



# Strategic Plan

December 2017

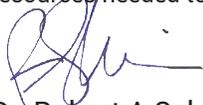
# Acknowledgments

## From the Executive Director

I would like to thank the community, PRTC Commissioners, and staff for working together to develop our Strategic Plan. This plan establishes an ambitious path forward for PRTC to become a multimodal transportation leader in the greater Prince William County area. I am proud of the direction that it leads our organization and look forward to the plan's implementation.

At the basic level, strategic planning is a tool organizations use to identify problems, issues, and solutions while developing a systematic plan for implementation. The plan is specific enough to ensure the focus of the organization outlined in our positioning statement is maintained but flexible enough that specific actions can be adapted to meet real-world challenges, both expected and unexpected. It must be a living document that our staff should not only understand, but also take on ownership. This report outlines action items we can undertake immediately to ensure progress is being made each day toward implementation. In fact, some of PRTC's new initiatives are already underway, such as working with the City of Manassas to optimize local bus routes and improving how our services are communicated to the public.

I am eager to continue engaging with members of the community and key stakeholders as our organization continues to expand our role in the region. Special thanks is owed to members of the PRTC Strategic Plan Steering Committee for leading the organization through this process and for providing the resources needed to help us envision an even better future.



**Dr. Robert A. Schneider**

*Executive Director*



## From the Chairman

On behalf of the PRTC Strategic Plan Steering Committee and the PRTC Commission, I would like to convey my excitement for the future of PRTC and the vision of a multi-modal transit system that quickly and safely moves commuters and travelers throughout Prince William County and the Greater Capital Region. This Strategic Plan outlines a bold yet achievable vision for transforming the organization into a transportation leader that will play a pivotal role in serving the needs of our ever growing and diverse community.

Through our extensive outreach process we overwhelmingly heard that members of the community are looking for expanded PRTC services and new, more efficient ways to travel. The business community is striving to establish new locations around transit-oriented development and is seeking a partner who is willing to lead and propose bold new solutions to existing transportation challenges. The strategic recommendations presented in this plan outline the path for PRTC to become a regional transit leader, as well as a critical partner for existing and future transit systems, including Metrorail, high-speed rail, bike share and Fast Ferry. PRTC will play an even more integral role in improving the region's quality of life and will continue to keep the Prince William area a community of choice for residents and businesses.

I would like to thank fellow members of the PRTC commission that served with me on the Strategic Plan Steering Committee for their dedicated efforts in crafting the vision and actions that make up this Plan. But this is just the beginning. I am confident that PRTC staff, elected leaders, and the Commission will work together to achieve the vision set out in this ambitious and forward-thinking plan for PRTC and our region.



**Frank Principi**

*PRTC Chairman*



# Table of Contents

Acknowledgments	2
Introduction	2
Vision	4
Study Process	8
PRTC Today	10
Outreach	14
Future Trends	18
Strategic Recommendations	24
Implementation	34
Supporting Information	40

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**PRTC would like to extend its appreciation to members of the Strategic Plan Steering Committee whose passion and leadership were critical to the development of the plan:**

- Hon. Frank Principi, Prince William County, PRTC Chairman
- Hon. Jeanette Rishell, City of Manassas Park, PRTC Vice-Chairman
- Hon. George Barker, Senate of Virginia, PRTC Commissioner
- Hon. Ruth Anderson, Prince William County, PRTC Commissioner
- Hon. Pamela Sebesky, City of Manassas, PRTC Secretary
- Hon. Martin Nohe, Prince William County, PRTC Commissioner
- Todd Horsley, Virginia Department of Rail and Public Transportation (DRPT), PRTC Alternate

PRTC would also like to acknowledge all of its Commission members for their support and guidance throughout the development of the plan.

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**PRTC staff played a critical role in the development of these recommendations. We would like to offer special recognition to the following individuals for their significant contributions:**

- Eric Marx, former Interim Executive Director
- Dr. Robert A. Schneider, Executive Director
- Charles Steigerwald, Director of Strategic Planning
- Holly Morello, TDM Program Manager
- Perrin Palistrant, Director of Operations and Operations Planning
- Gina Altis, Executive Administrative Assistant
- Althea Evans, Director of Marketing and Communications
- Katy Nicholson, Marketing Assistant
- Christine Rodrigo, Public Relations Specialist

PRTC would also like to thank the following other groups and organizations for their support, without which the strategic plan would not be possible:

- Virginia Department of Rail and Public Transportation (DRPT)
- Kimley-Horn
- SIR, Inc
- Connetics Transportation Group



## PRTC: Multimodal Service Provider

The Potomac and Rappahannock Transportation Commission (PRTC) is a multimodal, multijurisdictional agency representing Prince William, Stafford, and Spotsylvania Counties and the cities of Manassas, Manassas Park, and Fredericksburg. Located in Virginia about 25 miles southwest of Washington, D.C., PRTC provides commuter bus service along the busy I-95 and I-66 corridors to points north (OmniRide & Metro Direct), and local bus services in Prince William County and the cities of Manassas and Manassas Park (OmniLink & Cross County Connector). PRTC also offers Omni Match, a free ridesharing service, and Omni SmartCommute to help Prince William area employers expand commuter benefit programs.

Operated by PRTC in partnership with the Northern Virginia Transportation Commission (NVTC), the Virginia Railway Express (VRE) provides commuter rail service along the Manassas and Fredericksburg lines, connecting to transit providers at stations in Virginia and the District of Columbia.



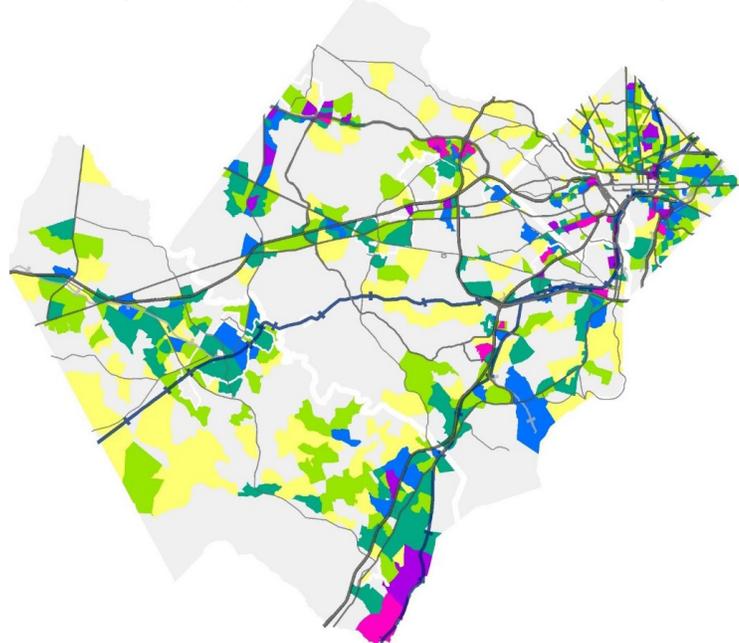
## Planning for Transformation

PRTC is being called upon more than ever to deliver multimodal transportation services as a key component of the transportation system for Northern Virginia and the Fredericksburg Region. Strategically, PRTC's services go well beyond serving solely a transportation purpose. PRTC is instrumental in helping localities achieve their economic and land use vision for their communities. This plan connects local visions with strategies and actions that will leverage PRTC's expertise and transform PRTC into a leading service provider.

## Driving the Need for Change

- **The region is growing** – Northern Virginia continues to attract new jobs and residents at a rapid pace. By 2040, approximately 1.4 million new jobs and people are forecast within the PRTC service area.
- **It's time for PRTC to rethink its role as an organization** – It is apparent from public and stakeholder feedback that many people see PRTC today as just a bus provider or are not even aware of PRTC. PRTC desires to be more of a multimodal leader in coordination with its regional partners.
- **Demographic patterns continue to change** – In Prince William County and Northern Virginia, it is becoming increasingly popular to live in transit-oriented and walkable communities. As these trends continue and fewer people choose to own automobiles, transit will play an increasingly important role.
- **Technology is advancing rapidly and influencing travel behavior** – Automated vehicles, real-time information, and transportation network companies (TNCs), such as Uber and Lyft, all have and will continue to have a dramatic impact on travel behavior, especially in more developed areas. PRTC needs to figure out how to embrace and leverage these technological advancements.
- **PRTC has faced financial challenges in recent years** – Ridership decreases and funding constraints have led to decreased revenue and forced service cuts and fare increases. Short-term fixes have been implemented but it is critical that PRTC identifies longer-term sustainable solutions.

Forecast growth of jobs and population in Northern Virginia



### Legend

Forecast Increase in Activity (Jobs + People)  
for years 2015-2040

Fewer than 250	2,500-5,000
250-500	5,000-7,500
500-1,000	More than 7,500
1,000-2,500	

Source: MWCOG Round 8.4 Forecasts

# Vision

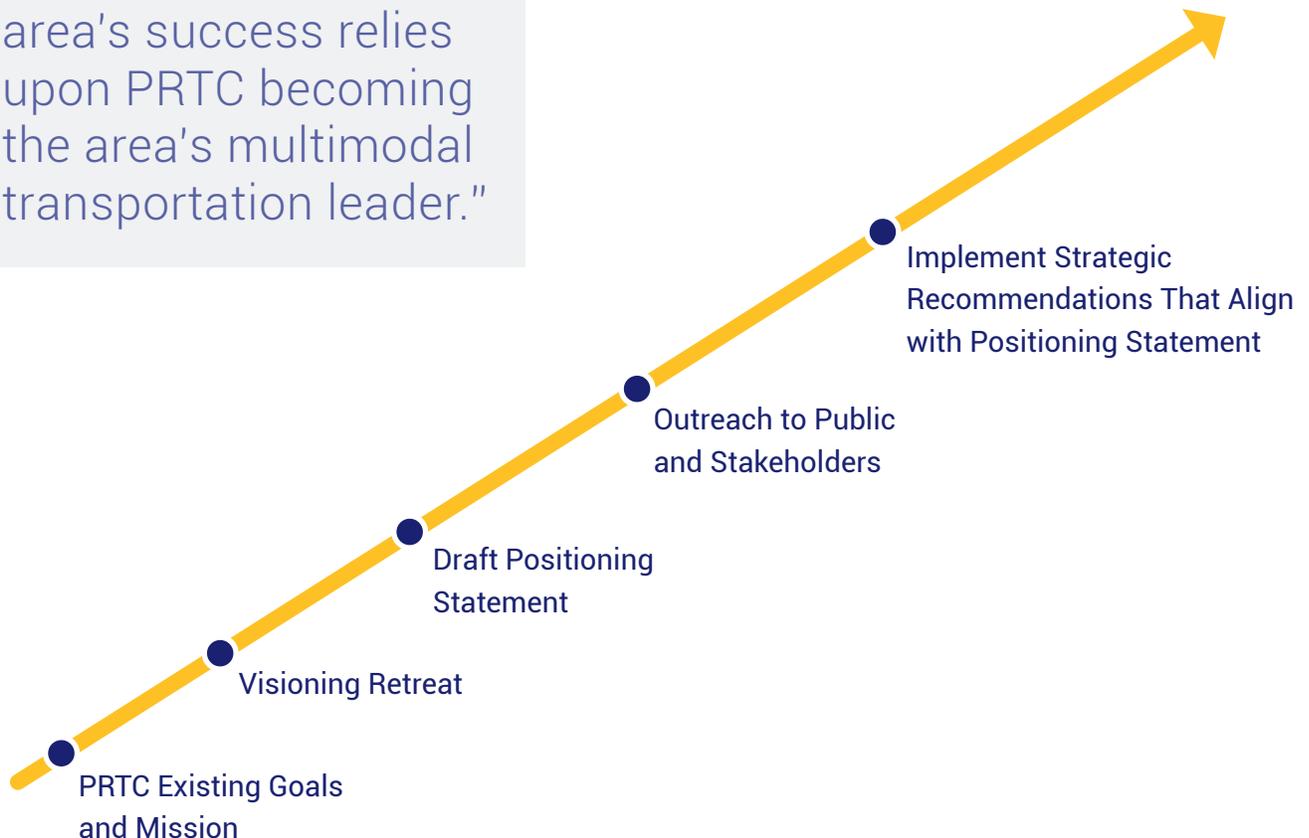
PRTC's vision was reimagined through better understanding of local objectives, analysis of current and future trends, and listening carefully to stakeholders' and citizens' expectations.

