

MEMORANDUM

To: Aaron Wilson, Missoula MPO
From: Jennifer Wieland, Nelson\Nygaard
Date: May 11, 2021
Subject: Missoula Connect Additional Budget Request

We began work on Missoula Connect in late December 2019 and had to shift elements of our project approach and work plan in response to COVID-19. Due to the pandemic and resulting changes to the project schedule, our work is continuing for several months longer than planned. Beyond the longer project duration, we have also expended more budget than anticipated, largely due to greater levels of effort (resulting in better outcomes), additional work beyond the project scope, and an evolving understanding of the needs of the MPO and the Missoula region.

This memo details the out-of-scope work Nelson\Nygaard has completed and the additional budget expended on those tasks (beyond the contracted budget). It also outlines tasks that remain and the budget required to complete them. Due to the out-of-scope work, we are requesting additional funds to cover the overages and provide budget to complete Missoula Connect by June 30, 2021.

OUT OF SCOPE WORK

The table below describes work the Nelson\Nygaard team has performed that was above and beyond the contracted scope of work and task-level budgets. The overages by task are shown in the cost column and total approximately \$66,000. The information below is current as of April 30, 2021.

Task	Description	Cost
1.3 Ongoing Project Management, Meetings, and Coordination	The project was originally scoped for 14 months, with biweekly project team meetings. Assuming completion in June 2021, the project will have a 19-month duration. Five additional months of project management and meetings has (and will) generate additional cost.	\$5,000

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Task	Description	Cost
2.1 Existing Conditions and Deficiencies Review	<p>Rather than developing a technical memorandum of existing conditions, we created a graphic, reader-friendly Existing Conditions Report. This decision was important to help make Missoula Connect more accessible to a broad audience, particularly given the shift to all-virtual engagement due to COVID. The Existing Conditions Report provided an easy way for people to learn about the planning process and understand existing conditions, and the graphics were reused in web-based presentations and other project materials.</p> <p>We also had to conduct significantly more data analysis and mapping than anticipated due to challenges with safety data, older datasets, and available methodologies (e.g., Invest Health equity areas). Nelson\Nygaard has absorbed a portion of this cost, as we were not as proactive as we should have been at addressing data needs and issues in the early phases of the project.</p>	\$6,000
3.2 Stakeholder Outreach	<p>Meetings with TTAC and TPCC are referenced in Task 1.3 of the scope and also noted in this task, but we are capturing them here for simplicity. Nelson\Nygaard has attended and presented at monthly meetings with both TTAC and TPCC throughout the project. Our budget assumed that we would attend 3-4 meetings (associated with in-person visits and technical tasks). Regular meetings with the committees have been incredibly valuable for the project, but they resulted in significant additional time for meetings, developing presentations and materials, and responding to requests.</p> <p>Additionally, we held small group and 1x1 meetings with City and County stakeholders in the project identification phase of the project and at several other points (e.g., evaluation, scenario development) to review work in progress and gather feedback. These were also very helpful but were beyond the scope (and more time consuming due to the need for multiple virtual meetings).</p> <p>We also prepared for and presented at 3 City Council and Planning Board meetings, which were unscoped.</p>	\$16,000

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Task	Description	Cost
3.3 Community Outreach	Due to COVID, we had to dramatically change our approach to engagement and create new tools and schedules for a virtual environment. We anticipated 3 rounds of community engagement—values and goals, projects, and recommendations—but instead completed 4 rounds of engagement (adding scenarios to the list above). With the move to all-virtual outreach, we held more open houses and meetings than anticipated. We repurposed direct expenses to cover some of these costs, but the additional round of engagement was beyond our budget.	\$5,500
3.5 Public Involvement Content Creation	Related to Task 3.3, we found ourselves creating new tools and far more content than originally anticipated. We developed website content on multiple occasions, created additional rounds of survey questions, developed video scripts and recorded videos, drafted additional social media plans and posts, and created printed materials and e-flyers at 3 points in the project. We also created 2 alternate formats to collect project ideas and developed 2 public-facing interactive maps.	\$4,500
4.2 Needs Assessment and Project Identification	Developing the comprehensive project list also required an unanticipated level of effort. The data layers of planned projects were often outdated, inaccurate, or needed to be refined. We processed a significant amount of public input, and we worked with MPO and City/County staff to identify and map new projects. This required the team to manage far more projects than anticipated, and the shifting nature of planned and programmed projects has required ongoing refinement of the project list. These efforts have resulted in a very comprehensive list (which has continued to grow and undergo revision throughout the project).	\$3,000

