oriented**
- Appreciate your role and the
- **impact** you have on others
Safety

- Total Number of Injuries between FY10 and FY12 **REDUCED** by 17% (587 vs. 489)

- Total Number of Lost Time Injuries between FY10 and FY12 **REDUCED** by 25% (159 vs. 119)

But can we do better?
Trust and Respect

Arrogance
Distrust
Forcing the numbers
Telling somebody
Micro-management

Empowering others
Humility
Trust
Integrity
Demonstrating through action
Meet your commitments
Customer Service

• We are each others customers
  – Districts have responsibility to deliver a dependable program
  – Divisions have responsibility to develop policies/procedures that enable the Districts

• We work for the Public and through Elected Officials
  – Are we proactively addressing the issues raised?
  – Are we focused on what’s important to them?

• Look for the connection between our actions and our customers
Customer Service

“Gate Keeper”
“Process Enforcer”
Discounts concerns
Waits

Enabler
Provides actionable ideas
Proactive
Mentor
Helper
Keeps advancing
Meets deadlines and budgets
Provides economic solutions
Customer Service

Reactionary
Waiting for the call

Proactive
Driving
Makes the call
Customer Service

“... VDOT residency engineer is working to solve problems.”

The Prince George Journal

Engaged with the community
Partner

Disengaged with the community
Adversary
Customer Service

You didn’t have the correct box checked.

... Asking for minutia

Here’s what I can do to get us there...

“Beat the deadline”
Results/Outcome Oriented

Where we want to be:
- Low volume, Rural/Rustic
- Typical
- Major Bridge or Tunnel w/ multiple structural redundancies

Risk Avoidance

Cost

Zero Risk
Problem Solving
Problem Solving

It can’t be done...

Thinking inside the box, to make it work!
Problem Solving

It can’t be done...

EA on I-95 HOT Lanes in 9 months!!!
Results/Outcome Oriented

• Test all we do against the *result or outcome* it will produce

• Be clear about what is important
  – Bridge performance data
    • I/P/S
  – Congestion
  – Emergency response
  – Financial Stewardship
    • On budget
    • Paying bills on time
  – Pavement condition
  – Program Delivery
  – Tracking our Most Important Infrastructure
Results/Outcome Oriented

This is not a District performance card; this is everyone’s performance card.

What actions do you take daily to ensure the program’s success???
My Commitment to You...

• To be willing to have the tough, but necessary, conversations
• To listen; to be frank, but respectful; to encourage a healthy dialogue; to promote an environment in which you can express yourself and your ideas are welcomed.
• To trust you to take action
• To pull us together as an effective unit
• In return, I expect excellence, honesty, and a sharing of a common purpose.

I can’t do this alone; you have to be willing to work with me... what actions can you commit to taking? What successes can you build upon?

“The best way to predict the future is to create it.”
Peter F. Drucker (1909-2005)
Expectations

- Focus on **safety**
- Encourage an atmosphere of **trust and respect**
- Make **customer service** a priority (look to serve our internal and external customers)
- Model an environment of **problem solving**
- Ensure our approach is always **results/outcome oriented**
- Appreciate your role and the **impact** you have on others
Your Thoughts/Questions?
U.S. Route 17/Dominion Boulevard

Local Programs Workshop
September 26, 2013
Chesapeake Transportation Projects

- Legacy of successfully delivering large-scale transportation projects
- Recurring themes of intergovernmental partnering, planning, prioritizing, perseverance, policy and legislative support, and public engagement
- Guiding principles of:
  - safety
  - congestion relief
  - economic vitality
  - fiscal feasibility
Chesapeake Transportation System

- The Chesapeake Transportation System (CTS) consists of the existing Chesapeake Expressway and the improved Dominion Boulevard.
- The CTS will operate as a single facility, with operations being combined to reduce redundancy and overhead.
- Tolls on the Dominion Blvd portion will not be imposed until construction is complete.
Historical Perspective