The visioning process was led by PRTC Chairman, Frank Principi, included members of the PRTC board, staff, and key stakeholders from the community. To refine the vision developed at an initial visioning retreat, a public survey was developed to gain input from both riders and nonriders in the greater Prince William County area. Additionally, interviews and focus groups were held with members from the business community to gain their perspectives and feedback on how PRTC can best serve the community. Valuable input was received and used to develop strategic recommendations presented later in this plan.

Development of a new vision for PRTC spanned the length of the process and involved input from many key stakeholders.



The Prince William area's success relies upon PRTC becoming the area's multimodal transportation leader."



## PRTC's Strategic Vision

PRTC convened a visioning retreat on Saturday, December 3, 2016, to begin the process of developing a renewed strategic vision for the agency. Attendees included representatives from PRTC, local jurisdictions, state agencies, special interest groups, public education entities, and private institutions.

Through the visioning retreat and other input received, some key themes emerged that were central to what PRTC strives to be in the future. These themes are captured in PRTC's new positioning statement.

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### Key themes included:

- Strengthening regional partnerships
- Serving a key role in helping the Prince William County area grow
- Becoming known as more than "just a bus company"

### What is a Positioning Statement?

*How you want your customers and stakeholders to know and understand your organization—the one sentence or thought they keep in their minds that helps "position" you relative to others.*

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## PRTC's Positioning Statement

For the greater Prince William area's growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area's network of convenient, livable activity centers to one another and to the larger region in a way that makes the greater Prince William area the community of choice.

## Charting the Path

Recommendations in this plan will take a significant investment in time and resources as well as continued coordination with regional partners and the private sector.

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Implementing this plan will allow PRTC to:



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### **Become a Multimodal Leader**

Fill the void in transportation and land use decision making by becoming a multimodal leader that brings together public and private interests



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### **Recapture Market Share**

Recapture market share through improvements to service quality, public-private partnerships and a performance driven approach



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### **Build Ambassadors**

Build an army of ambassadors through public and private partnerships to promote travel options



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### **Quality of Life**

Pursue transformational projects that will accelerate the quality of life for Prince William area residents and businesses



# Study Process

The strategic planning process includes three phases. To date, phases I and II have been completed. The next step in phase III will be to apply the strategic recommendations to identify route- and service-specific improvements that align with PRTC's vision.

## Phase 1

Strategies for establishing alternative funding mechanisms and sources

Research on existing PRTC practices, and industry best practices resulting in a comprehensive list of potential expanded and new funding sources for PRTC.

## Phase 2

Reevaluate PRTC vision and identify strategic recommendations

Extensive public and stakeholder outreach lead to a renewed vision for PRTC and the identification of the path forward to achieve that vision.

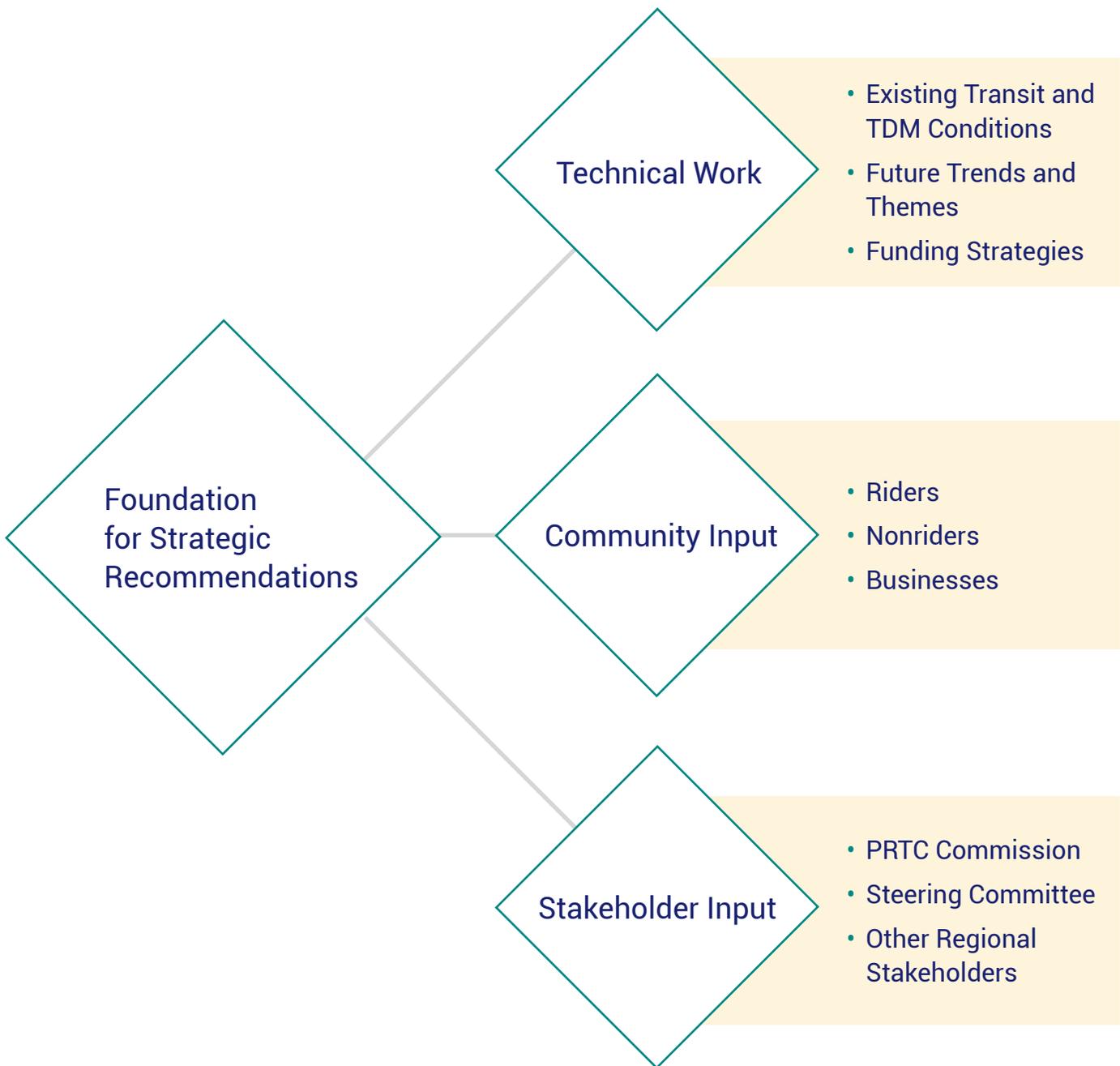
## Phase 3

Transit Development Plan (TDP)

Transportation Demand Management (TDM) Plan

A detailed look at the transit service and TDM programs that PRTC offers to identify fiscally-constrained services for the upcoming years that align with the strategic recommendations.

The strategic planning process was a collaborative effort, rooted in input from diverse groups and supplemented by technical analysis focused on trends within PRTC and throughout the region.



## Transit

As part of the strategic planning process, the project team conducted a high-level assessment of the services PRTC currently offers.

## Key Takeaways

### 1. Ridership continues to trend downward, while costs are increasing

- Reasons for decline vary
- Similar trends occurring in the Metropolitan Washington Region (mixed nationally)

### 2. PRTC serves two distinctive markets

- Commuters to D.C. Core – older, high-income workers, drive to access the bus
- Locals – younger, low-income residents, riding for various reasons, walk to access the bus

### 3. PRTC's operating model for OmniLink should be reexamined due to expected growth and land use changes

- One of the first in the country to operate demand response/ flex route service
- Mainly in suburban and exurban areas, the model prevents additional costs by meeting general public and human service demand, while complying with Americans with Disabilities Act requirements all through one service
- In growing and urbanizing areas, there are opportunities to explore alternative options to serve paratransit needs

### 4. Near-term growth opportunities are out there for OmniRide

- Some routes still experiencing overcrowding
- Address unmet demand with additional trips (e.g., Gainesville service)

## PRTC Transit by the Numbers

# 2.8

Million

*Bus riders per year*

# 16

Commuter  
Bus Routes

*(OmniRide & Metro Direct) to Northern Virginia and D.C.*

# 7

Number of local bus routes (*OmniLink and Cross County Connector*) connecting the greater Prince William County Area

*Source: PRTC*

# Transportation Demand Management (TDM) Programs

## OmniMatch

- Offers residents and employers:
  - Commuter and travel information
  - Trip planning
  - Ridesharing services, such as carpooling and vanpooling
- 330 square-mile service area, home to more than 451,700 residents and 225,900 jobs (2015)

Source: U.S. Census

## Omni SmartCommute

- Offers Prince William County employers assistance with:
  - Employee Commute Surveys
  - Telework Programs
  - Emergency Preparedness
  - Transit Subsidies
  - Carpool/Vanpool Formation
  - Biking/Walking to Work
  - Alternative Work Schedules
  - Parking Management

## Key Takeaways

### 1. OmniMatch is one of the most successful TDM programs in Virginia

- Highest rate of contact and one of the highest rates of awareness
- Several opportunities to improve program success

### 2. Leveraging partnerships is a highly successful and efficient approach

- 1,500 Prince William County residents registered with Commuter Connections
- Regional Megaprojects (such as Transform 66 and I-395 HOT lanes) provide resources for program expansion

### 3. Omni SmartCommute is resource constrained but has significant potential to benefit employers and increase use of PRTC services

- Employers become partners in encouraging use of PRTC services
- Need to break territorial barriers and reach employers in other jurisdictions

### 4. Vanpooling provides mobility opportunities

- Approximately 620 vanpools are enrolled in the Vanpool Alliance program
- Those 620 vanpools consistently report a total of approximately 120,000 passenger trips per month

## What is TDM?

*At its core, TDM is promoting any alternative to traveling alone in a single-occupant vehicle. Often TDM is a low-cost solution to increasing travel choices and is most effected when large concentrations of residents or employers can be engaged collectively.*



## PRTC's Role in the Regions

PRTC is one of key service providers in the Northern Virginia and Fredericksburg Regions. PRTC partners with agencies and private entities at the state, regional and local level.

