



Strategic Plan

Summary Report PRTC Strategic Visioning Retreat

Meeting Date: December 3, 2016
Report Prepared: December 8, 2016

Overview

PRTC convened a planning retreat on Saturday, December 3, 2016, to begin the process of developing a renewed strategic vision for the agency. This visioning process is part of PRTC's strategic planning consulting contract with Kimley-Horn, supported by sub-contractor SIR. The session was led by PRTC Chairman Frank Principi and included members of the PRTC board, staff, and key stakeholders from the community.

The following report includes: an initial draft of a new positioning statement prepared during the meeting; information presented and discussed during the meeting; next steps in the planning process; and feedback from the participants in small group breakouts followed by a group discussion.



PRTC Strategic Plan

PRTC's New Positioning
Statement – Draft #1

*As Crafted at PRTC's 2016 Strategic
Visioning Retreat on December 3, 2016*

Document Purpose

This document presents the core output from PRTC's planning retreat on December 3, 2016—the organization's new positioning statement. This statement, in draft form, will now guide the development of PRTC's long-range strategic plan.

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.

Key Positioning Statement Components

Intended Segment

Frame of Reference

Point of Parity

Point of Difference

Reasons to Believe

PRTC's Positioning Statement

Intended Segment

For the Greater Prince William area's growing and diverse residents, organizations, and businesses,

Frame of Reference

PRTC is the organization

Point of Parity

that delivers a multimodal transportation system,

Point of Difference

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.

PRTC's Positioning Statement

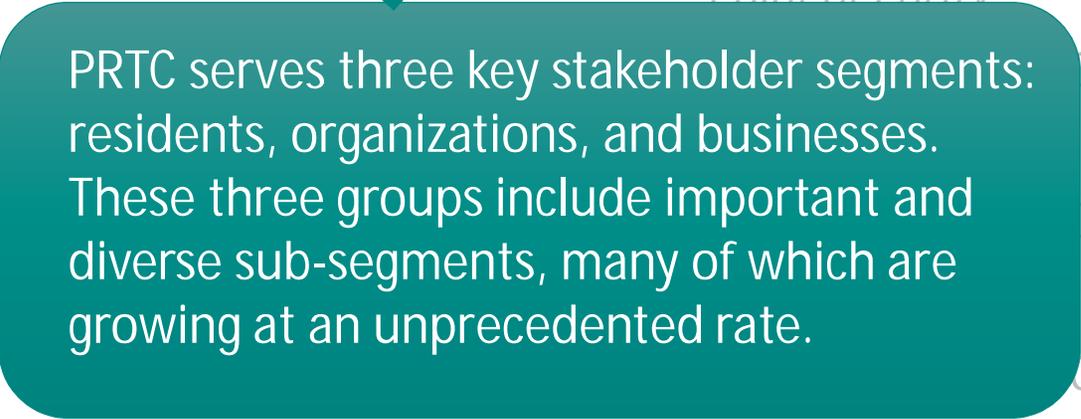
Intended Segment

For the Greater Prince William area's growing and diverse residents, organizations, and businesses,

Frame of Reference

PRTC is the organization

Point of Parity



PRTC serves three key stakeholder segments: residents, organizations, and businesses. These three groups include important and diverse sub-segments, many of which are growing at an unprecedented rate.

transportation system,

convenient, livable

to the larger region

Prince William area the

community of choice.



PRTC's Positioning Statement

Intended Segment

For the Greater Prince William area's growing and diverse residents, organizations, and businesses,

Frame of Reference

PRTC is the organization

Point of Parity

that delivers a multimodal transportation system,

Point of Difference

connecting the area's activity centers to one another in a way that makes the Greater Prince William area the community of choice.

PRTC is a public-service organization focused on transportation.

PRTC's Positioning Statement

Intended Segment

For the Greater Prince William area's growing and diverse residents, organizations, and businesses,

Frame of Reference

PRTC is the organization

Point of Parity

that delivers a multimodal transportation system,

Point of Difference

connecting the area's network of convenient, livable



PRTC's goals center around providing connections and doing so through alternatives to the single-occupant vehicle trip. Thus, PRTC is more than a "bus company"; it is focused on moving people through a wide range of mobility options—bus, vanpool, carpool, telework, etc.

PRTC's Positioning Statement

PRTC's services provide affordable and convenient connections around and between the area's many activity centers, as well as to other major destinations in the region. In doing so, PRTC gives the Prince William area a competitive economic development advantage as a preferred community of choice—a place where people want to live, work, learn, and play. PRTC is in the economic development business.

that delivers a multimodal transportation system,



Point of Difference

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.

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.

Reasons to Believe

Proof points for why audiences
will believe your positioning
statement.

Reasons to Believe

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.

I.

PRTC's
experience
base

II.

PRTC's multi-
modal service
portfolio

III.

The needs of
the PW area's
growing and
diverse
residents,
organizations,
and businesses

IV.

The PW area's
growth
development
plan—
accommodating
current growth
and supporting
future 15-minute
livable
communities

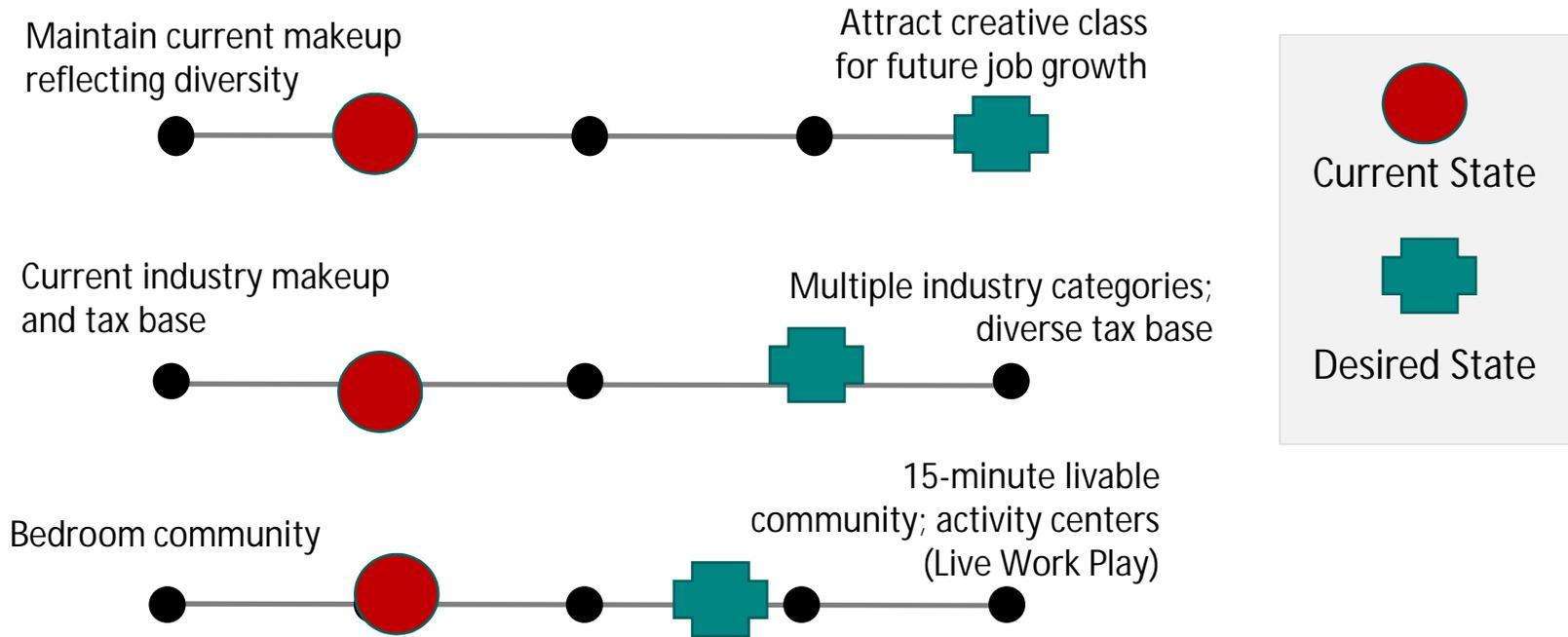
V.

