



Potomac and Rappahannock Transportation Commission



PRTC

PRTC Strategic Plan Recommendations

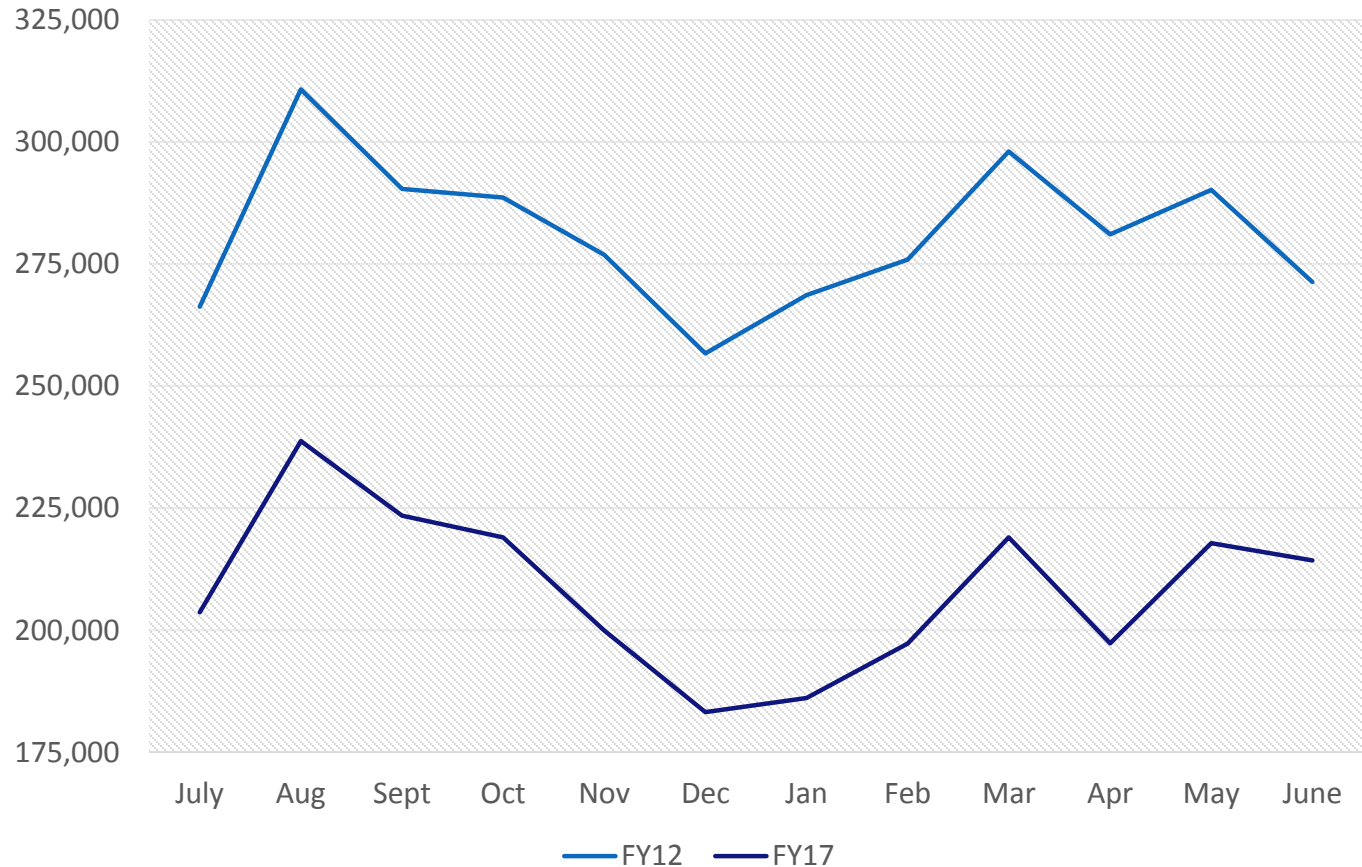
September 2017



Strategic Plan Overview

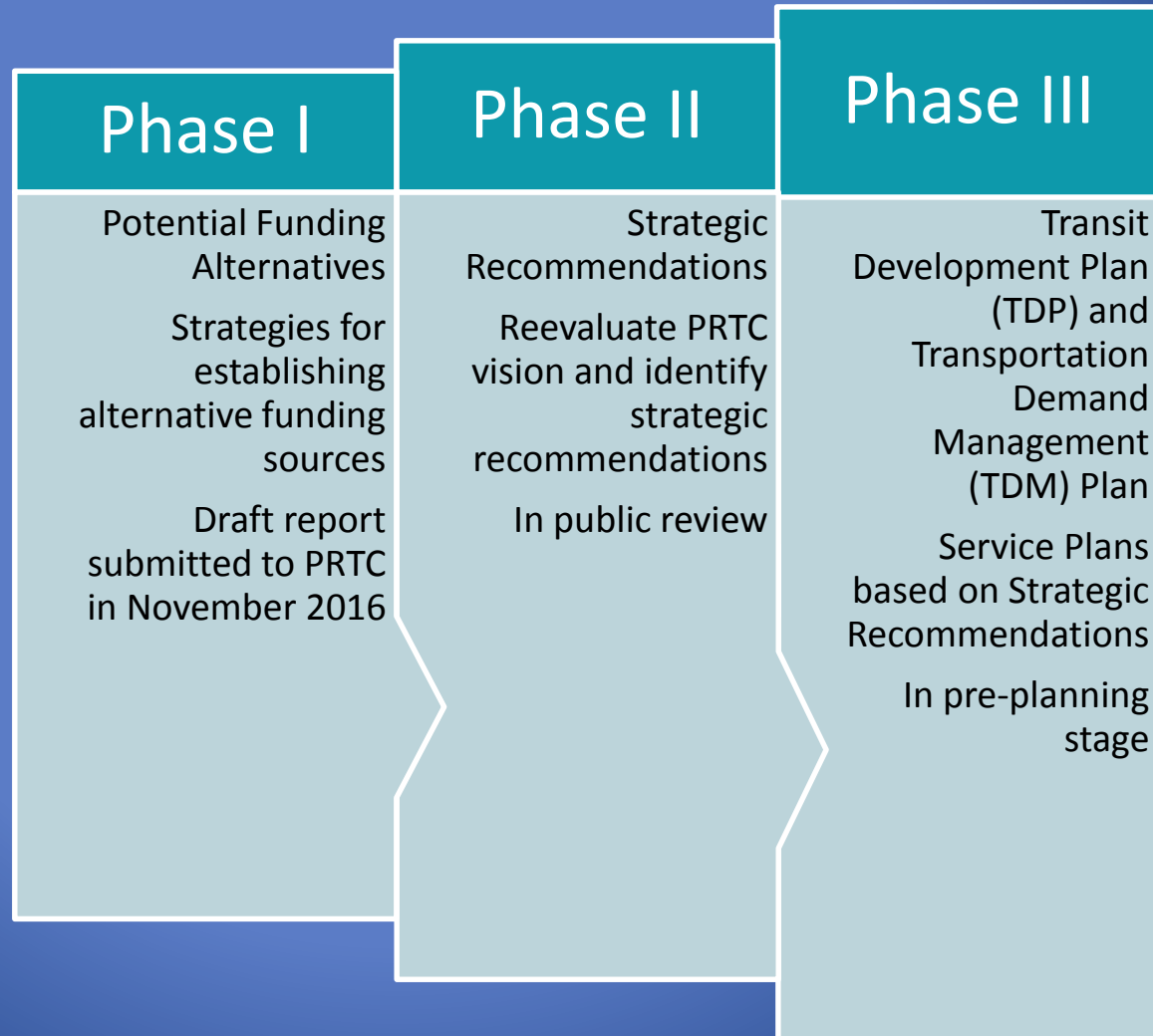


Total Weekday Ridership FY12 vs FY17

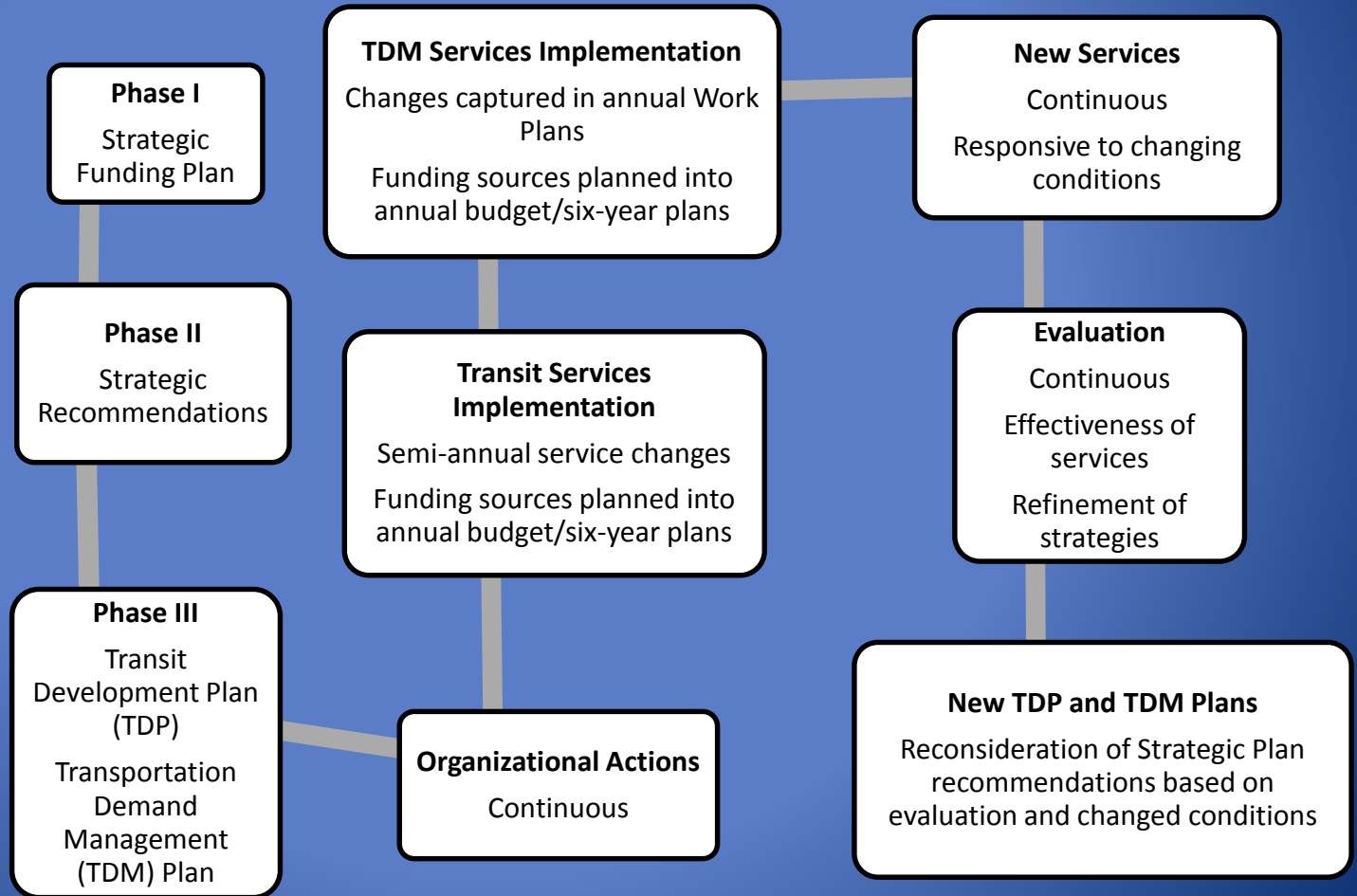




Strategic Plan Overview



Strategic Plan Lifecycle



Strategic Recommendations Purpose

- Policy level strategies to guide agency direction
- Actions and resources to support those strategies
- Detailed service plans to be developed in Phase III



Strategic Plan Inputs

Informational Input

- Jurisdictional planning documents
- Regional transportation plans
- PRTC system and services analysis
- Regional trends and forecasts
- Regional and national peer systems

Human Input

- Strategic Plan Steering Committee
- Stakeholder visioning workshop
- Local business focus groups
- Public survey
- PRTC Commissioners





Strategic Recommendations Focus Areas and Key Themes



Organizational

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

Transit

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

Transportation Demand Management (TDM)

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

Future Innovation

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



Organizational Recommendations



Objectives

Expand PRTC's focus on bus operations by leveraging PRTC staff's technical expertise and the Commission's policy expertise