### Local

- Provide input on transit-related matters such as amenities at new developments and design of park-and-ride lots
- Active in the community and with organizations such as the Coalition for Human Services

### Regional

- Members from PRTC are regularly involved in the regional metropolitan planning organizations such as Metropolitan Washington Council of Governments (MWCOCG) and Fredericksburg Area Metropolitan Planning Organization (FAMPO)
- Close coordination and shared initiatives with PRTC's counterpart, Northern Virginia Transportation Commission

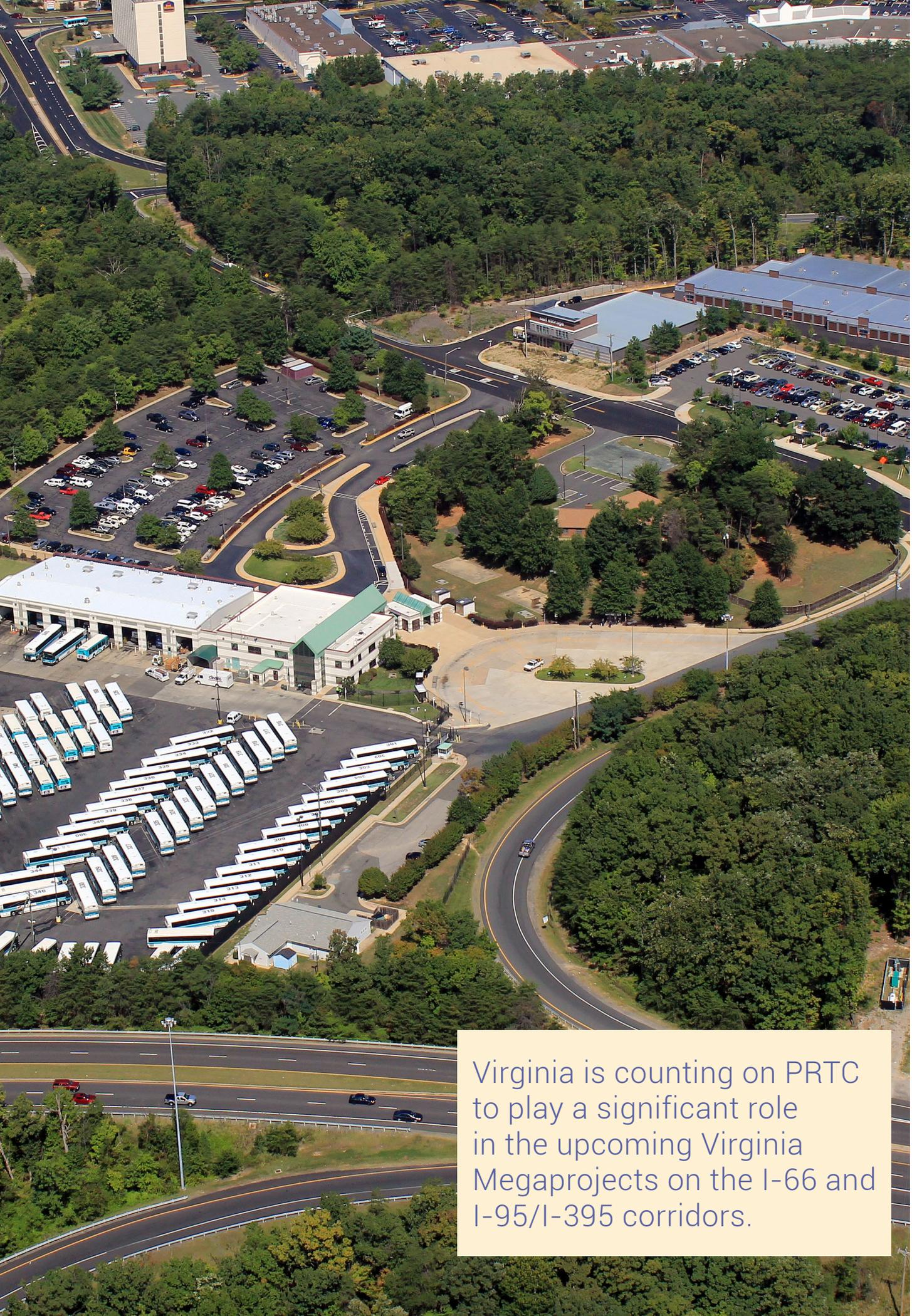
### State

- Participant and funding recipient for the state-led I-66 and I-395 Megaprojects

### Federal

- Involved in national transportation research through the Transportation Research Board (TRB)





Virginia is counting on PRTC to play a significant role in the upcoming Virginia Megaprojects on the I-66 and I-95/I-395 corridors.



## Outreach Efforts

Throughout the project, extensive outreach was conducted to ensure that input from a variety of stakeholders was included in developing the recommendations. A full summary of the feedback received from the public and the private sector is included in the Supporting Information section.

	Strategic Visioning Retreat	Public Survey and Employer Interviews	Public Hearing	Strategic Plan Steering Committee
Public ( <i>riders and nonriders</i> )	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Business Community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Regional and State Partners	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## A clear response from the public

An online survey was administered to members of the public through the PRTC distribution list and promotions on local jurisdictions' websites. Over 700 citizens making up a diverse group of riders and nonriders responded to the survey.

More than  
**700**  
responses

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### Traffic Congestion

Traffic congestion is a major concern for the majority of survey respondents. The inconvenience, stress, and worry of congestion have a negative impact on the quality of life for residents.

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### Reliable Transportation

Respondents recognize that the continuing population growth in the Prince William area will make getting around even harder. They want more reliable transportation options in the area.

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### Expanded PRTC Coverage

Respondents feel that growth and congestion are creating an even greater need for expanded coverage, direct routes, frequency of service, and weekend service.

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### Funding

An overwhelming majority of respondents feel that the government should provide funds to support mass transit to improve traffic, reduce congestion, and help the environment.

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### PRTC Services

PRTC is seen as a "bus service" and many survey respondents were not aware that PRTC provides other services.

Over half of respondents believe that public transportation can be improved by better connections to other regional transportation providers and direct service to more metropolitan Washington destinations.

## Business Leaders Speak Out

Interviews and focus groups with leaders from major employers in the area, the Prince William County Chamber of Commerce and public institutions yielded strong opinions about PRTC's role in the community.



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### Traffic Congestion

Traffic congestion is the number one topic of discussion by businesses. Main concerns were related to the stress and uncertainty of employees commuting time and the high cost and uncertainty of delivering products and services to customers inside and outside the county.



A robust transportation system is a vital part of any community for a diversified, growing economy."

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### Land Use Planning

Employers believe that tying land use planning to transportation is the key to the future and quality of economic growth in the Prince William area.

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### Investment Support

Business leaders believe that public investments in transportation are vital to the profitability of local companies and the economic well being of the area but feel that county elected officials are often opposed to investing in transit.

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### PRTC as a Leader

Employers want PRTC to be the leader in convening both public and private interests together to develop transportation solutions in the Prince William area.

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### Plan for the Future

Business leaders are encouraged to hear from PRTC and learn about the new strategic plan. They believe that public and private interests need to come together to plan for the future and begin investing in transit now.



We need more forward thinking and PRTC needs to communicate the way of the future."

## Five Points to Consider for Engagement

Based on the input from the survey and the employer outreach, these are five points for PRTC to keep in mind.

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### 1. Lead



The void in transportation leadership in the Prince William area provides an opportunity for PRTC to be the go-to resource for bringing together the private and public sectors to develop and execute transit solutions.

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### 2. Paint-the-Picture



The vision for the future of multimodal transportation and land use should be communicated to the community to stimulate change, including a description of opportunities and the consequences of not changing.

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### 3. Participate



The impassioned interest that both businesses and the public have in solving transportation problems provides an opportunity for PRTC to be a part of decisions about the interconnectivity of transit with economic development, land use planning, education, and human services.

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### 4. Promote



Business needs to better understand the services and expertise of PRTC, the benefits of its services, and the specific advantages PRTC provides the community.

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### 5. Renew



The time is right for PRTC to reintroduce itself to business and the public as the organization planning for the future while serving the community's interest today.

# Future Trends

Based on a review of local and regional socioeconomic data, results from the public survey, and conversation with stakeholders, five key themes were identified. These themes represent how residents and employees of the PRTC service area are generally responding to national and industry trends in areas such as demographics, land use, technology, and travel behavior. Understanding these themes is critical to identifying strategic recommendations for PRTC. This section provides some key points and a representative graph for each theme.

## Regional and Local Themes



**Preparing for the impact of demographic and economic trends** that will reshape the entire region.



**Creating a sense of place** to attract new high-quality workers, who in turn attract high-quality employers.



**Adapting travel patterns** for an improved quality of life.



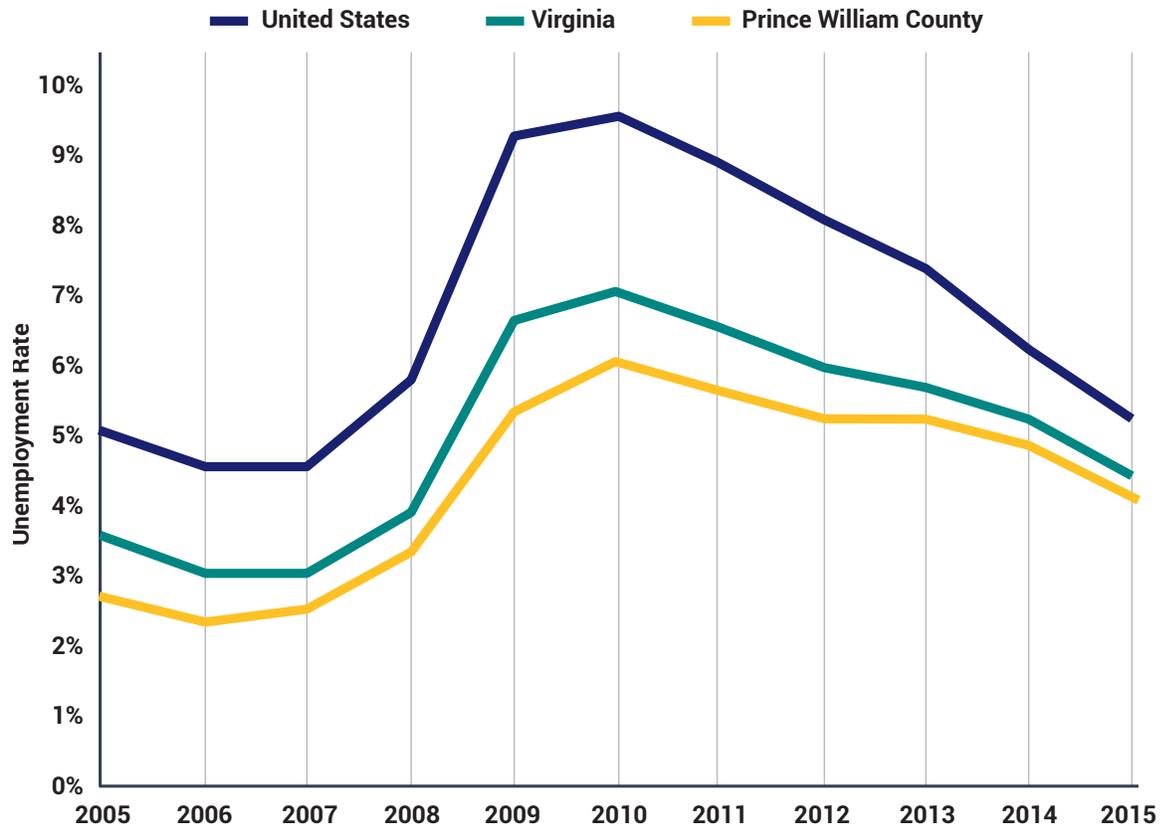
**Supporting multimodal travel** and high-capacity transit networks to connect jurisdictional activity centers and to connect to the region's core.