- Development of Dominion Boulevard and the Chesapeake Transportation System used an incremental approach spanning over 35 years
  - VDOT conducted location studies and held location public hearings on the corridor in 1972
  - Great Bridge Bypass opened in 1981 to alleviate traffic through the Great Bridge commercial corridor ($34M)
  - Oak Grove Connector opened in 1999 and connected the Great Bridge Bypass to Dominion Boulevard and Interstates 64 and 464 ($38M)
  - Chesapeake Expressway Toll Road opened in 2001 to address safety and mobility issues associated with heavy OBX bound traffic ($125M)
  - U.S. Route 17 South opened in 2005 and provided a four-lane controlled access facility from Dominion Boulevard to the North Carolina state line ($58M)
  - Dominion Boulevard construction began January 2013 and is scheduled for completion April 2017 ($345M)
  - Dominion Boulevard, Ph. 2, will improve the remaining 2 mile section of Dominion Boulevard, providing a direct connection from Interstates 64/464 to NC ($18M)
- Total investment, adjusted for inflation to current year dollars, is $722M
Innovative Financing Approach

- **Oak Grove Connector**
  - Unique financing in that the City dedicated its share of State recordation taxes distributed to localities to finance half of the annual debt service; other half of debt service supported by local general revenues
  - Bonds were sold by the State with the City administering the project

- **Chesapeake Expressway**
  - Funds consisted of a combination of Toll Facilities Revolving Account (TFRA), Urban Allocations, local contributions, and Senior Lien Bonds
  - Toll revenues support payback of the debt
  - Evaluated PPTA options but ultimately chose to develop project with all public funds in order to deliver project at the lowest possible cost to the public

- **Dominion Boulevard**
  - Funding consists of:
    - $150M senior lien bonds with net interest rate of 4.599%
    - $152M loan through the Virginia Transportation Infrastructure Bank, 3.33% interest rate
    - $85M of RSTP funds
Dominion Boulevard Project Development

- In 2008, at Mayor’s request, staff presented a strategy for funding and financing a $350M - $400M project
- Outlook for state funding was bleak at best
- Existing infrastructure conditions represented public safety threat
- In 2009, City Council appropriated $1.3M for an investment-grade traffic and revenue study
- From 2010 – 2011, City applied five times for Federal TIFIA and TIGER grants
- In 2010, City Council created the Chesapeake Transportation System to enhance the creditworthiness for financing Dominion Boulevard
- In 2011, General Assembly created authority for the VTIB program
- In 2012, City of Chesapeake receives the first ever loan through the VTIB
- Mayor Krasnoff championed the project, provided excellent leadership, and devoted endless energy to advancing the project to construction
Dominion Boulevard Project Team

- City Manager appointed the City Engineer and Assistant to the City Manager as co-leads for management of a multi-disciplinary project team

  - Engineering Team led by City Senior Project Manager, supported by Parsons Brinkerhoff, VDOT Project Manager and FHWA Area Engineer
  - Finance Team led by City’s Financial Advisor, supported by SDG as Traffic and Revenue consultant, PFM as project financial advisor, and City & VDOT Finance staff
  - Right-of-Way Team led by Deputy City Attorney and City Right-of-Way Agent, supported by project attorney and consulting firm of G&O
  - Public Communications Team lead by Public Works Information Specialist
  - Intergovernmental Coordination Team led by Assistant to the City Manager, with support from the Philip A. Shucet Company
  - All teams worked in parallel (to the extent possible) to expedite project delivery
Project Execution

- Each respective team held regular meetings to resolve outstanding issues and to prepare for joint monthly team meeting

- As deadlines loomed, monthly meetings were accelerated to weekly coordination meetings

- Weekly utility coordination meetings commenced once utility relocations began

- Quarterly project briefings provided to City Council

- Briefings also provided to HRTPO, CTB, and City Legislative Delegation

- Project website maintained and updated as needed

- Received Certification No. III from VDOT/FHWA which allowed the project to be advertised for construction although all right-of-way acquisitions and utility relocations had not been completed
  - early start helped reduce overall project costs (at 3% annual inflation, inflationary impact was over $28,000 per day)

- Quarterly meetings with ACOE, VDOT, and legislative delegation for past 20 years key to building relationships
• Roadway widening from 2 to 4 lanes from Cedar Rd. to Great Bridge Blvd.
• Replacement of the 2-lane drawbridge with a 4-lane, fixed-span, high-rise bridge
• Interchanges at Cedar Rd., Bainbridge Blvd., and Great Bridge Blvd.
• Fully automated toll collection system using E-Zpass
• Largest locally-administered project in the history of the Commonwealth
Dominion Boulevard Project Details

Contractor:
Dominion Boulevard Constructors – a joint venture of McClean Contracting Company, E.V. Williams Inc., Bryant Contracting, and R.R. Dawson Bridge Company