The PW area's
business
retention and
recruitment
plans

Planning to Meet Community Needs

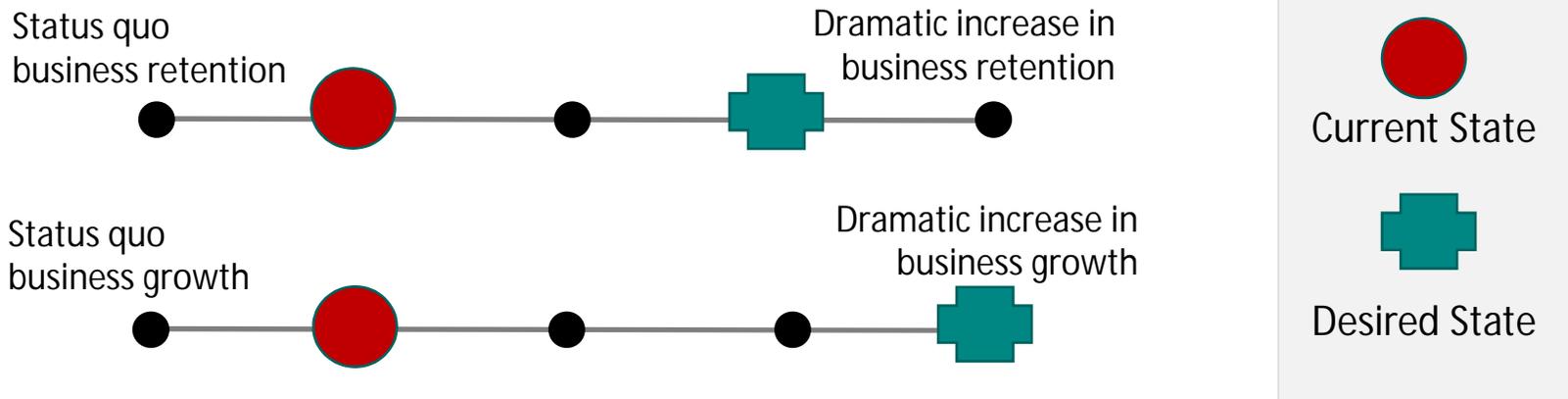
The purpose of PRTC's new positioning statement is to ensure that PRTC's final plan will fully support the Greater Prince William area's community evolution. To help prepare that statement, participants in the strategic planning retreat reviewed and discussed key priorities that connected economic and community development with public transit. Summarized on the following slides is the planning group's work identifying the gaps that need to be filled to create a stronger and better community.

Community Priorities



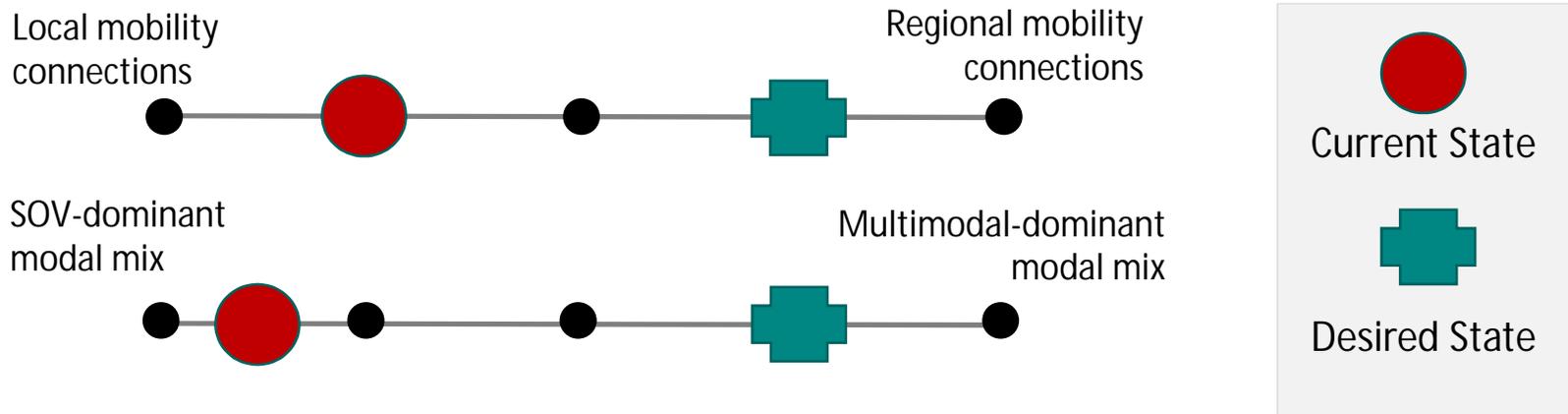
Summary: These three categories demonstrate the inter-relationship between workforce, industry makeup and land use. The planning group pointed to a diverse workforce population as an essential element in encouraging a dynamic economy; and job options and 15-minute livable communities are essential to attracting a diverse workforce. The planning group identified the need for area leaders to focus on policies and services that will attract a diverse population of employers and employees, which will encourage healthy economic growth.

Community Priorities



Summary: Building off discussions of the topics on the previous slide, the planning group identified the need for more aggressive and effective economic development and employer recruitment initiatives in Prince William County. The group stated that government policies and community services that shape an environment for the retention and growth of businesses and economic activity will lead to benefits for the entire community.

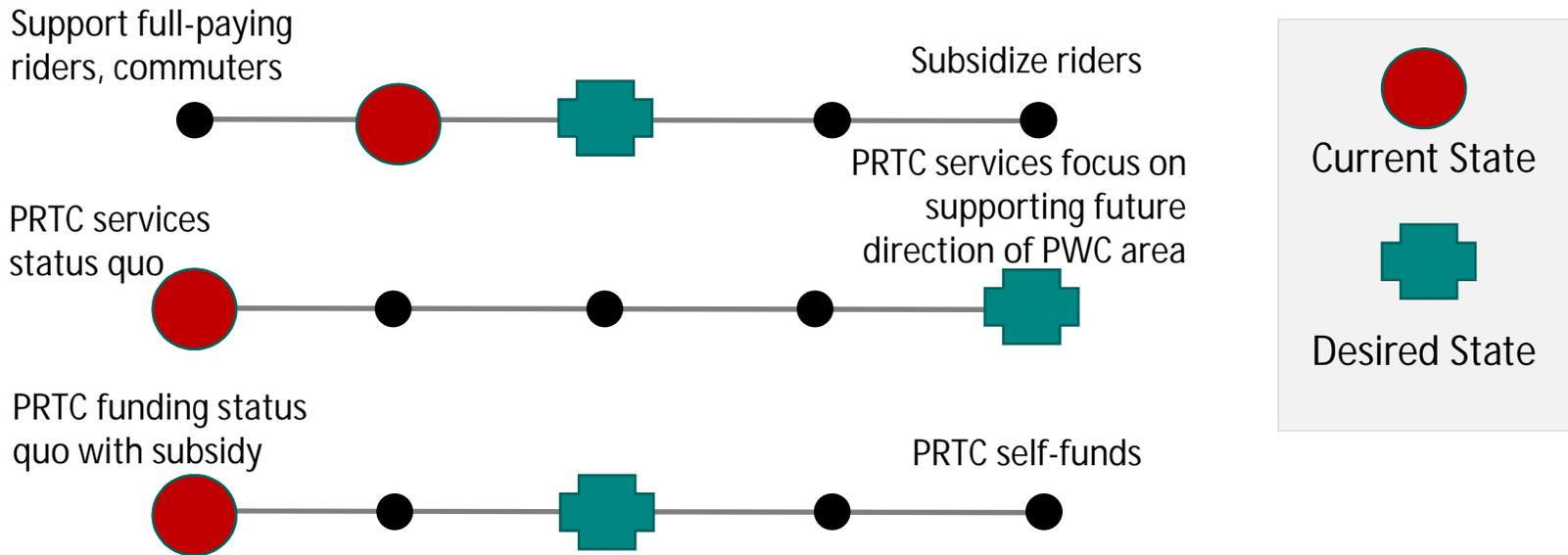
Community Priorities



Summary: Inter-jurisdictional relationships were identified by the group as a key to providing connections to the rest of region, recognizing that travel and economic activity do not stop at jurisdictional borders. Prince William residents and government are at a disadvantage in building those regional connections, however, due to the large percentage of workers who commute out of the area—estimated by the group to be far greater than any area in Northern Virginia.