**Supporting transit-oriented growth.**



Preparing for the impact of demographic and economic trends that will reshape the entire region.



Source: Virginia Employment Commission, Economic Information & Analytics

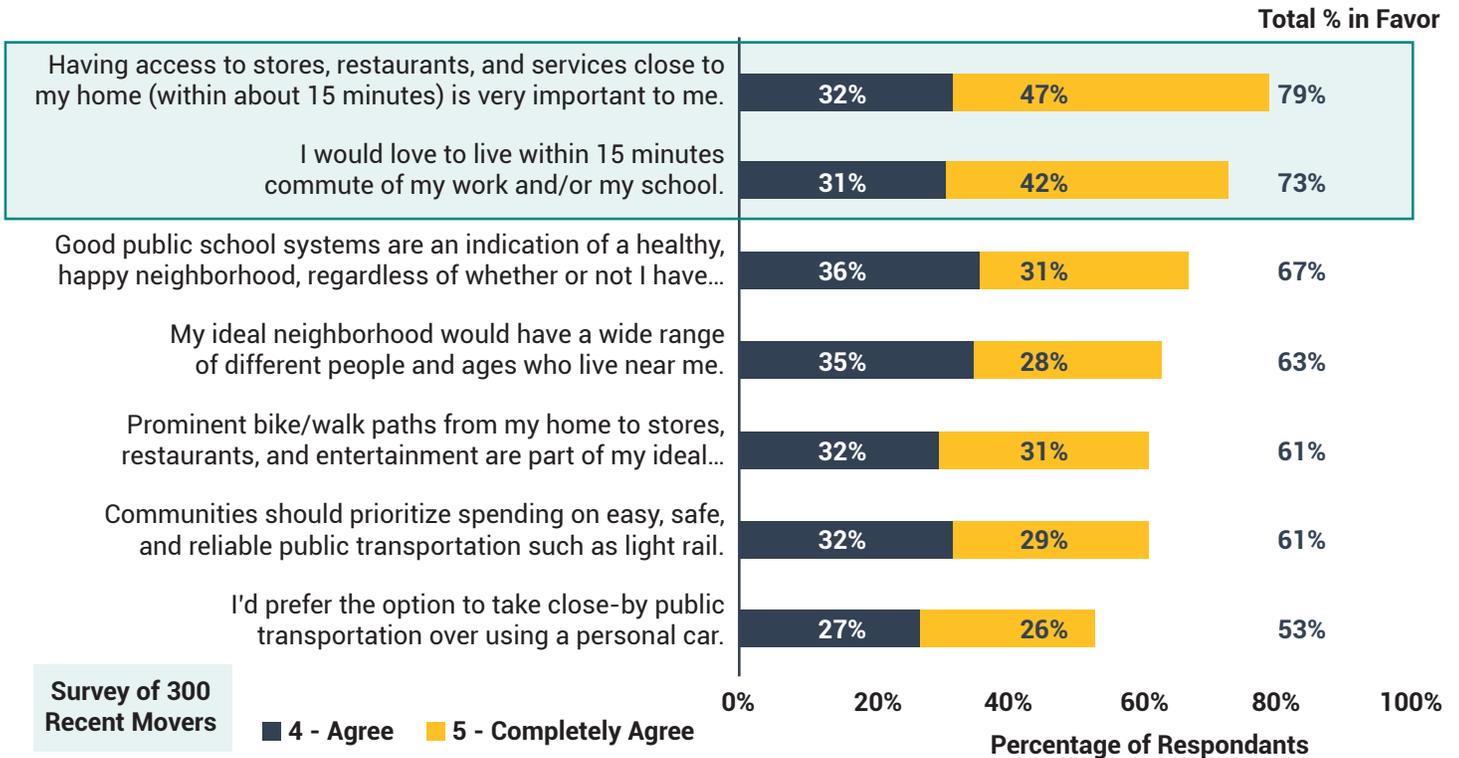
Prince William County continues to have a higher employment rate and stronger economy than the U.S. and Virginia.

## KEY TAKEAWAYS

- Prince William County has a significantly higher population growth rate than the U.S. and Virginia
- Lack of affordable housing in the D.C. core is forcing out even high-wage earners
- Industries such as healthcare, retail, data centers, and government jobs are driving the Prince William County economy
- Fuel price decline has leveled off and prices are likely to increase
- Federal commuter benefits will remain on par with parking benefits



**Creating a sense of place** to attract new high-quality workers, who in turn attract high-quality employers.



Source: 2016 National Movers Survey

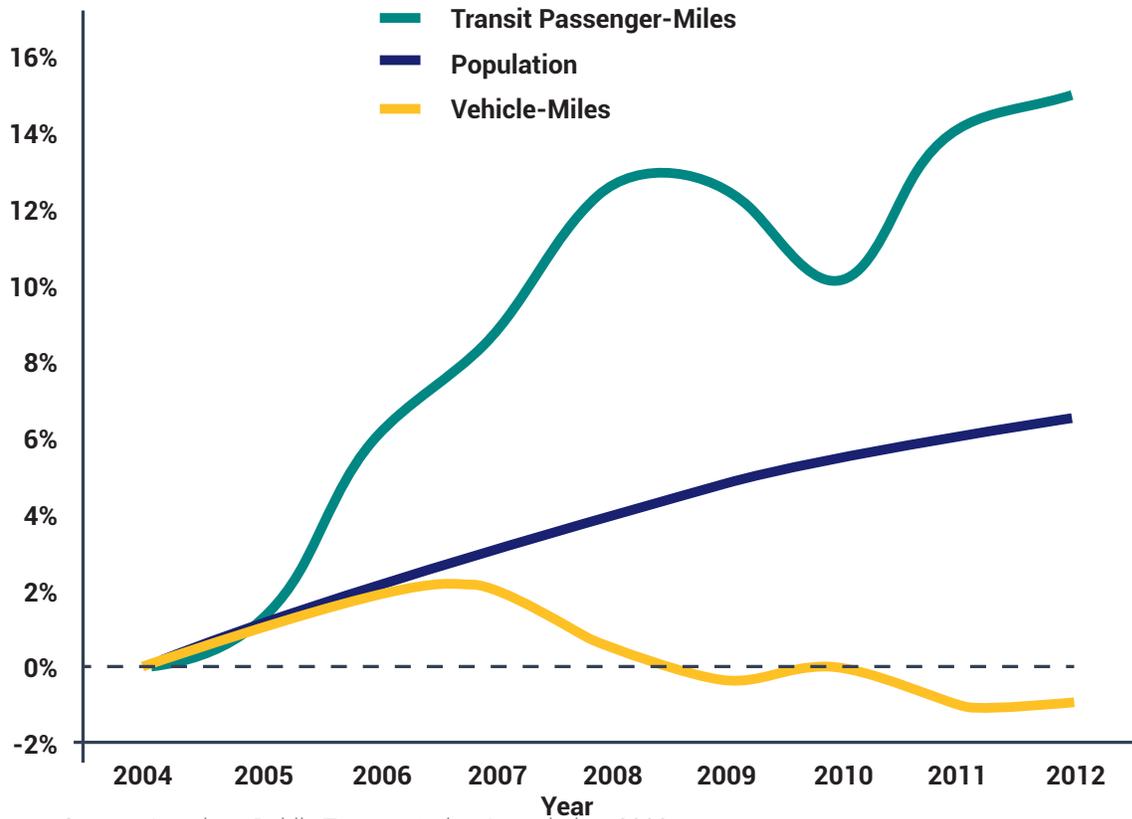
Four out of five RECENT move respondents say that having stores, restaurants, and services within 15 minutes of home is very important.

### KEY TAKEAWAYS

- Common regional and local objectives and strategies to help create communities of choice
- Significantly more Millennial and Gen X respondents than Boomer respondents agreed with most placemaking statements
- Areas with higher forecast densities and a relatively even population/employment split present best opportunities for efficient local transit service
- PRTC is well positioned with existing/future services targeted in areas of high-forecast employment growth



## Adapting travel patterns for an improved quality of life.



Source: American Public Transportation Association, 2013

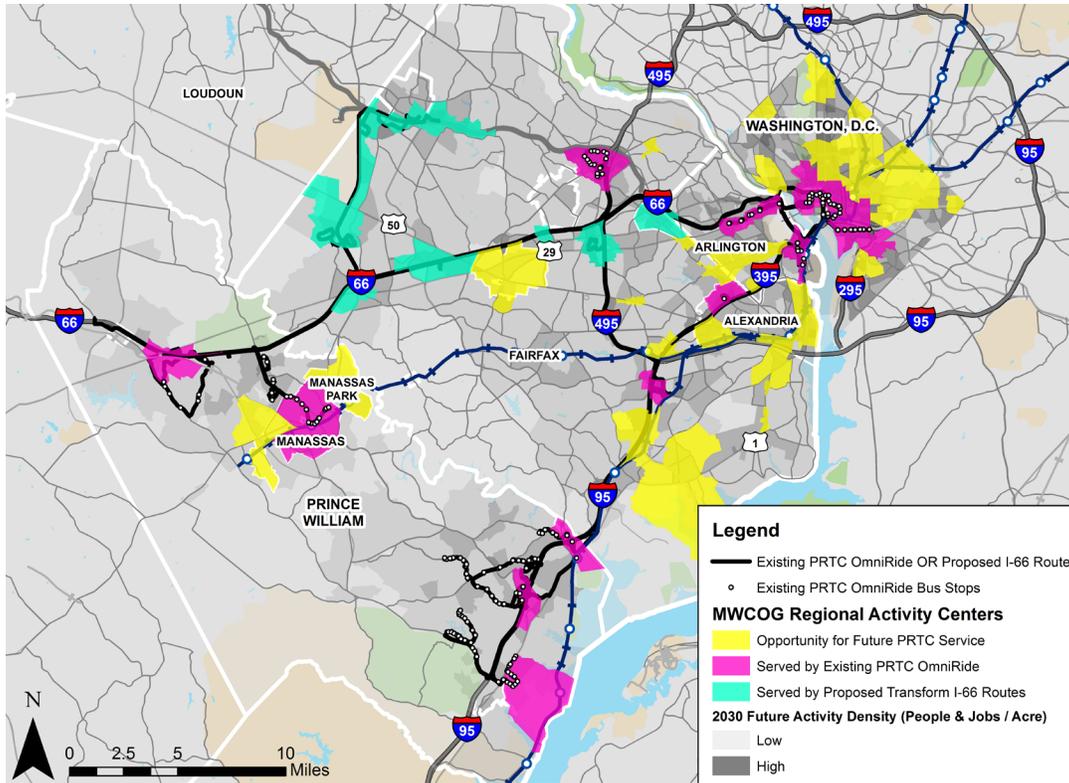
As population has increased, vehicle travel has decreased while transit use has increased.