Maximize opportunities to reduce single occupant driving by engaging in transportation and land development projects at the planning stages

Strengthen the link between land use and transportation policy making and planning at the local level

Recommendation

Expand PRTC's role to become the go-to-advisor and partner for multimodal transportation

Actions

Identify goals for advocacy and coordination of public and private interests to improve multimodal planning and land use development

Increase PRTC's commitment to actively participate in regional forums

Establish agreements with local jurisdictional staff to participate in land development proposal and to participate in working groups for jurisdictional strategic and Comprehensive Plan updates



Organizational Recommendations



Objectives

Improve efficiency in internal business practices

Optimize benefit and minimize risk for PRTC in agreements with contractors and other parties

Recommendation

Explore cost-savings opportunities to business practices and contractual agreements

Actions

Conduct collaborative exercises with staff to identify potential internal business practice improvements and develop an action plan

Complete the implementation of recommendations from the 2015 RSM audit

Evaluate existing contract for bus operations and maintenance for potential cost-savings



Organizational Recommendations



Objectives

Proactively promote and build support for PRTC's new positioning statement and role within the region

Gain political support from business leaders who would be in favor of legislation and funding related to improved transportation

Receive funding from the private sector for services catered to one or more specific businesses or entities

Recommendation

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

Actions

Engage the business community in transportation and land use planning discussions

Develop materials to share with existing and potential business partners regarding the benefits of multimodal choices and work with major employers to share data and better understand how they can best be served

Identify business leaders to serve as ambassadors to help educate and share information with their colleagues



Organizational Recommendations



Objectives

Secure funding for capital projects and/or pilots for implementing new services or technologies

Engage in mutually beneficial partnerships with Prince William County and/or other jurisdictions and agencies to address regional transportation challenges

Free up current sources of funding and use them to increase service levels in areas where demand warrants

Recommendation

Seek out opportunities to leverage new funding sources independently and through partnerships with regional public and private entities

Actions

Identify and prioritize potential funding partners and initiatives through existing regional forums

Collaboratively develop goals, scope, schedule and budget for joint initiatives

Coordinate with agency providing funding and prepare funding applications



Transit Recommendations



Objectives

Enable passengers on PRTC buses to be more productive while riding and improve real-time transit data for passengers

Monitor and respond to demand for commuter service on I-95/395 and I-66 and right-size service levels to make service more attractive and meet current and future demands

Explore ways to make local service more productive, improve on-time performance and better connect activity centers

Recommendation

Implement service improvements to a level of quality that will attract choice riders

Actions

Improve passenger amenities on-board buses and monitor passenger satisfaction with PRTC's real-time transit information

Work with VDOT to monitor occupancy of park-and-ride lots in real-time and work with VDOT and local jurisdictions to explore expansion options at overcrowded lots

Evaluate OmniRide service at the route level and identify service and new market opportunities and evaluate OmniLink service at the route level and identify service improvements to address performance in existing markets and expansion in new markets



Transit Recommendations



Objectives

Support the planning and integration of PRTC services into high-capacity transit corridors

Proactively seek and leverage transit and TDM capital and operating funding provided by the Commonwealth for these corridors

Proactively advocate for funding of PRTC capital and operating needs in high-capacity transit corridors

Recommendation

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

Actions

Coordinate with the Northern Virginia Transportation Commission (NVTC) and DRPT to assert PRTC into project selection process for the I-95/I-395 transit funding payment

Request official acknowledgement of the intention for funding from the Transform I-66 transit funding payment to be distributed to PRTC

Continue to play a major role in partnering on all major transportation projects relevant to PRTC services including rail extensions, Jefferson Davis Highway bus rapid transit, Potomac high-speed ferry and other initiatives

Transit Recommendations

Objectives

Increase private investment by using agency data to build a business case for partnerships between PRTC and major employers, universities and high density residential developments

Leverage the availability of other data sources to help build the business case for transit in general as well as specific new services.