Also, the group stated that providing and promoting a variety of travel options can reduce congestion and support more full participation within communities. As stated in the previous slide, greater density through 15-minute livable communities will better support local transit.

Community Priorities



Summary: There was unanimous agreement among the group that PRTC services—both current and new—were a vital part of supporting the nearly 30% projected population growth in Prince William County over the next 15 years. PRTC’s transit and Transportation Demand Management services are part of a larger set of strategies and policies that support growing and diversifying commercial and residential populations. A combination of new revenues—i.e. employer sponsored transit—and sufficient government subsidies to maintain and grow the multimodal network is important to accommodate this growth.



Next Steps



Next Steps

PRTC's New Positioning Statement Will Now Guide the PRTC Long-Range Planning Process

PRTC Strategic Plan — Phase II: Proposed Schedule

Months		Determination of PRTC Vision and Future Transit Philosophy	Baseline Conditions	Future Trends and Needs	Public and Stakeholder Engagement			Development of Strategic Recommendations Report
				Executive Board Steering Committee Meetings	PRTC Commission	Public Engagement		
1	Sep-16	Visioning Workshop			Kick-off			
2	Oct-16				Process Overview and Vision Workshop Prep		30th Anniversary Event Outreach	
3	Nov-16							
4	Dec-16							
5	Jan-17		Baseline Conditions Summary	Summarize Visioning Workshop & Outline Priorities		Conduct Public Survey		
6	Feb-17				Summarize Visioning Workshop & Priorities			
7	Mar-17			Summarize Technical Analysis Findings				
8	Apr-17			Draft Vision and Preliminary Recommendations			Draft Strategic Recommendations	
9	May-17	Establish Draft Vision			Draft Vision and Preliminary Recommendations			
10	Jun-17					Public Hearing and Engagement Events — Draft Vision and Preliminary Recommendations		
11	Jul-17			Summarize Public Input & Refined Recommendations				
12	Aug-17						Draft and Final Strategic Recommendations Report	
13	Sep-17	Finalize Vision			Final Vision and Strategic Recommendations Report			
14	Oct-17	Adoption, Support, and Project Closeout						

Draft: October 25, 2016

- KEY**
- Technical Work
 - Steering Committee Meeting
 - PRTC Commission Meeting
 - Public Engagement Opportunity



PRTC Strategic Plan

2016 Strategic Visioning Retreat

December 3, 2016

This document is the actual PowerPoint deck used to guide and facilitate the December 3, 2016, PRTC Strategic Planning Retreat. The key purpose of this retreat was to arrive at a new positioning/vision statement for PRTC, a vision that would help direct the preparation of PRTC's Long-Range Plan.

Summary Description

PRTC convened a planning retreat on Saturday, December 3, 2016, to begin the process of developing a renewed strategic vision for the agency. This visioning process is part of PRTC's strategic planning consulting contract with Kimley-Horn, supported by sub-contractor SIR. The session was led by PRTC Chairman Frank Principi and included members of the PRTC board, staff, and key stakeholders from the community.

The following presentation was used to facilitate discussion during the retreat.

Strategic Planning Retreat Participants

Lance Titus, Northern Virginia Community College
Victor Beltran, Northern Virginia Community College
Mark Scheufler, ICC
Pat Pate, City of Manassas
Todd Horsley, DRPT
Suhas Naddoni, Manassas Park Council and PRTC Board
James Davenport, Prince William County
Raymond Beverage, PWC Commission on Health
Rich Anderson, VA House of Delegates and PRTC Board
Margaret Angela Franklin, PRTC Board
Linda Force, representing PRTC Board member Ruth Anderson
Jackson Miller, VA House of Delegates and PRTC Board
Frank Principi, Prince William County Supervisor and PRTC Board

Jeanine Lawson, Prince William County Supervisor and PRTC Board
Marty Nohe, Prince William County Supervisor and PRTC Board
George Barker, Senate of Virginia and PRTC Board
Rick Holt, Active Prince William
Sheree Thomas, Independence Empowerment Center
Emery Large, PRTC Bus Operator
Patrice Lewis, PRTC Bus Operator
Sylvester Woods, PRTC Bus Operator
Eric Marx, PRTC Staff
Chuck Steigerwald, PRTC Staff
Perrin Palistrant, PRTC Staff
Corey Hill, Kimley-Horn
John Martin, SIR
JR Hipple, SIR

Welcome and Introductions

Eric Marx

Interim Executive Director, PRTC

Frank Principi

Chairman, PRTC



Purpose and Agenda

Today's Purpose

To develop the foundation of a shared vision for the future of PRTC through a strategic discussion that is informed by:

- Insights of, and candid dialogue by, participants
- Feedback from leadership, stakeholders, riders, and non-riders
- Research findings from PWC, Manassas, and Manassas Park residents
- National practices and future trends

What Will We Do with the Outcome of This Retreat?

The steering committee will use the vision to guide the preparation of a strategic recommendations report for PRTC.

The report will include a prioritization of community service needs, development of strategic actions, and allocation of resources.



Your Expectations?

Agenda

- | | |
|--|--|
| I. Jump Start | JR Hipple, SIR |
| II. Current Economic, Transportation, and Land Use Climate Review | John Martin, SIR and Corey Hill, Kimley-Horn |
| III. Strategic Vision Planning Analysis Breakouts, Reports, Discussion | JR Hipple |
| IV. Visioning Narrative | John Martin |
| V. Summary | Frank Principi, PRTC Chairman |

Ground Rules

Be open and honest

Be open to change

Explore creative ideas

Respect opinions of others

Put phones on vibrate



Jump Start

Jump Start: Community Priorities

- 1.) Quickly read the vision statements from the jurisdictions.
- 2.) Then, review the list of 10 categories of community priorities.
- 3.) Draw a circle to mark where we are now, and a plus sign to mark where you believe we need to go.

Turn to your group and take two minutes each to exchange thoughts and determine if there is consensus on priorities.

Group discussion.

Prince William County – Strategic Vision

Prince William County is a community of choice with a strong, diverse economic base, where families and individuals choose to live and work and businesses choose to locate.

Economic Development – The county will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

Transportation – The county will provide a multimodal transportation system that supports county and regional connectivity.

City of Manassas Park – Vision Statement

Manassas Park will be an attractive community with many tree-lined streets, a citywide system of sidewalks and parks, and revitalized, well-maintained neighborhoods.

Transportation services will be safe, convenient, and diverse, including a high-capacity road system and commuter rail service. The city will be socially unified and will retain its “small town” character, with a strong new “downtown” fostered by the new Park Center.

The city will maintain strong regional ties to its neighboring jurisdictions, while maintaining a strong sense of identity and pride in its local community.

City of Manassas – Vision Statement

Manassas has been, is, and will continue to be a unique, attractive, and livable city. Our vision for the city is one that values its history, embraces the present, and plans for the future in an informed, purposeful manner.

Mobility Key Issues – In order to be sustainable in the long term, policies and mechanisms will need to be implemented to build an integrated transportation system that improves system efficiency and safety, diminishes reliance on single-occupant vehicles, and creates opportunities for alternative modes of transportation.