### KEY TAKEAWAYS

- Vehicle travel in the United States grew steadily during the 20th century but peaked in 2006 and has declined since
- Prince William County area's reduction in driving alone outperformed other Northern Virginia rideshare markets
- Alternative mode commuters are significantly more satisfied with their trip to work
- Workplace habits are changing. Fewer people are going into the office on a daily basis
- Transit agencies around the country are partnering with TNCs on pilot programs to subsidize trips or provide connections for the "first and last mile"



**Supporting multimodal travel** and high-capacity transit networks to connect jurisdictional activity centers, and to connect to the region's core.



Source:

Yellow areas on the map represent regional activity centers where PRTC could potentially add service.

## KEY TAKEAWAYS

- The Prince William County Strategic Plan and other local comprehensive plans share common objectives of increasing the number of people using public transportation
- Northern Virginia is expanding a network of express lanes that provide reliable travel time for buses and incentives for carpooling and vanpooling
- PRTC will continue to play a major role in partnering on transportation initiatives at all government levels
- Park-and-ride lots with PRTC bus service are well-utilized, especially ones closest to interstates
- PRTC has the potential to increase its already extensive coverage of the region's activity centers

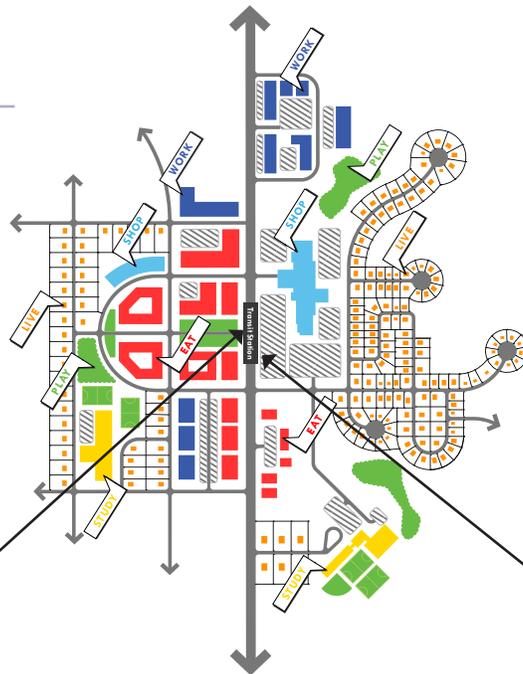


## Supporting transit-oriented growth.

### Transit-Oriented Development

#### Qualities of Streets and Travel Options

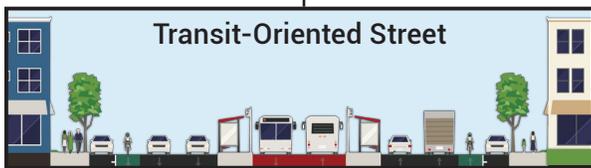
- Dedicated transit lanes with stations
- Bicycle lanes
- On-street parking
- Sidewalks on both sides
- Shorter trips with more transportation choices



### Auto-Oriented Development

#### Qualities of Streets and Travel Options

- Fewer transit stops
- Transit and automobiles share lanes
- Less walkable environment
- Longer trips that tend to rely on private vehicles



Nationally, regionally, and locally, jurisdictions and private developers are favoring a transit-oriented, mixed-use development approach (decreased emphasis on cars).

### KEY TAKEAWAYS

- The number of jobs within PRTC service area is among the highest of Northern Virginia bus systems and is expected to grow
- Localities with high growth must continue to put in place firm policies linking transportation and land use
- Local entities around the Northern Virginia Region, including Prince William County, are adopting design guidelines to foster transit oriented growth



# Strategic Recommendations

This section presents the recommendations for the future of PRTC. The recommendations are the culmination of the visioning process, technical analysis and stakeholder input. The recommendations are summarized in the following pages.

## Recommendations in Four Areas

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### **Organizational**

Includes recommendations related to the roles and responsibilities of PRTC professional staff and PRTC Commissioners.

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### **Transit**

Includes services provided by PRTC: OmniRide, MetroDirect, OmniLink, and Cross County Connector.

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### **Transportation Demand Management (TDM)**

Includes services provided by PRTC including OmniMatch and Omni SmartCommute, as well as partnerships with other agencies and organizations to promote the use of alternatives to driving alone.

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### **Future Innovation**

Includes opportunities for new service types and integrating with advancing technology.

## How to Read the Recommendations

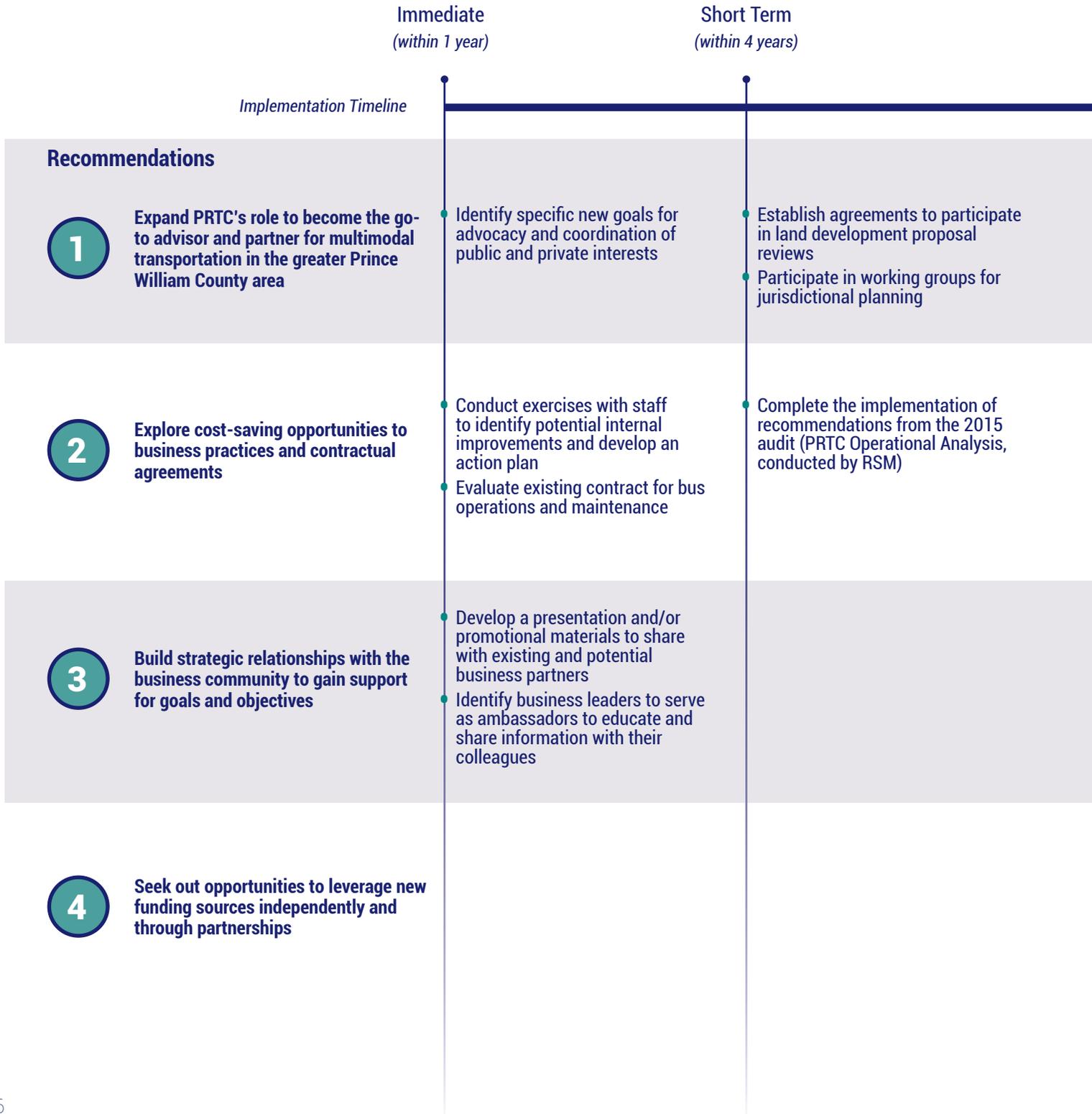
Each recommendation includes an implementation timeline with steps that must be taken to achieve the intended outcome. Relative investment levels required and potential funding sources are included in the “Implementation” section of the report. Further detail related to the objectives, background information, risks and barriers for each recommendation is included in the full write-up in the Supporting Information section.

Specific action items represent the path forward toward achieving the overall recommendation. Some are continual best practices that should be taken into account on an everyday basis while others have a recommended timeline identified.



## Organizational

**Key Theme:** Fill the void in transportation and land use decision making by becoming a multimodal leader that brings together public and private interests.



Medium Term  
(within 7 years)

Longer Term  
(7+ years)

Continual  
(Best Management Practice)

- Increase PRTC's commitment to actively participate in regional transportation forums