Recommendation

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

Actions

Seek out new data sources and research best practices for data use

Identify a range of potential partnership opportunities by identifying high trip-generators and reach out to identified potential partners to begin discussions of modifications to existing services or new services

Establish official agreement and implement one or more public-private partnerships for a pilot period, review the success of the pilot program and adjust partnership model as needed





Transit Recommendations



Objectives

Develop goals, objectives and service design standards to achieve PRTC's position statement

Detail and prioritize service and capital improvements to increase efficiency and productivity and better align service with PRTC's markets

Provide a constrained outlook for service changes and support for state grant funding requests

Recommendation

Develop and apply standards and performance measures to analyze efficiencies and identify opportunities for growth through a detailed Transit Development Plan

Actions

Prepare draft TDP, including performance measures and targets

Adopt the major update of TDP and submit to DRPT in 2018



Transit Recommendations



Objectives

Build on recent Prince William County, Manassas and Manassas Park efforts to foster transit oriented growth

Strengthen local policies to require major activity centers and transit-supportive land uses be connected by PRTC services

Develop and implement planning procedures that follow and support these policies

Recommendation

Implement policies requiring activity centers and transit-supportive land uses to be connected by PRTC services and develop planning procedures that follow and support these policies.

Actions

Create a task force consisting of local planning department and PRTC staff representatives to draft overarching policies and procedures that include PRTC staff in the review process

Support local planning department staff in working with local jurisdiction leaders to incorporate the policies and procedures into local requirements, implement and actively manage resulting planning procedures and policies

Develop internal planning procedures and policies that emphasize connecting activity centers



TDM Recommendations



Objectives

Improve individualized trip planning through OmniMatch's ridematching services

Increase OmniRide usage

Increase usage of the Omni SmartCommute program by employers in the Prince William area

Recommendation

Reduce drive alone market by investing in additional staff resources to promote TDM strategies inside and outside of the PRTC service area

Actions

Gain approval for and hire additional full-time staff devoted to supporting OmniMatch and Omni SmartCommute, actively engage staff with professional development resources to accelerate their growth

Develop and implement a system to measure and monitor effectiveness by employing a CRM-solution to empirically measure outreach efforts and impacts

Leverage additional resources made available through Transform 66 and the I95/395 Transit/TDM Plan

TDM Recommendations



Objectives

Increase usage of the Omni SmartCommute program by employers in the Prince William area

Increase the number of employers that offer their employees a commuting benefit

Leverage the trend of low unemployment across Virginia to position Omni SmartCommute program services as a critical employee recruitment and retention tool

Recommendation

Strengthen relationships with Prince William County area businesses and private sector stakeholders

Actions

Work with the Prince William County Chamber of Commerce and economic development groups to better position Omni SmartCommute program services as part of the area's overall economic development and employer recruitment efforts

Focus relationship development efforts with employers' HR and facility management staff to help address employee recruitment and retention challenges, staff parking limitations and expansion planning

Develop and implement a system to measure and monitor effectiveness by employing a CRM-solution to empirically measure employer outreach efforts and impacts



TDM Recommendations



Objectives

Increase the amount of commuter information available on PRTC's website

Make it easier to access commuter information for all users

Reduce confusion regarding the differences between PRTC brands

Recommendation

Increase ease of access to and supply of commuter information

Actions

Design and implement changes to the PRTC website to improve access to information for all populations and user types.

Expand the amount and utility of information available through partnerships with other organizations, research alternative information delivery methods, and monitor communication trends for adaptation

Examine the costs and benefits of rebranding PRTCs services into a more consistent look and feel



TDM Recommendations



Objectives

Promote vanpooling as part of PRTC's multimodal system of services, increase vanpooling in markets not well served by transit and build the vanpooling market on the I-66 corridor as part of Transform 66

Increase employer recognition of vanpooling as an effective recruitment and retention tool and effective parking mitigation tool

Generate additional federal formula funding for PRTC by increasing the number of vanpools enrolled in the Vanpool Alliance program

Recommendation

Expand efforts to promote and register vanpools

Actions

Bolster efforts by Vanpool Alliance to promote vanpooling among Prince William County commuters by developing an outreach plan, coordinate with regional partners to promote vanpooling in the I-66 corridor

Promote the purpose and importance of NTD reporting among vanpool operators

Research, test and deploy automated data collection methods for vanpool data reporting



TDM Recommendations



Objectives

Improve the safety and convenience of park-and-ride lots in the Prince William area