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Task	Description	Cost
4.4 Scenario Refinement and Testing	The scope of work anticipated using only the regional travel demand model to analyze scenarios (and did not anticipate multiple scenarios). We dramatically exceeded the budget for this task due to the extensive number of off-model analyses conducted for 3 scenarios. Nelson\Nygaard has absorbed some of this cost, as we should have revisited the scope and budget before embarking on the analyses. The 85-page technical memo summarizing the scenario analyses and results—along with maps, tables, and graphics we created for multiple presentations—were also out of scope.	\$15,000
5.2 Performance Monitoring and Implementation Plan	Two elements resulted in a greater-than-anticipated level of effort for this task. The first was the unexpected repeal of the local option fuel tax, which necessitated creating two implementation plans (i.e., phasing of the recommended scenario). The second was a much more extensive programs and policies effort (which fed into the draft plan). The programs and policies were included in the original scope, but we developed a very robust list, including preliminary programmatic recommendations in the early months of the project.	\$4,000
5.4 Draft Long-Range Transportation Plan	The draft plan is both longer and more detailed than anticipated in the original scope and budget. It is also very reader-friendly, accessible, and graphic. Creating the draft required an additional round of review and revision, including the addition of new spreads and content (as well as changes to project lists and maps) when the draft was already in InDesign. These changes have resulted in a draft that we hope is close to a final plan, but they did require additional effort.	\$7,000
TOTAL		\$66,000

TASKS REMAINING AND ESTIMATED COST

We have fully expended the contracted budget (and are well beyond it, as described above), yet there are still scoped tasks remaining. The table below illustrates the outstanding tasks and the estimated budget to complete them. We are happy to work with the MPO to refine the anticipated level of effort and shift resources around as needed. We may also be able to delegate some tasks back to MPO staff and realize additional cost savings by doing so.

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Task	Description	Cost
1.3 Project Management	Continue project management meetings and internal team coordination meetings for 2 months (through June 2021).	\$2,500
3.2 TTAC, TPCC, and Council Meetings	Develop presentations for and present at TTAC, TPCC, and City Council meetings in May and June (5 meetings).	\$2,500
4.6 Emerging Mobility Playbook	We have created all content for the playbook and are nearly ready to deliver a draft for MPO review. If we shift this to a Word-based report, we can complete the first draft with no additional budget. The funds requested cover revisions to the draft. (If a highly graphic report is desired, we can discuss the likely budget needs.)	\$1,000
5.5 Final LRTP	With significant effort expended to ensure the draft plan was as close to final as possible, we are hoping to streamline final revisions and reduce the cost to finalize the plan (from \$13,000). If the MPO is able to manage the review and consolidation of all comments, we may be able to reduce this further. However, without knowing the number or type of changes that will be needed, it is difficult to estimate potential additional savings.	\$8,000
5.6 Resident's Guide	Because the draft plan is highly graphic and reader-friendly, we can likely reduce the budget (from the original \$7,000) a bit. We will need to agree on a very clear outline and avoid multiple rounds of edits to ensure we can deliver this within the budget estimate.	\$3,000
5.7 LRTP Dashboard	The performance measures that could be included in a dashboard have been established in the draft plan. However, no work to develop graphics or create a web-based interactive format has begun. We originally budgeted this task at \$10,000 but believe we can work with you to deliver it more economically.	\$7,000
TOTAL		\$24,000

Thanks for your willingness to discuss additional budget needs and work with us to address past overages. We appreciate your partnership!