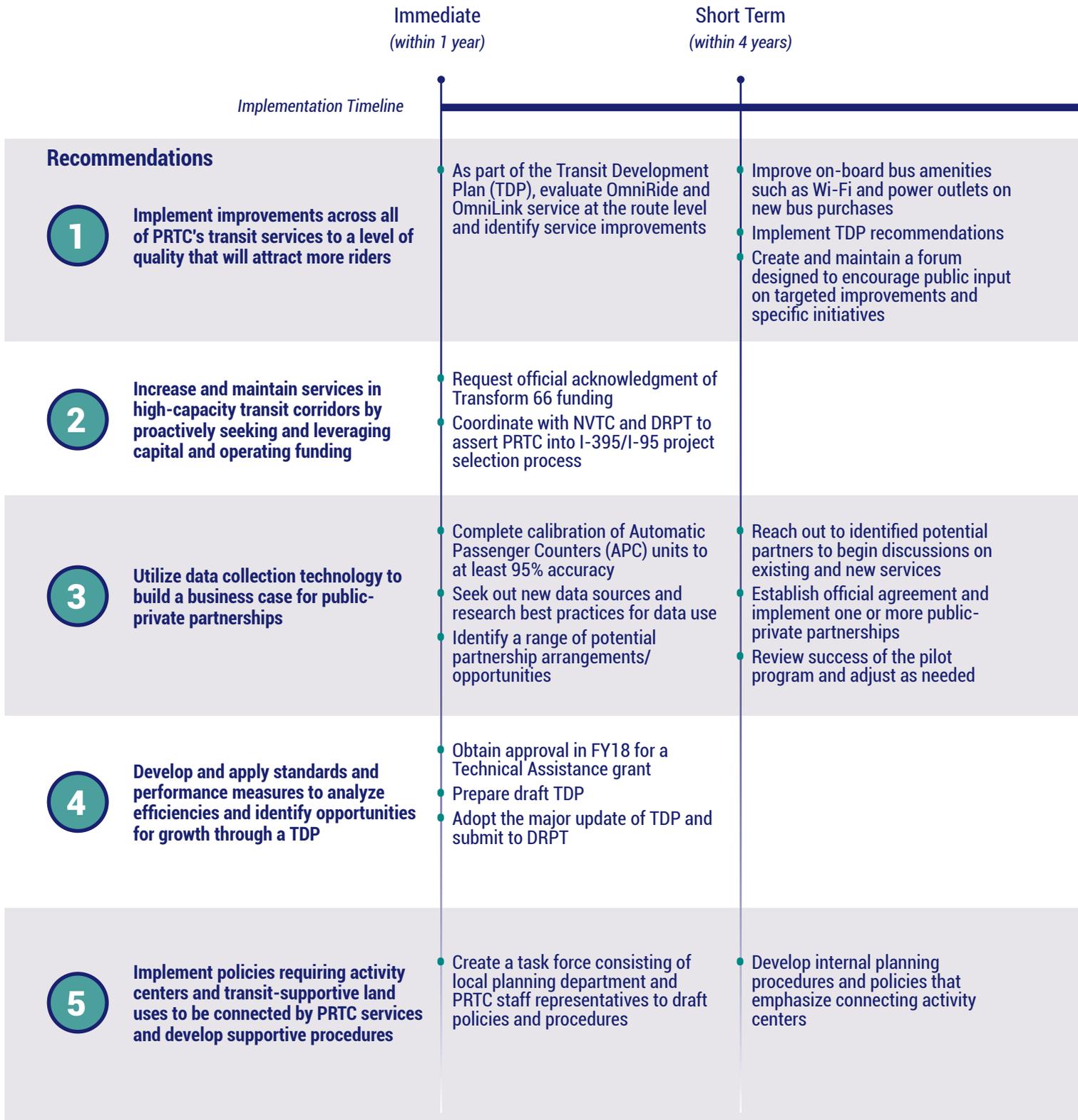
- Routinely engage major employers and Chamber staff in transportation and land use planning discussions through sponsored meetings and other forums
- Work with major employers to share data and identify key patterns and trends

- Identify and prioritize potential funding partners and initiatives
- Collaboratively develop goals, scope, schedule, and budget for joint initiatives
- Coordinate with agency providing funding and prepare grant applications

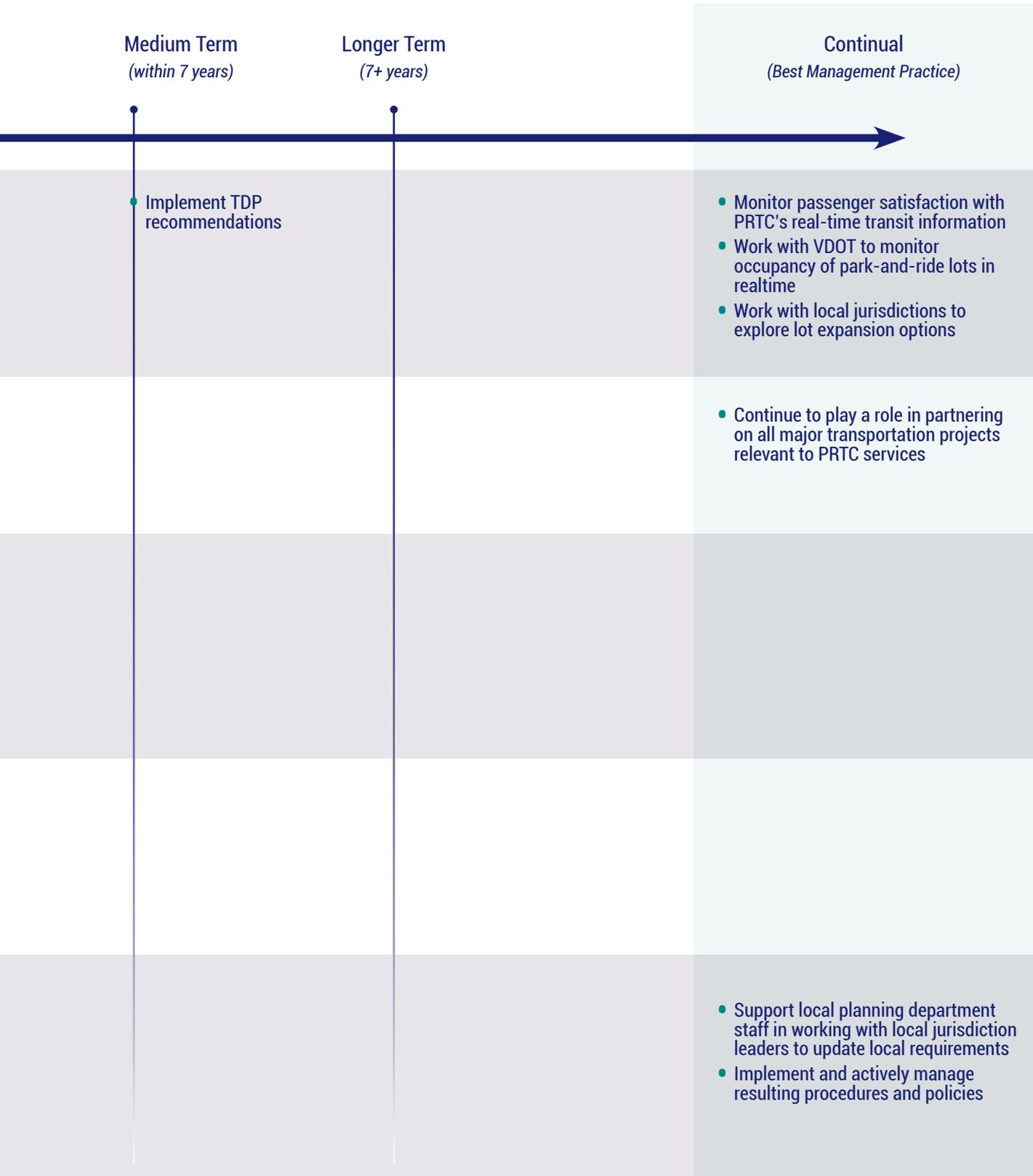


## Transit

**Key Theme:** Recapture market share through improvements to service quality, public-private partnerships, and a performance-driven approach.



Note: NVTC – Northern Virginia Transportation Commission  
 DRPT – Department of Rail and Public Transportation