Community Priorities

Maintain current makeup reflecting diversity

Attract creative class for future job growth



Current industry makeup and tax base

Multiple industry categories; diverse tax base



Bedroom community

15-minute livable community; activity centers (Live Work Play)



Status quo business retention

Dramatic increase in business retention



Status quo business growth

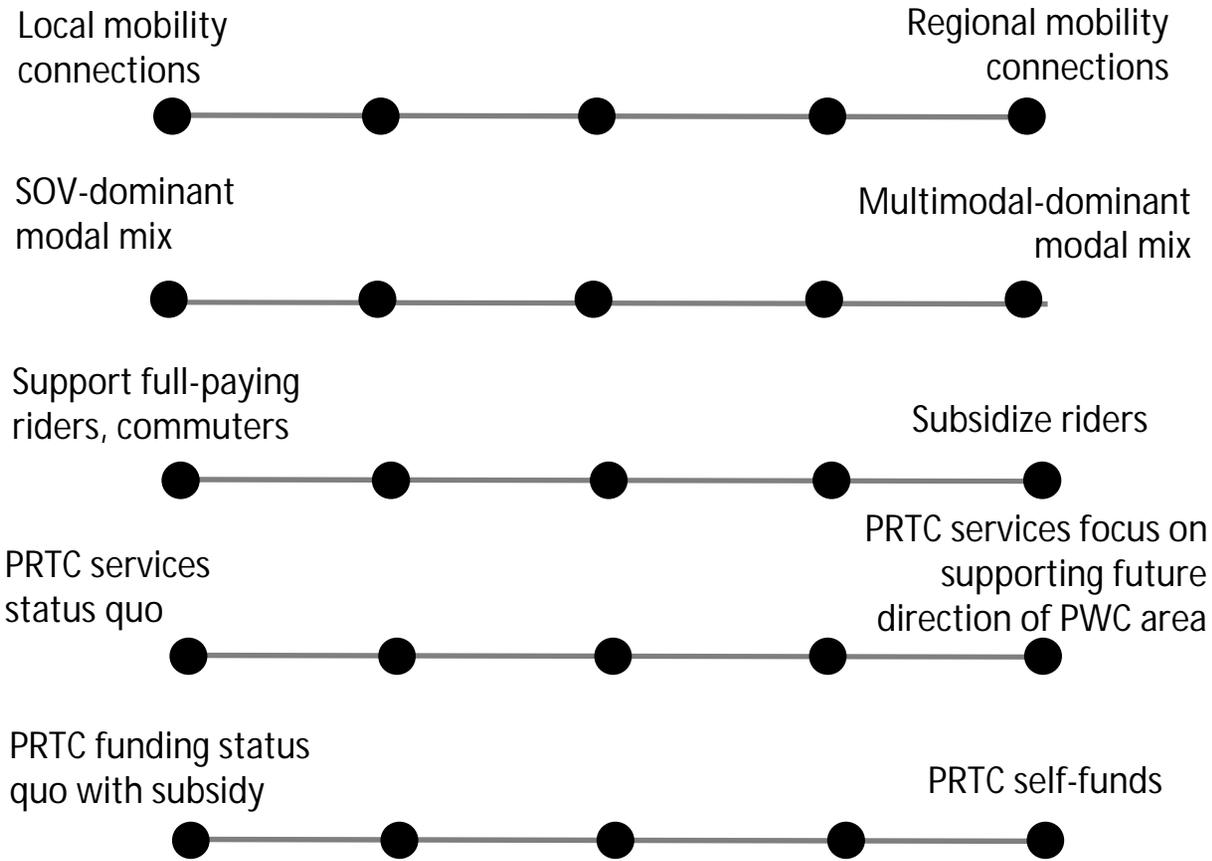
Dramatic increase in business growth



Current State

Desired State

Community Priorities



Current State

Desired State

10 Priorities from Our Listening Tour

1. Business case for bus service—the benefits of having
2. Employer engagement by PRTC
3. Community case for bus service—the costs of not having
4. Public assistance vs. economic/community success
5. Integration of transit, economic development, housing
6. Interconnectivity cross-county, cross-jurisdictions
7. New, flexible, innovative mobility options
8. Transit champions
9. Communicate, communicate, communicate
10. *Combine it all to win funding support*

*Economic,
Transportation,
and Land Use
Climate Review*

Climate Review

- Goal: *Summarize prevailing local and regional trends to provide context for developing PRTC's vision.*
- Information Sources
 - Local, regional, and statewide plans
 - Comprehensive travel surveys
 - Conversations with Steering Committee and stakeholders
 - Previous research and industry knowledge

Plans and Surveys Reviewed

- Prince William County Comprehensive Plan (including ongoing update)
- Prince William County Strategic Plan (ongoing)
- City of Manassas Comprehensive Plan
- City of Manassas Park Comprehensive Plan
- Fairfax County Countywide Transit Network Study
- I-95/395 Transit/TDM Plan (ongoing)
- Transform 66 (Inside and Outside the Beltway)
- MWCOG Constrained Long-Range Plan
- MWCOG Region Forward
- MWCOG 2016 State of the Commute
- NVTC Transit Means Business
- NVTa TransAction 2040
- Virginia 2015 Statewide Travel Study
- VTRANS 2040

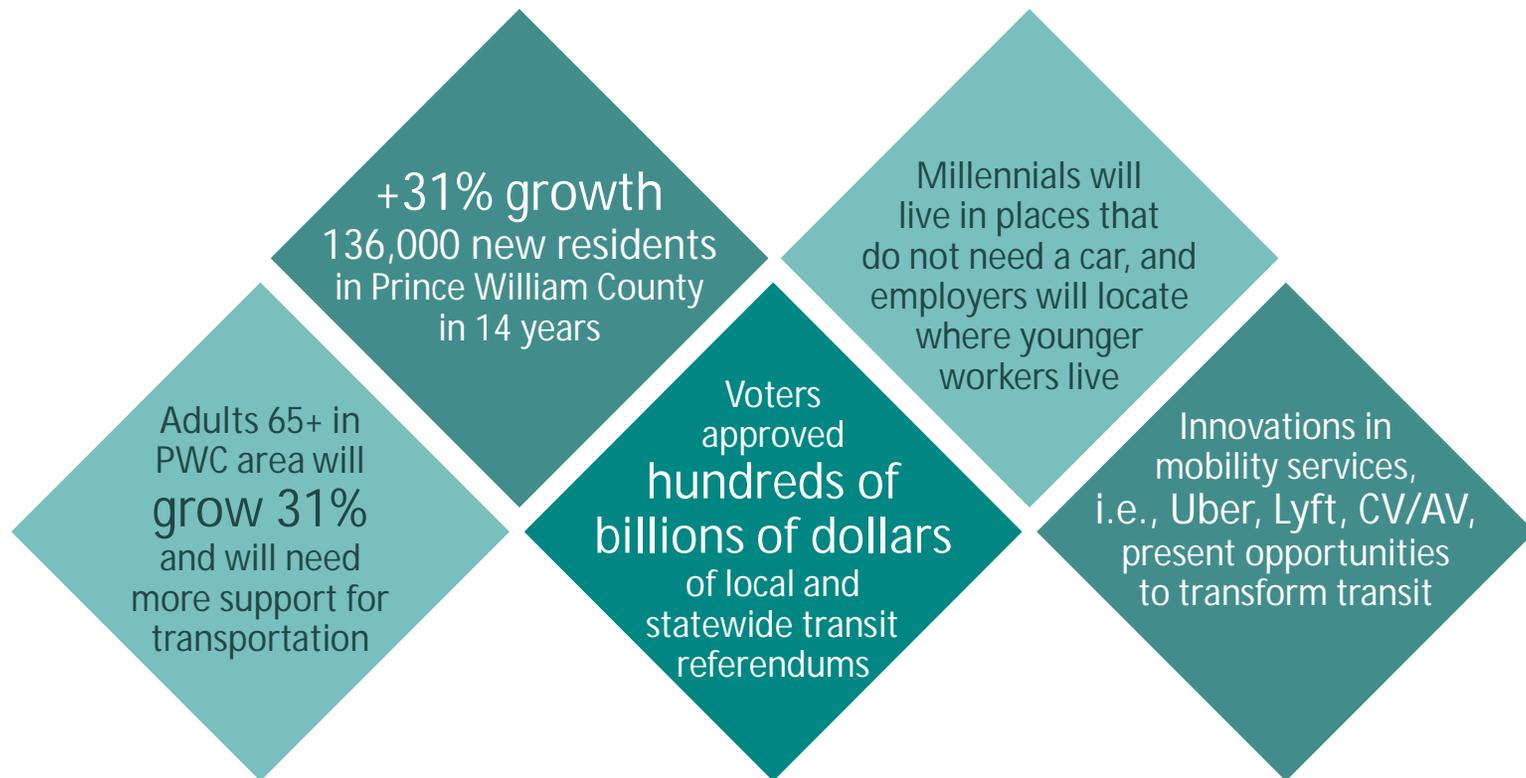
Key Themes

The region and the Prince William area share the following key themes:

1. Preparing for the impact of demographic and economic trends that will reshape the entire region.
2. Creating a sense of place to attract new high-quality workers, who in turn attract high-quality employers.
3. Adapting travel patterns for an improved quality of life.
4. Supporting multimodal travel and high-capacity transit networks to connect jurisdictional activity centers, and to connect to the region's core.
5. Supporting transit-oriented growth.