Reduce the drive alone rate of Prince William area residents

Nurture the formation of new carpool and vanpool groups by helping to increase the number of park-and-ride facilities

Recommendation

Proactively engage in the development and improvement of park-and-ride facilities

Actions

Proactively engage in the development and design review of VDOT park-and-ride facilities, particularly along the I-66 and I-95 corridors

Advocate for the importance of amenities at park-and-ride lots that increase user comfort and may attract more users, Share feedback from riders and other PRTC users with VDOT to identify and address safety concerns at park-and-ride lots

Meet regularly with VDOT about expanding or adding park-and-ride facilities, engage with additional private land owners about use of space for park-and-ride facilities



TDM Recommendations



Objectives

Improve the efficiency and effectiveness of the TDM programs and services

Maximize investment of public funds and achieve the greatest possible public benefit

Provide the basis for inclusion of an operator's operating and capital programs in regional and state-wide planning and programming documents

Recommendation

Identify adaptations and resources that support the latest trends and technology in commuting through updating the Transportation Demand Management (TDM) plan

Actions

Obtain Commonwealth Transportation Board approval in the FY18 Six-Year Improvement for a DRPT grant to fund PRTC staff support to develop the TDP

Prepare draft TDM plan, including performance measures and targets

Adopt the major update of the TDM plan



Future Innovation Recommendations



Objectives

Provide subject matter expertise to project sponsors during the planning and design of new corridors that will help maximize the use of transit

Promote transit-oriented development in the Prince William area that is supportive of high-capacity transit investments

Recommendation

Support local and regional efforts to explore new modes of High-Capacity Transit

Actions

Continue to actively participate in the planning for high-capacity transit on Jefferson Davis Highway (Route 1) in Fairfax County to the north and high-speed ferry planning

Continue to engage in regional and state planning efforts that seek to identify and develop high-capacity transit corridors

In collaboration with Prince William County prioritize elements of the transit vision to advance to feasibility studies, secure funding for at least three feasibility studies, complete at least three feasibility studies that identify next steps in advancing the initiatives



Future Innovation Recommendations

Objectives

Supplement OmniLink routes with additional service from TNCs or similar emerging service model

Ultimately reduce operating and capital expenses for OmniLink

Recommendation

Expand local transit options by leveraging partnerships with Transportation Network Companies (TNC) and other new or emerging service models, while maintaining equity of service

Actions

Complete TNC healthcare access study (grant received from Potomac Health Foundation to assess feasibility of using TNC's to provide access to healthcare providers)

Engage in proactive outreach to build partnerships and identify feasible opportunities that create mutual benefit

Implement pilot program in one or two geographic areas during limited operating hours, monitor and track performance, scale successful operations to a larger geographic area and operating period





Future Innovation Recommendations

Objectives

Contribute to placemaking by providing more mobility choices in areas of high population and employment densities

Expand PRTC's role beyond transit service and TDM strategies to deliver more of a multimodal transit system

Recommendation

Collaborate with local jurisdictions on the investigation and implementation of new mobility solutions such as bikesharing and carsharing

Actions

Partner with Prince William County to conduct a feasibility assessment to research best practices in implementing these types of systems in similar geographic and socioeconomic areas)

Issue an RFI to identify institutions, employers, or private developers who might be interested in partnering in implementation

Identify and prioritize locations for a pilot program within the PRTC service area, seek funding to implement a pilot program in at least one area



Future Innovation Recommendations



Objectives

Increase operational efficiency through adjusting service patterns to meet real-time demand

Optimize routing and bus vehicle size to meet real-time demand

Accommodate travel in unplanned circumstances such as a rail malfunction or an emergency evacuation

Recommendation

Investigate new service models that allow for the development of easily scalable demand-based services

Actions

Conduct a best practices assessment of dynamic demand-based service models

Conduct cost-benefit analysis to analyze potential effectiveness and risks associated with multiple service models

Based on cost-benefit analysis and stakeholder input, identify potential pilot projects

Next Steps

- Seek endorsement of the Strategic Recommendations from the PRTC Board
- Complete the Transit Development Plan and Transportation Demand Management Plan
- Plan implementation
- Monitoring of Plan progress and evaluation of strategies
- Plan revision based on monitoring, evaluation and changed conditions over time