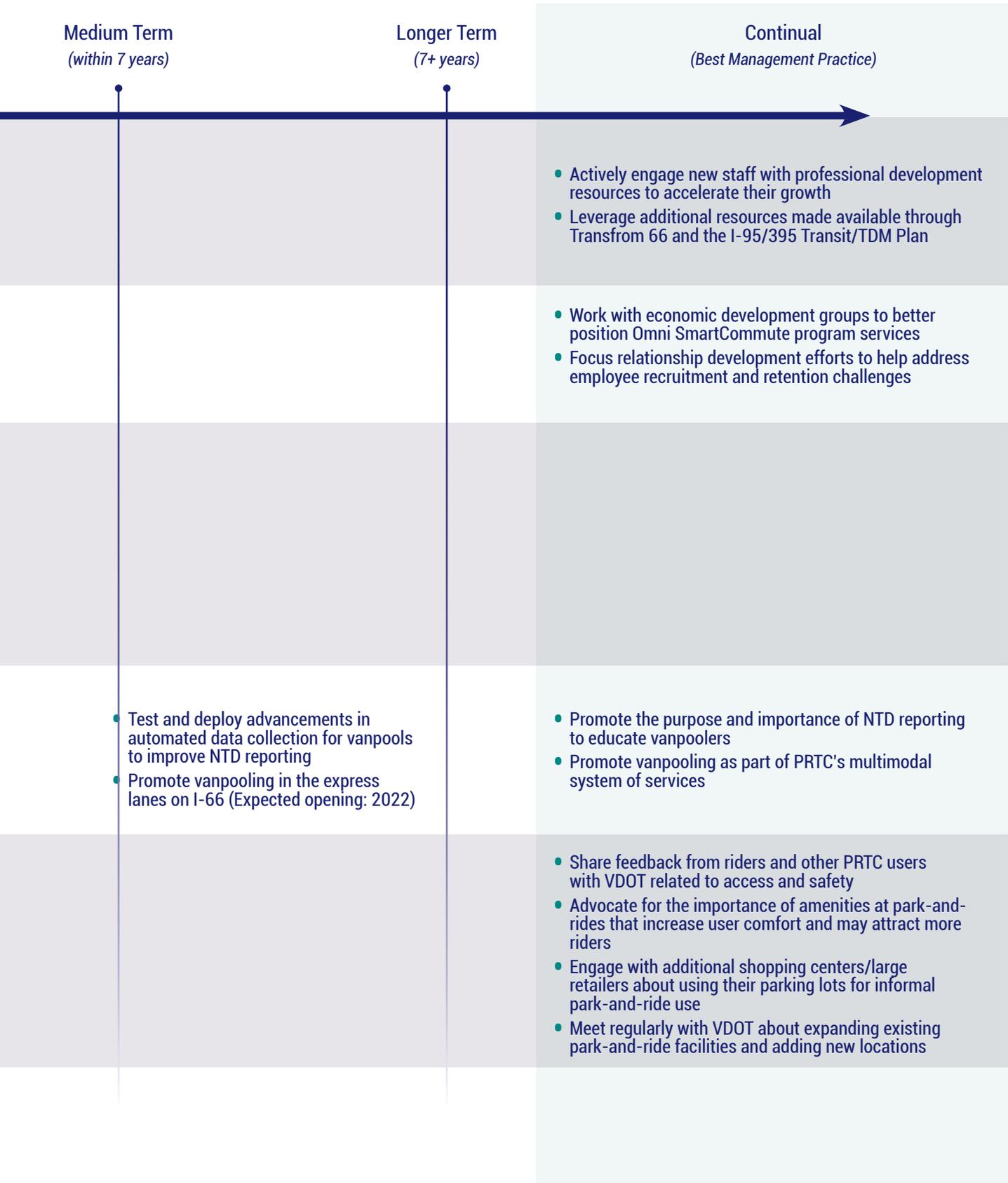


## Transportation Demand Management (TDM)

**Key Theme:** Build an army of ambassadors through public and private partnerships to promote travel options.

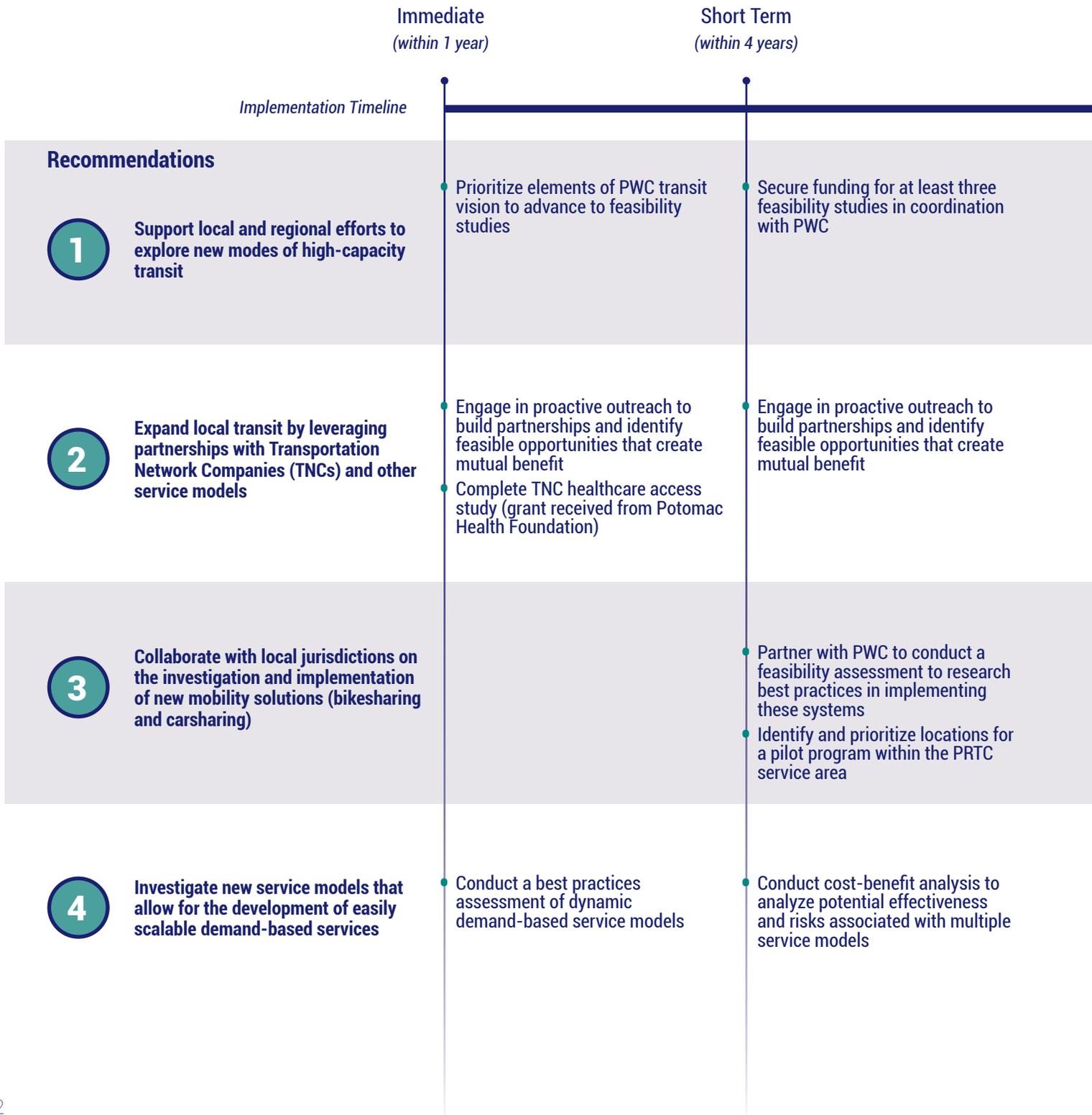
		Immediate <i>(within 1 year)</i>	Short Term <i>(within 4 years)</i>
<i>Implementation Timeline</i>			
<b>Recommendations</b>			
<b>1</b>	<b>Reduce drive-alone market by investing in additional staff resources to promote transit, ridesharing, and other TDM strategies</b>	<ul style="list-style-type: none"> <li>Request and gain approval for additional staff resources</li> <li>Develop and implement a system to measure outreach efforts and impacts</li> </ul>	<ul style="list-style-type: none"> <li>Hire one or two additional full-time TDM staff members</li> </ul>
<b>2</b>	<b>Strengthen relationships with Prince William County (PWC) area businesses and private-sector stakeholders</b>	<ul style="list-style-type: none"> <li>Develop and implement a system to measure outreach efforts and impacts</li> </ul>	
<b>3</b>	<b>Increase ease of access to and supply of commuter information</b>	<ul style="list-style-type: none"> <li>Add additional commuter information to existing website such as park-and-ride links, vanpool rosters, and commute cost calculator</li> <li>Develop a Spanish-language version of the PRTC website</li> <li>Examine the costs and benefits of rebranding PRTCs services into a more consistent look and feel</li> </ul>	<ul style="list-style-type: none"> <li>Either reconfigure the PRTC website for responsive design or develop a mobile app</li> <li>Create a stand-alone Omni SmartCommute Program services information kiosk that can be set up in public spaces of PWC-area employers</li> <li>Seek reciprocal linking arrangements with other entities to direct commuters to PRTC Website</li> </ul>
<b>4</b>	<b>Expand efforts to promote and register vanpools</b>	<ul style="list-style-type: none"> <li>Develop an outreach plan in coordination with Vanpool Alliance and other regional partners</li> </ul>	<ul style="list-style-type: none"> <li>Work with DRPT to find and enroll PWC-area vanpools not participating in National Transit Database (NTD) reporting</li> </ul>
<b>5</b>	<b>Proactively engage in the development and improvement of park-and-ride facilities</b>	<ul style="list-style-type: none"> <li>Add a link to VDOT's interactive park-and-ride website to the OmniMatch page(s)</li> <li>Actively participate in the design and implementation of Transform 66 park-and-ride facilities</li> </ul>	<ul style="list-style-type: none"> <li>Actively participate in the design and implementation of Transform 66 park-and-ride facilities</li> </ul>
<b>6</b>	<b>Identify adaptations and resources that support the latest trends and technology in commuting through updating the TDM plan</b>	<ul style="list-style-type: none"> <li>Obtain approval in FY18 for a grant to fund PRTC staff support</li> <li>Prepare draft TDM plan</li> <li>Adopt the major update of the TDM plan and submit to DRPT in 2018</li> </ul>	

Note: VDOT – Virginia Department of Transportation

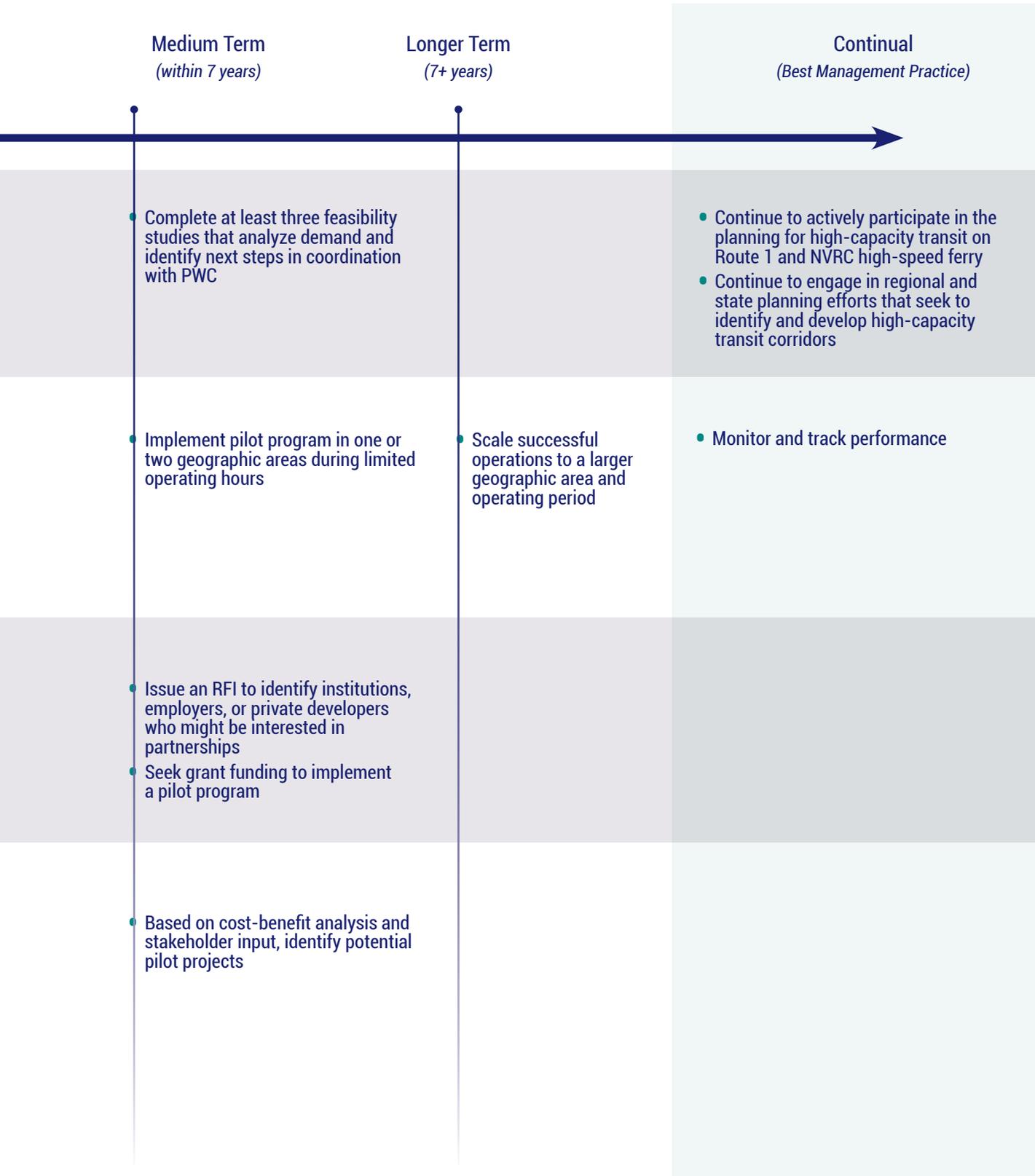


## Future Innovation

**Key Theme:** Pursue transformational projects that will accelerate the quality of life for Prince William area residents and businesses.



Note: RFI – Request for Information



## Investment and Funding

The strategic recommendations set an ambitious but achievable vision for PRTC. To achieve this vision, funding from existing sources will need to be maintained and increased and new sources will need to be identified. Phase I of the Strategic Plan examined a multitude of potential funding sources for PRTC. This section takes these sources from Phase I and applies them to each of the strategic recommendations that may require additional funding.