1.

Preparing for demographic and economic trends



2. Creating a sense of place

Regional trends

- Attracting high-quality workers to attract high-quality employers
- Mixed-used walkable communities

Common local objectives and strategies

- Promoting residents working close to home
- Attracting new companies and businesses to targeted development areas
- Emphasizing strategic redevelopment opportunities

“Prince William County is a community of choice with a strong, diverse economy, where individuals and families choose to live and businesses choose to locate.”

- Prince William County Strategic Plan Vision Statement

2. Creating a sense of place

- The economic development model is shifting from corporate recruitment to intentional placemaking, essential to attracting a highly qualified workforce.
- Site selection research among the top 50 site selection consultants revealed:
 - Expanding and relocating businesses expect 85% of the needed workforce to already be in place.
 - The jurisdiction is heavily investing in placemaking and culture-building activities to attract qualified workers.
 - Transportation infrastructure, including transportation choices, are an expected part of 21st-century placemaking.

3.

Adapting travel patterns for an improved quality of life

Use of alternative transportation modes

- Rise in the use of ridesharing companies (Uber, Lyft) for commuting and recreational travel
- Users of multimodal travel are more satisfied with their commute

30%

of Virginians between the ages of 18 and 25 who could have a driver's license choose not to or don't have one

4.

Supporting multimodal travel and high-capacity transit networks

Regional trends

- Connecting centers within jurisdictions and connecting to the regional core
- Interconnected regional network of Express Lanes
- High-capacity transit implementation

Common local objectives and strategies

- Increasing percentage of citizens using transit
- Providing access to alternative transportation choices
- Reducing the need for automobile usage
- Supporting technology for use in making travel decisions

4.

Supporting multimodal travel and high-capacity transit networks

*Prince William County
Proposed Future Transit Alternatives*

VRE Rail

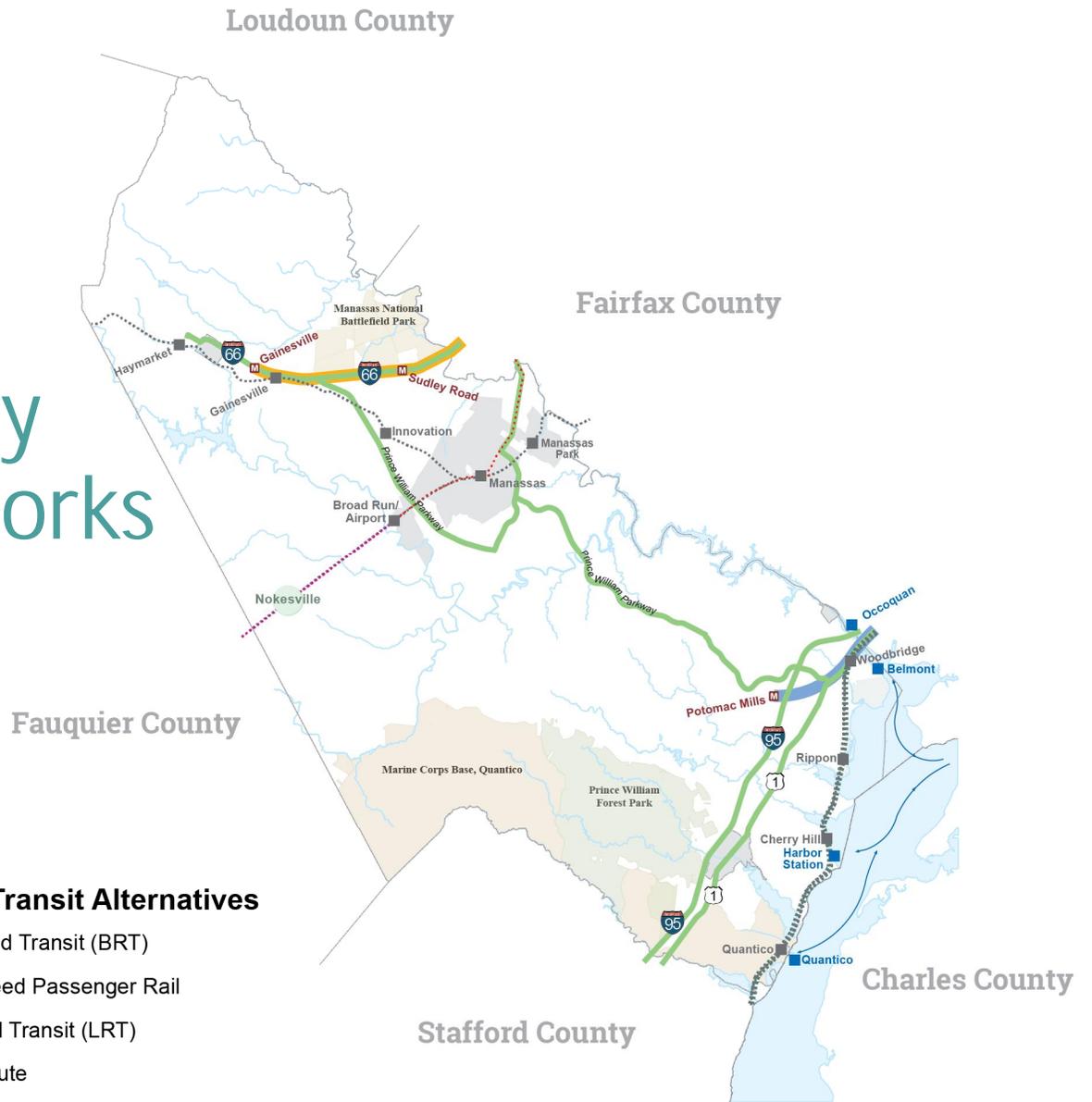
- Potential Station
- Existing or Planned Station
- Existing or Planned Line
- Future Line

METRO Rail

- M Station
- Blue Line Extension
- Orange Line Extension

Additional Transit Alternatives

- Bus Rapid Transit (BRT)
- High Speed Passenger Rail
- Light Rail Transit (LRT)
- Ferry Route
- Ferry Terminal

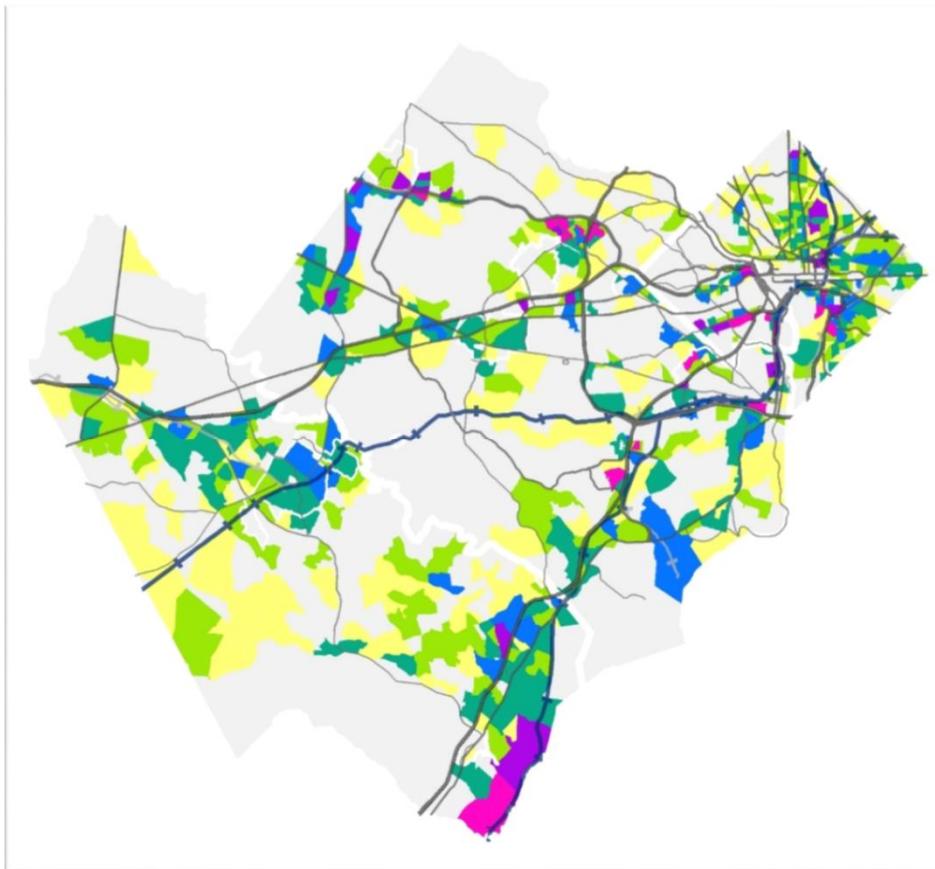


4.