Original Contract Value:
$188 million

Construction Start:
January 7, 2013

Fixed Completion Date:
April 1, 2017
Dominion Boulevard Construction Highlights

- Fully Electronic Open Road Toll System -- no toll booths!
- Pile supported bridge approaches to reduce settlement concerns
- Wick Drains to decrease soil consolidation times
- On-site concrete batch plant to reduce number of deliveries across local street network and provide ultimate control of concrete scheduling
Construction Photos

Parts of a Pier
- Cap
- Column
- Footing
- Piles

Pile Driving Operations
Construction Photos

Pier Construction

Pile Bents
A 2010 traffic and revenue study established a theoretical toll of $2.30 which has been reduced by:

- Deferring projects and re-directing funds to Dominion Boulevard
- Securing low-interest VTIB loan
- Securing $55 million in grant funds

Because of those efforts, a toll rate of $1 for 2-axle E-ZPass users was adopted.

Tolls will increase 5% each year.

Non E-ZPass rate will be $2 higher and collected by Video/License Plate Recognition.

Note: Adoption of long-term rate schedule viewed favorably by rating agencies.

### Dominion Boulevard Toll Rate Schedule

<table>
<thead>
<tr>
<th>FY Ending 6/30</th>
<th>E-ZPass Rate</th>
<th>Non-E-ZPass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Two Axles</td>
<td>Each Additional Axle</td>
</tr>
<tr>
<td>2017</td>
<td>$1.00</td>
<td>$0.50</td>
</tr>
<tr>
<td>2018</td>
<td>$1.05</td>
<td>$0.53</td>
</tr>
<tr>
<td>2019</td>
<td>$1.10</td>
<td>$0.55</td>
</tr>
<tr>
<td>2020</td>
<td>$1.16</td>
<td>$0.58</td>
</tr>
<tr>
<td>2021</td>
<td>$1.22</td>
<td>$0.61</td>
</tr>
<tr>
<td>2022</td>
<td>$1.28</td>
<td>$0.64</td>
</tr>
<tr>
<td>2023</td>
<td>$1.34</td>
<td>$0.67</td>
</tr>
<tr>
<td>2024</td>
<td>$1.41</td>
<td>$0.70</td>
</tr>
<tr>
<td>2025</td>
<td>$1.48</td>
<td>$0.74</td>
</tr>
<tr>
<td>2026</td>
<td>$1.55</td>
<td>$0.78</td>
</tr>
<tr>
<td>2027</td>
<td>$1.63</td>
<td>$0.81</td>
</tr>
<tr>
<td>2028</td>
<td>$1.71</td>
<td>$0.86</td>
</tr>
<tr>
<td>2029</td>
<td>$1.80</td>
<td>$0.90</td>
</tr>
<tr>
<td>2030</td>
<td>$1.89</td>
<td>$0.94</td>
</tr>
<tr>
<td>2031</td>
<td>$1.98</td>
<td>$0.99</td>
</tr>
<tr>
<td>2032</td>
<td>$2.08</td>
<td>$1.04</td>
</tr>
<tr>
<td>2033</td>
<td>$2.18</td>
<td>$1.09</td>
</tr>
<tr>
<td>2034</td>
<td>$2.29</td>
<td>$1.15</td>
</tr>
<tr>
<td>2035</td>
<td>$2.41</td>
<td>$1.20</td>
</tr>
</tbody>
</table>
Transportation Toll Facility Advisory Committee

- TTFAC established to serve in an advisory capacity to the Chesapeake City Council and to review and provide recommendations to City Council on any proposed increase in tolls, fees, or other charges

- The TTFAC shall hold at least one public hearing prior to considering rate increases

- Five member committee consisting of:
  - One member with a technical background, such as an engineer or architect;
  - One member that is a principle, officer, or owner of a business;
  - One member that has a financial background;
  - One resident at large; and
  - One attorney

- Meetings are held quarterly; staff support provided by Public Works
Keys To Success

- A vision for the future
- Strong political leadership
- Willingness to prioritize and make hard decisions
- Excellent project partners
- Clear and frequent communication
- A great team with numerous subject matter experts – it really does take a village to deliver a large-scale transportation project!
Blue Ridge Crozet Tunnel Rehabilitation & Trail Project

Stephen A. Carter | County Administrator | Nelson County

Presentation to the Local Programs Workshop
September 26, 2013
(Introductory Remarks & Overview)