### Organizational

#### Recommendations

**1 Expand PRTC's role to become the go-to advisor and partner for multimodal transportation in the greater Prince William County area**

- Investment Level: \$ – Low
- Expense Type: Existing Resources
- Potential Funding Sources: N/A

**2 Explore cost-savings opportunities for business practices and contractual agreements**

- Investment Level: \$\$ – Moderate
- Expense Type: Primarily One-Time
- Potential Funding Sources: DRPT Capital Assistance

**3 Build strategic relationships with the business community to gain support for goals and objectives**

- Investment Level: \$ – Low
- Expense Type: Existing Resources
- Potential Funding Sources: N/A

**4 Seek out opportunities to leverage new funding sources independently and through partnerships**

- Investment Level: \$ – Low
- Expense Type: Existing Resources
- Potential Funding Sources: N/A

## Transit

#### Recommendations

**1 Implement improvements across all of PRTC's transit services to a level of quality that will attract more riders**

- Investment Level: \$\$\$\$ – High
- Expense Type: Both One-Time and Recurring
- Potential Funding Sources:
  - » DRPT Capital and Operating Assistance
  - » Local Match
  - » Private Partnerships
  - » Transform 66 and I-95/395 Transit TDM Plan

**2 Increase and maintain services in high-capacity transit corridors by proactively seeking and leveraging capital and operating funding**

- Investment Level: \$ – Low
- Expense Type: Existing Resources
- Potential Funding Sources: N/A

**3 Utilize data collection technology to build a business case for public-private partnerships**

- Investment Level: \$\$ – Moderate
- Expense Type: Both One-Time and Recurring
- Potential Funding Sources:
  - » Partnerships with major employers
  - » DRPT Capital and Operating Assistance

**4 Develop and apply standards and performance measures to analyze efficiencies and identify opportunities for growth through a Transit Development Plan (TDP)**

- Investment Level: \$\$ – Moderate
- Expense Type: Primarily One-Time
- Potential Funding Sources:
  - » DRPT Technical Assistance
  - » Local Match

**5 Implement policies requiring activity centers and transit-supportive land uses to be connected by PRTC services and develop supportive procedures**

- Investment Level: \$ – Low
- Expense Type: Existing Resources
- Potential Funding Sources: N/A

# Transportation Demand Management (TDM)

## Recommendations

- 1 **Reduce drive alone market by investing in additional staff resources to promote transit, ridesharing, and other TDM strategies**
  - Investment Level: \$\$ – Moderate
  - Expense Type: Primarily Recurring
  - Potential Funding Sources:
    - » DRPT TDM Program
    - » I-95/I-395 Transit TDM Plan
    - » Local Match
    - » Transform 66
- 2 **Strengthen relationships with Prince William County area businesses and private sector stakeholders**
  - Investment Level: \$ – Low
  - Expense Type: Existing Resources
  - Potential Funding Sources: N/A
- 3 **Increase ease of access to and supply of commuter information**
  - Investment Level: \$\$ – Moderate
  - Expense Type: Primarily One-Time
  - Potential Funding Sources: DRPT TDM Program
- 4 **Expand efforts to promote and register vanpools**
  - Investment Level: \$\$ – Moderate
  - Expense Type: Primarily Recurring
  - Potential Funding Sources:
    - » DRPT TDM Program
    - » I-95/I-395 Transit TDM Plan
    - » Transform66
- 5 **Proactively engage in the development and improvement of park-and-ride facilities**
  - Investment Level: \$ – Low
  - Expense Type: Existing Resources
  - Potential Funding Sources: N/A
- 6 **Identify adaptations and resources that support the latest trends and technology in commuting through updating the TDM plan**
  - Investment Level: \$ – Low
  - Expense Type: Primarily One-Time
  - Potential Funding Sources: DRPT Technical Assistance

# Future Innovation

## Recommendations

- 1 **Support local and regional efforts to explore new modes of High-Capacity Transit**
  - Investment Level: \$\$ – Moderate
  - Expense Type: Primarily One-Time
  - Potential Funding Sources:
    - » DRPT TDM Program
    - » NVTA local or regional funds
- 2 **Expand local transit by leveraging partnerships with Transportation Network Companies (TNC) and other service models**
  - Investment Level: \$\$\$\$ – High
  - Expense Type: Both One-Time and Recurring
  - Potential Funding Sources:
    - » DRPT Operating Assistance
    - » TIGER Grant
    - » Smart Scale
    - » Increased local funding
    - » DRPT Technical Assistance
    - » FTA Section 5312 Public Transportation Innovation
    - » Regional NVTA Funds
    - » Partnerships with TNCs
- 3 **Collaborate with local jurisdictions on the investigation and implementation of new mobility solutions (bikesharing and carsharing)**
  - Investment Level: \$\$\$ – Significant
  - Expense Type: Both One-Time and Recurring
  - Potential Funding Sources:
    - » Smart Scale
    - » NVTA/DRPT TDM Assistance
    - » Transform 66 and I-95/I-395 Transit TDM Plan
    - » DRPT Technical Assistance
    - » NVTA local or regional funds
    - » Increased local funding
- 4 **Investigate new service models that allow for the development of easily scalable demand-based services**
  - Investment Level: \$\$ – Moderate
  - Expense Type: Primarily One-Time
  - Potential Funding Sources:
    - » DRPT Technical Assistance
    - » CMAQ
    - » Partnerships with TNCs

## Key

- \$ Low – Generally under \$50,000; nonrecurring costs; utilizes existing resources and staff
- \$\$ Moderate – Generally between \$50,000 and \$250,000 capital or total annual recurring costs; may require new resources or staff
- \$\$\$ Significant – Generally between \$250,000 and \$1 million capital or total annual recurring costs; requires additional resources or staff
- \$\$\$\$ High – More than \$1 million capital or total annual recurring costs; requires additional resources or staff; involves significant overhaul of existing processes

## Short-Term Action Plan

The Short-Term Action Plan consists of the immediate actions from each of the strategic recommendations and shows roles and responsibilities. Completion of this Action Plan will ensure that steps are being made toward achieving the new vision for PRTC. Participation from all levels of the organization is key.

### Responsibility Key

-  Lead
-  Approve
-  Support

Category	Action Item	Roles within PRTC		
		PRTC Staff	PRTC Staff Leadership	PRTC Commission
Organizational	Identify specific new initiatives for PRTC to lead to improve multimodal planning and land use development (e.g., sponsoring regional forums, working with the Chamber of Commerce)	L	A	S
	Conduct internal exercises to identify potential internal improvements to business practices and contractual agreements	S	L	S
	Evaluate existing contract for bus operations and maintenance	L	S	S
	Develop a presentation and/or promotional materials to share with existing and potential business partners	L	A	A
	Identify business leaders to serve as ambassadors to educate and share information with their colleagues	S	L	S

Category	Action Item	Roles within PRTC		
		PRTC Staff	PRTC Staff Leadership	PRTC Commission
Transit	As part of the TDP, evaluate OmniRide and OmniLink service at the route level and identify service improvements	L	S	S
	Coordinate with NVTC and DRPT to assert PRTC into I-395/I-95 project selection process	S	L	S
	Request official acknowledgment of Transform 66 funding	S	L	S
	Complete calibration of Automated Passenger Counters (APC) units to at least 95 percent accuracy	L	S	S
	Seek out new data sources and research best practices for data use	L	S	S
	Identify a range of potential partnership arrangements/opportunities with private sector entities interested in supporting transit service	S	L	S
	Obtain approval in FY18 for a Technical Assistance grant to prepare TDP	L	S	A
	Prepare draft TDP	L	S	S
	Adopt the major update of TDP and submit to DRPT	S	L	A
	Create a task force consisting of local planning department and PRTC staff representatives to draft policies and procedures for integrating PRTC services into land use planning	S	L	S

### Responsibility Key

- L Lead
- A Approve
- S Support

Category	Action Item	Roles within PRTC		
		PRTC Staff	PRTC Staff Leadership	PRTC Commission
Transportation Demand Management (TDM)	Request and gain approval for additional staff resources for TDM	S	L	A
	Develop and implement a system to monitor effectiveness to measure outreach efforts and impacts	L	A	S
	Add additional commuter information to existing website such as park-and-ride links and vanpool rosters	L	S	S
	Develop a Spanish-language version of the PRTC website	L	S	S
	Examine the costs and benefits of rebranding PRTCs services into a more consistent look and feel	S	L	S
	Develop an outreach plan in coordination with Vanpool Alliance and other regional partners	L	S	S
	Add a link to VDOT's interactive park-and-ride website to the OmniMatch page(s)	L	S	S
	Actively participate in the design and implementation of Transform I-66 park-and-ride facilities	L	S	S
	Obtain approval in FY18 for a grant to fund PRTC staff support	L	S	A
	Prepare draft TDM plan	L	S	S
	Adopt the major update of the TDM plan and submit to DRPT in 2018	S	L	A

Category	Action Item	Roles within PRTC		
		PRTC Staff	PRTC Staff Leadership	PRTC Commission
Future Innovation	Prioritize elements of PWC transit vision to advance to feasibility studies	L	S	S
	Engage in proactive outreach to TNCs to build partnerships and identify feasible opportunities that create mutual benefit	S	L	S
	Complete TNC healthcare access study (grant received from Potomac Health Foundation)	L	S	A
	Conduct a best practices assessment of dynamic demand-based service models	L	S	S



## A LIVING DOCUMENT

The Strategic Plan is meant to be a document that is used consistently by PRTC staff and leadership. The following provides some guidance to ensure that the plan remains a living document and retains its value for the organization.

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### Working Toward Long-Term Recommendations

Some of the recommendations in the plan are focused on long-term change that will not occur overnight. Many have initial steps that are included in the Short-Term Action Plan that will lay the groundwork for larger changes. It will require persistence at the staff level to keep initiatives moving and diligence at the leadership levels to advocate for resources.

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### Working with Partners

Almost all the strategic recommendations require partnerships with external entities. A key theme of the Strategic Plan is to expand the partnerships PRTC has and build new ones. Successful partnerships with all levels of government, other transportation organizations, private-sector entities, and advocacy groups will open doors to new funding opportunities, raise the level of familiarity of the PRTC brand and mission, and lead to PRTC serving more members of the community.



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## Measuring Success

Every year, progress made toward the recommendations should be tracked and reported to celebrate successes and keep the organization accountable. A brief Strategic Plan Annual Update should be prepared by PRTC staff and presented to the PRTC commission each year. The report should communicate:

- Completed and in-progress tasks from the Short-Term Action Plan
- Suggested revisions to the Plan
- Challenges or barriers preventing further progress and potential solutions
- Examples of new or expanded external partnerships

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## Refining and Updating the Plan

The Strategic Plan has a horizon of 10 years. Given the rapid changes in demographics, land use, and travel patterns in Northern Virginia, it is recommended that the Strategic Plan be updated every five years. As this should be done prior to updating the Transit Development Plan (TDP) and the Transportation Demand Management Plan (TDMP), it will be critical to take into account feedback received from the Annual Update, reassess regional and local trends, and ensure fresh perspectives from stakeholders.





## Supporting Information

This Strategic Plan is meant to summarize the key elements of Phase II of the strategic planning process. The additional documents referenced below are technical memorandums or presentations developed throughout the process that provide additional context to the information in the Strategic Plan.

- **Strategic Plan Phase I Report** – This report summarizes the analysis conducted and potential funding strategies that were identified in Phase I of the Strategic Plan.
- **PRTC Strategic Visioning Retreat Summary** – This document includes the presentation and activities that were used at the Visioning Retreat and summarizes input received.
- **Condition of Existing Services Technical Memorandum** – This document provides a more detailed overview and assessment of existing transit service and TDM programs that PRTC offers.
- **Future Trends Summary** – This presentation was given to the Executive Steering Committee in April, 2017, and offers a detailed look at the five key local and regional themes as well as National and Industry Trends.
- **Public and Stakeholder Outreach Summary** – This presentation, presented to the Executive Steering Committee in May, summarizes in more detail the extent of the outreach to members of the public and private sector partners. It also discusses the key takeaways and other important results.
- **Strategic Plan Recommendations (Full Text and Summary Table)** – These documents present further information including background, implementation challenges, and context for the recommendations shown in this final report in both narrative and summary format.

# PRTC's Positioning Statement

For the Greater Prince William area's growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area's network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.