Supporting multimodal travel and high-capacity transit networks

Regional Multimodal Project	PRTC Role		
	Description	Partner in Planning	Operating Service
Transform 66: Inside the Beltway	New commuter bus service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transform 66: Outside the Beltway	New and expanded commuter bus service, expanded park-and-ride lots, and new TDM strategies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
I-395/I-95 Express Lanes	Currently operating commuter bus service; ongoing study of additional improvements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Richmond Highway (US 1) BRT	Proposed bus rapid transit	<input checked="" type="checkbox"/>	--
Rail Expansions	Planning for VRE and Metrorail expansions	<input checked="" type="checkbox"/>	--

5. Supporting transit-oriented growth



**Forecast Increase in Activity
(Jobs + People)**

2015 - 2040

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

1.38M
forecasted new jobs and people within the PRTC bus service area by 2040

69%
forecasted growth in employment for PWC, Manassas, and Manassas Park

Source: MWCOG Round 8.4 Forecasts

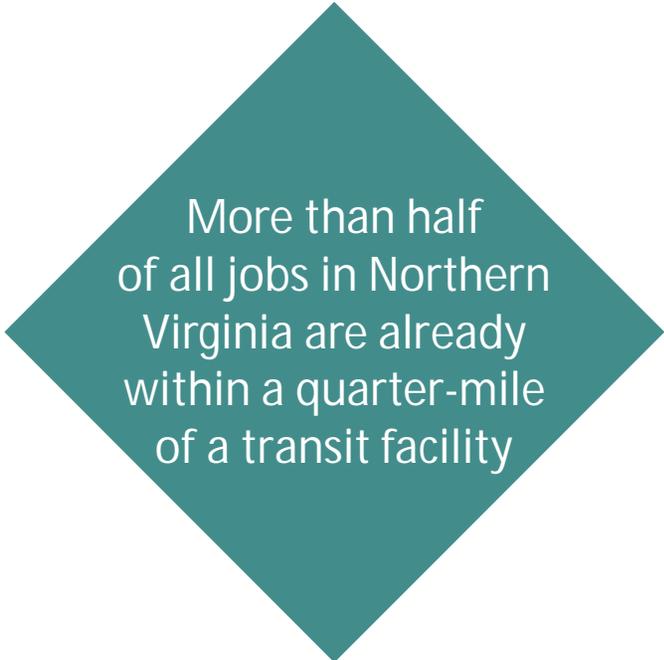
5. Supporting transit-oriented growth

Regional trends

- Mixed-use activity centers

Common local objectives and strategies

- Standards for new development to ensure accessibility to transit
- Complete Street policies
- Targeted growth areas



More than half of all jobs in Northern Virginia are already within a quarter-mile of a transit facility

Placemaking and Transportation Research Findings

1. Summary of 2016 OIPI National Movers Study
and
2. Regional Analysis of the 2015 DRPT Statewide
Mobility Survey for the Prince William County Area

Prepared by



Southeastern Institute
of Research



2016 National Movers Study



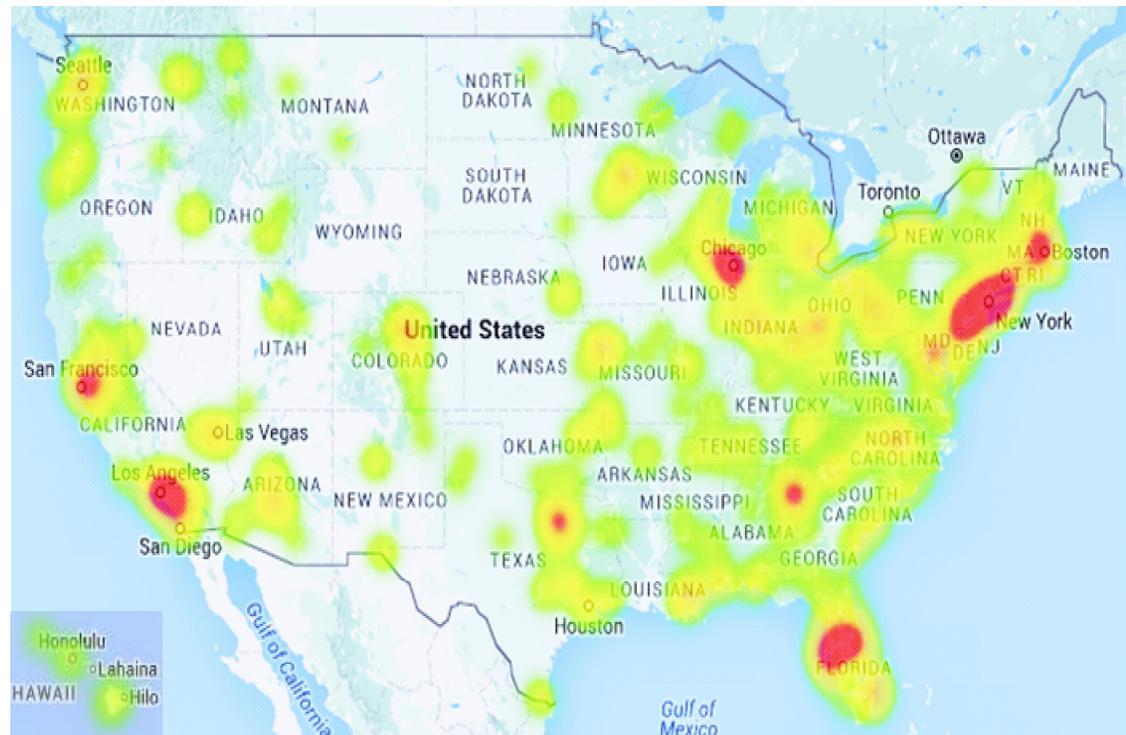
2016 National Movers Study

- While one in six Americans move every year, few do so across state lines.
- Most move within their community or region.
- For Virginia to remain economically vibrant in the future, we will need to attract long-range movers—especially the educated creative class.

Study Design

This research study was conducted among those who have recently moved or envision moving more than 100 miles away

- 20-minute online survey
- Residents ages 21–65
- 300 recent movers
- 300 future movers
- Fieldwork: February 1–4, 2016