• Blue Ridge Tunnel: history and information
• Tunnel project: overview and status
• Tunnel project: process and highlights
The Blue Ridge Tunnel is located at the intersection of Albemarle County, Augusta County, and Nelson County (adjacent to Waynesboro).
Tunnel History

West Portal
Augusta County
Near Waynesboro

(historic photo: unknown date)
Tunnel History

“New” East Portal (left) and Original East Portal (right-center)

(historic photo: 1968)

C&O E8 No. 4014 leads the eastbound Sportsman out of modern-day Blue Ridge Tunnel’s east portal. The dark area above No. 4014 is the east portal of the original tunnel. Photo by the author, April 14, 1968.
Original East Portal

Afton | Nelson County
Spring 2012
Current Status:
Blue Ridge Tunnel

• Currently closed to the public (off limits)
  – Illegal visitation is a growing problem

• Increasing vandalism...
  (esp. west portal)
  – Graffiti
  – Trash / litter
  – Physical vandalism to Tunnel itself

• Promising future...
  – Shovel-ready project
  – Phase I construction funds awarded (VDOT/MAP-21)
Tunnel Context: Rockfish Gap near Waynesboro
Tunnel Context: Two National Park Units
Tunnel Context: TransAmerica Bicycle Route 76
Tunnel Context: Rural Historic District
Blue Ridge Tunnel Project:
Special Location & Opportunity

Site Vicinity Map

- Proposed Trail
- Proposed Trail [inside Tunnel]
- National Park
- Rural Historic District
- Appalachian Trail
- U.S. Bicycle Route 76
- Active Rail Line
- City / County Boundary
Tunnel Project Status:

100% Construction Drawings
Tunnel Project Status: Phase I

- old rail bed = new trail
- Rails-WITH-Trails
- establish Afton trailhead
- universal access

first section of trail:
- old rail bed = new trail
- Rails-WITH-Trails

**Phase I**

($749,149)
Phase I
- repairs & restoration for western portion of tunnel

Phase II
- two "bulkheads" or "plugs"
- remove internal barriers
- repairs & restoration for western portion of tunnel

Phase III
- ($1,427,161)

Tunnel Project Status: Phase II
Tunnel Project Status: Phase III

**Phase III**
- $1,427,161
- Connect west portal with new west trailhead
- Reuse historic road bed
- Maximize connectivity with Waynesboro

**Phase III Summary**
- West trailhead
  - Reuse historic road bed
  - Maximize connectivity with Waynesboro
- Finish trail construction:
  - Connect west portal with new west trailhead
Tunnel Project Status:

100% Construction Drawings + Phase I Implementation Funds

Phase I
($749,149)

Phase II
($405,994)

Phase III
($1,427,161)
Tunnel Project Status: Phase I

- East Trailhead (Afton)
- site improvements (drainage, etc.)
- 1+ mile long universal-access trail leading 1,400’ into Tunnel (ending at existing “bulkhead”)
- barrier between trail and active rail line (“Rails-WITH-Trails”)
Tunnel Project Status:
Recent Grant Awards

MAP-21 program  
(Phase I implementation funds)

VDOT  
Virginia Department of Transportation

NPS Rivers, Trails, and Conservation Assistance program  
(technical assistance)

Recreational Trails Grant program  
(property acquisition funds)

DCR  
Virginia Department of Conservation & Recreation
Blue Ridge Tunnel Project: Timeline & Milestones

- Nelson County Staff & BoS initiate project
- Tunnel Site Visit: VDOT Staff
- Transportation Enhancement Grant
- CSX Donates Tunnel; Nelson (creative appraisal)
- Tunnel Foundation Re-Launched
- NPS RTCA Grant
- MAP-21 T.A. Grant Award

- 2001
- 2003 & 2005
- 2007
- 2012
- 2012
- 2013

= conventional activity
= creative activity
Tunnel Project Status: Regional Collaboration

...steadily increasing regional participation and commitment...
Regional Collaboration & Coordination:

- Non-profit organization
- Established 2007; revised 2012
- Comprised of leaders from all project partners (and growing)

- Private fundraising and public/private support and participation
- Partnership development
- Multimedia and marketing
Regional Vision: National Park Units

Blue Ridge Parkway + Shenandoah NP + A.T.
Regional Vision: TransAmerica Bicycle Route 76
Long-distance bicycle touring throughout Central Virginia
Regional Vision: Community Connections
support local & regional non-motorized trail systems
(Questions?)