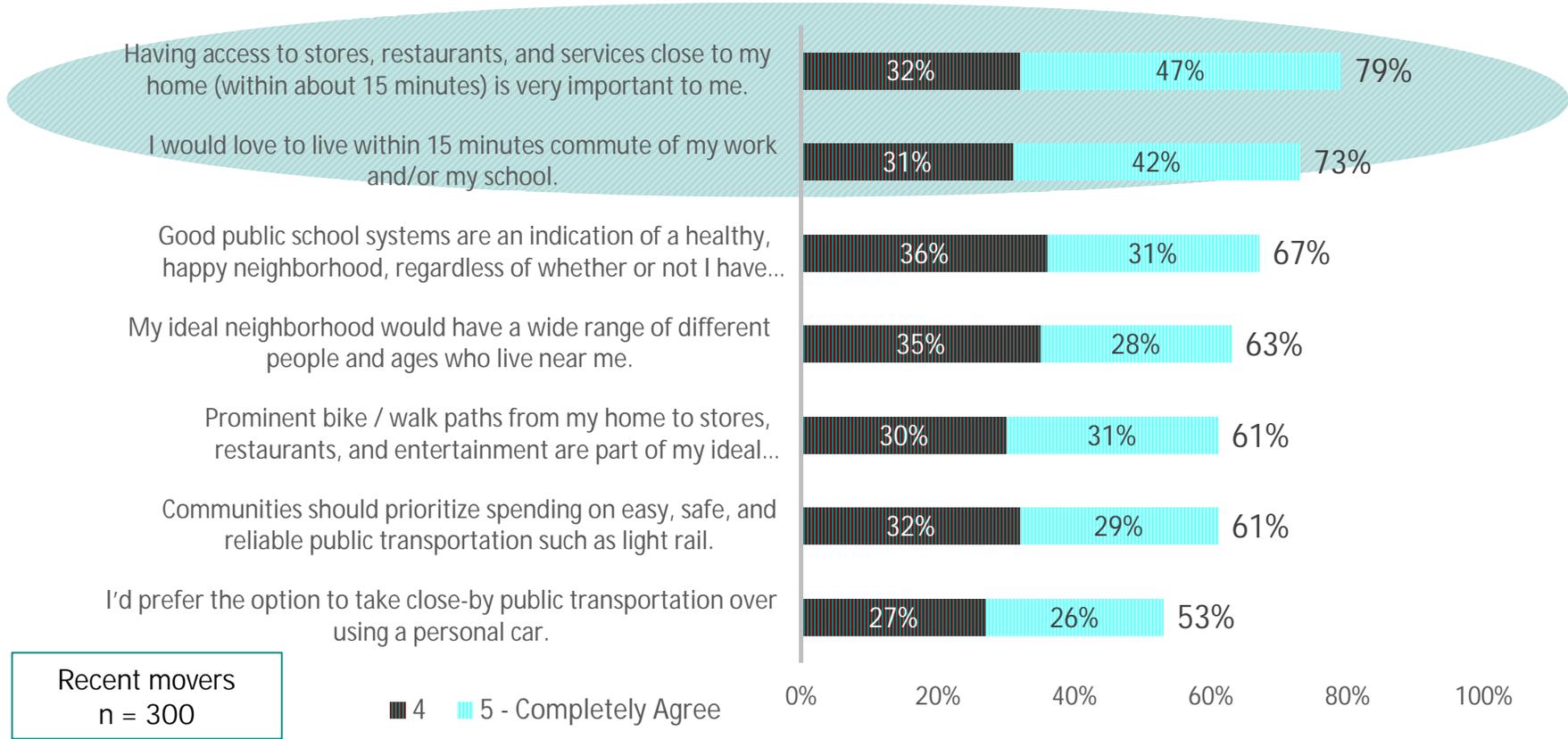


“How much do you agree with each of the following statements, when thinking about your ideal **neighborhood**?

Please use a scale of 1 to 5, where ‘1’ means ‘completely disagree’ and ‘5’ means ‘completely agree.’”

Placemaking factors

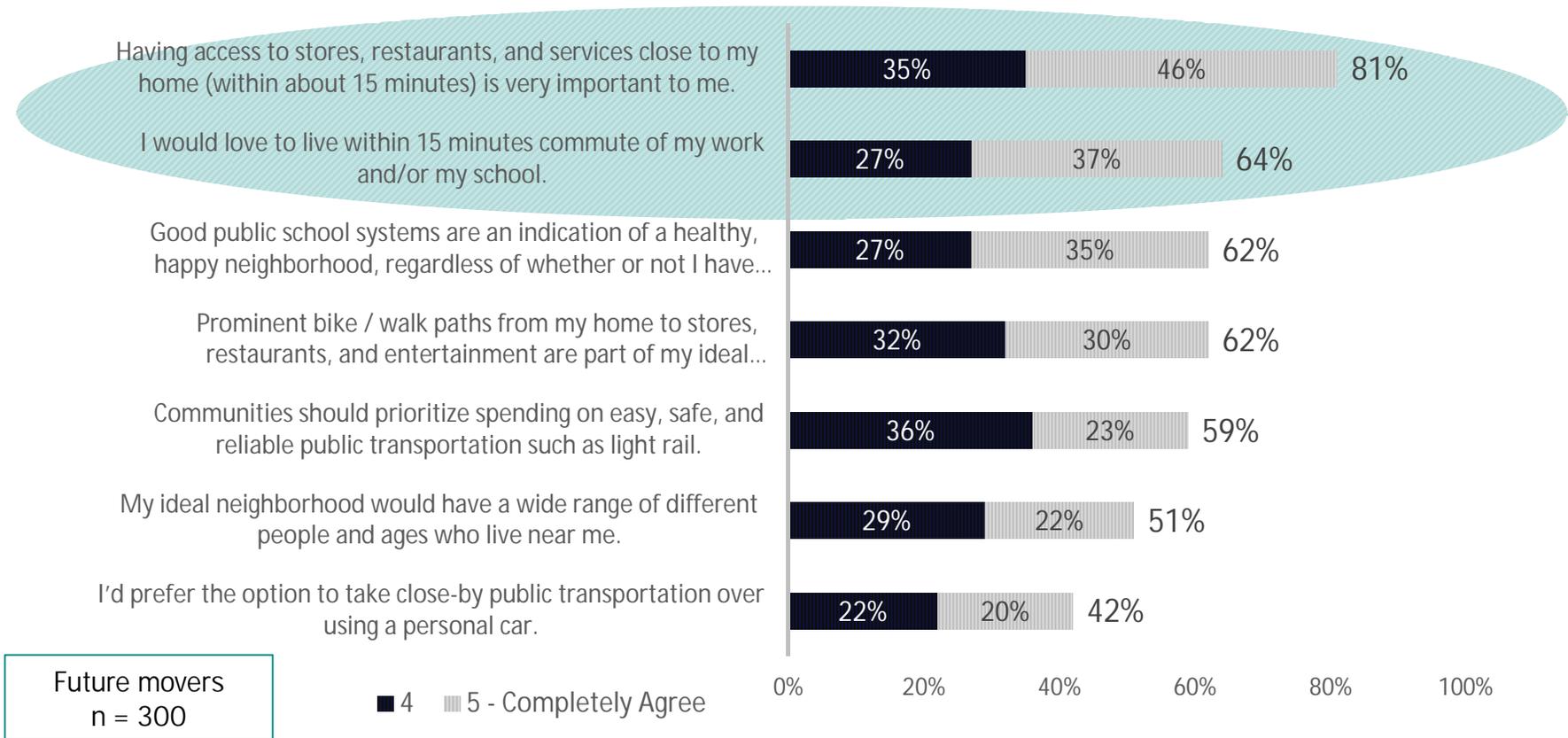
Four out of five RECENT mover respondents say that having stores, restaurants, and services within 15 minutes of home is very important



Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where "1" means "completely disagree" and "5" means "completely agree."

Placemaking factors

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



Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where "1" means "completely disagree" and "5" means "completely agree."

Placemaking factors

Significantly more Millennial and Gen X respondents than Boomer respondents agreed with most placemaking statements

Having access to stores, restaurants, and services close to my home (within about 15 minutes) is very important to me.

I would love to live within 15 minutes commute of my work and/or my school.

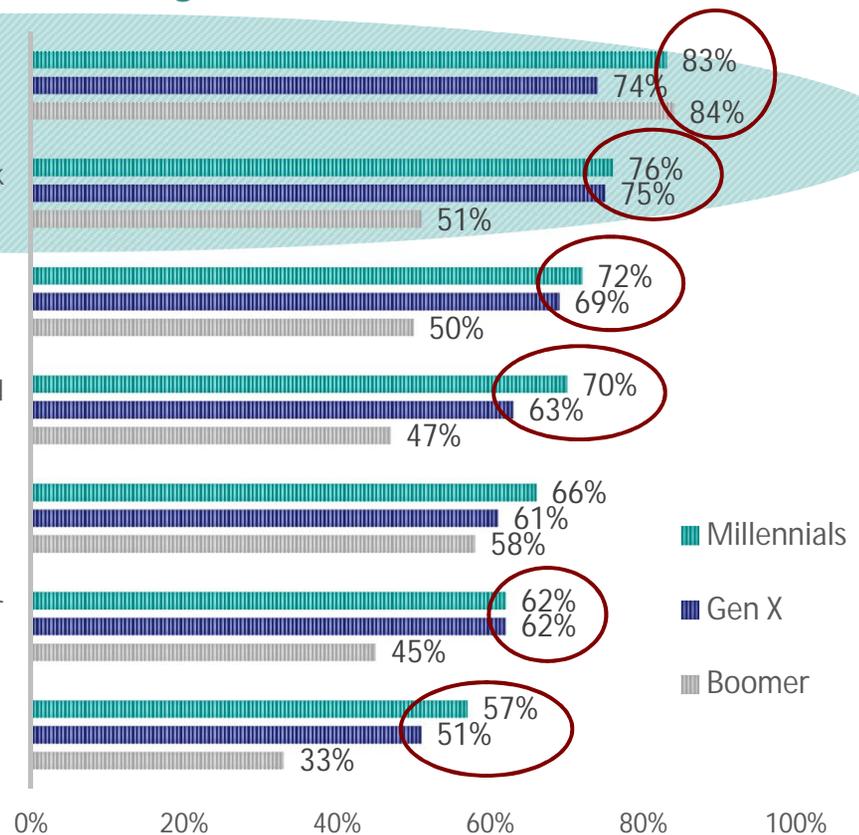
My ideal neighborhood would have a wide range of different people and ages who live near me.

Communities should prioritize spending on easy, safe, and reliable public transportation such as light rail.

Prominent bike / walk paths from my home to stores, restaurants, and entertainment are part of my ideal neighborhood.

I'd prefer the option to take close-by public transportation over using a personal car.

Good public school systems are an indication of a healthy, happy neighborhood, regardless of whether or not I have school-age children.



n = 600

Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where "1" means "completely disagree" and "5" means "completely agree."

Winning Places

The winning localities in the future will need to deliver on the “15-minute livable community” concept.

Winning Places

The “ageless” (cross-generational) appeal is living in a place that is in the center of it all, family-friendly, mixed-use, with single-family homes and public transportation.



2015 DRPT Statewide
Mobility Survey



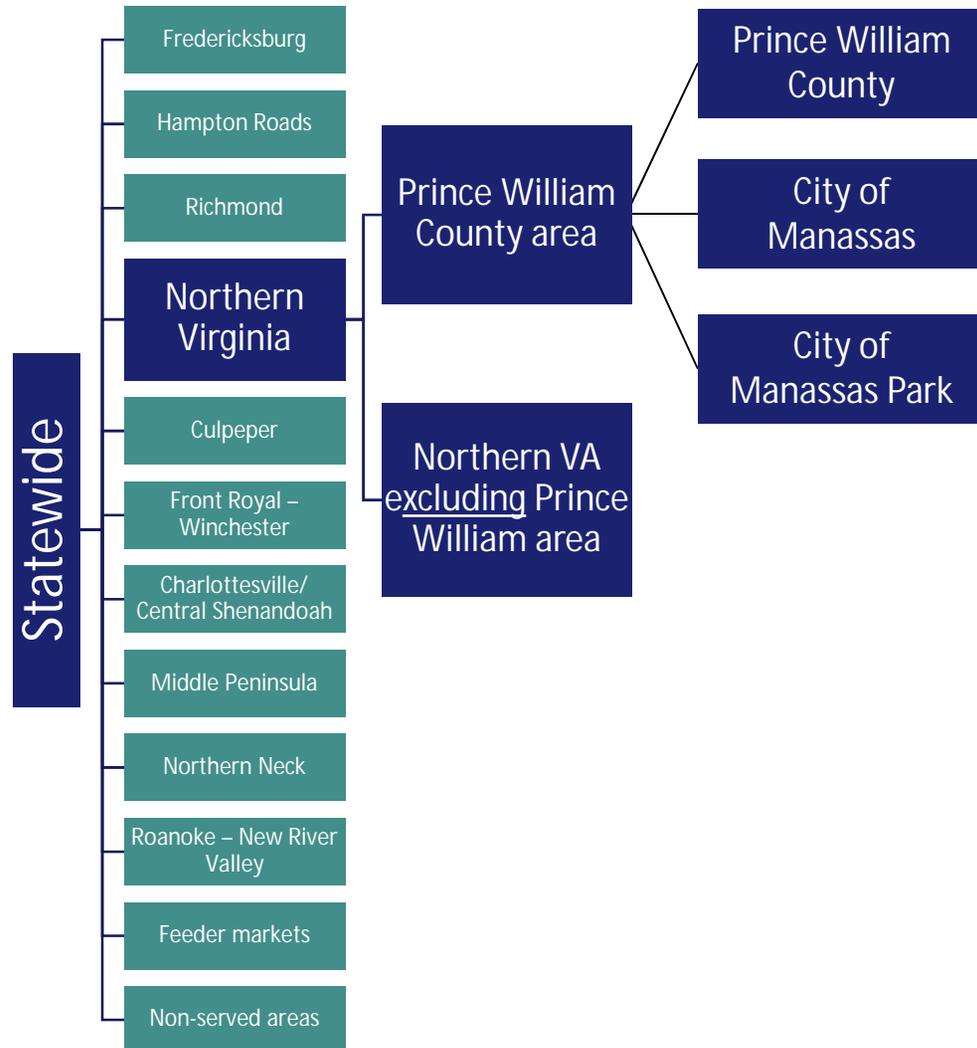
Background, Objectives, and Methodology

Objectives of the DRPT 2015 Statewide Mobility Survey

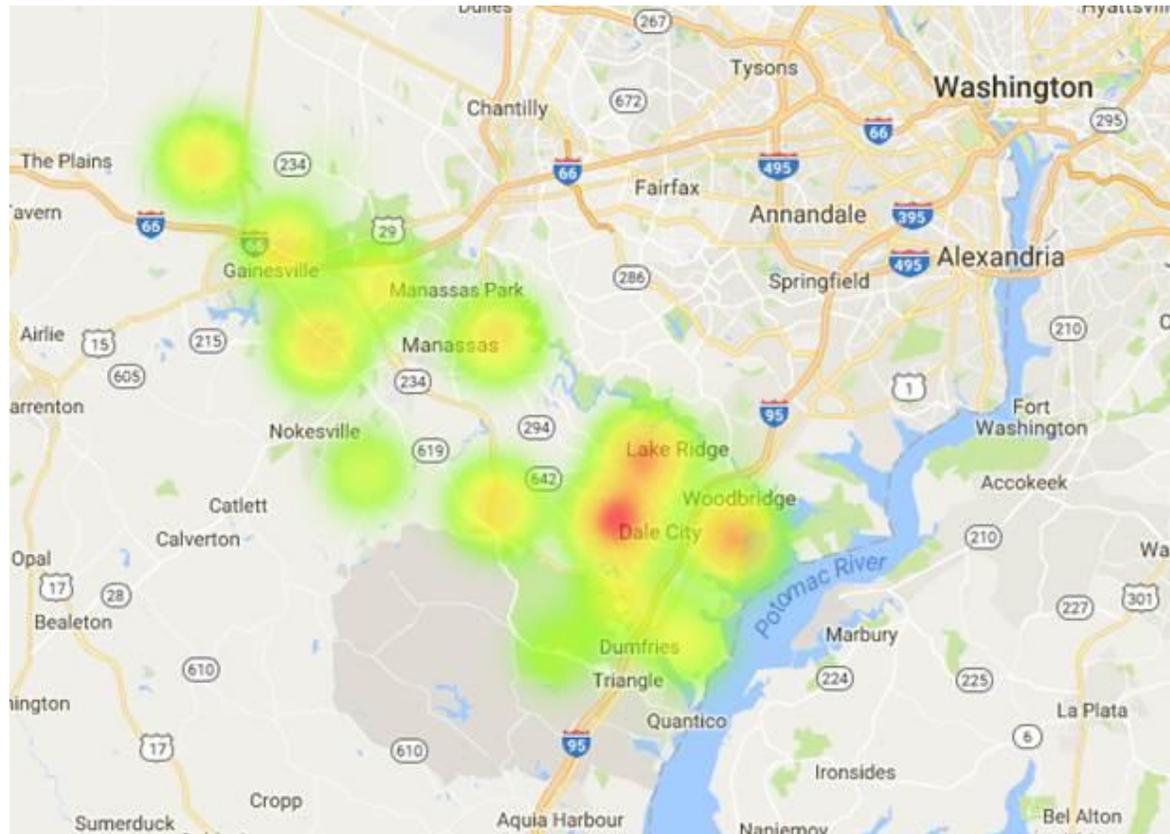
The 2015 Statewide Mobility Survey was designed to:

- Profile the modal split
- Obtain data on travel behavior—work and non-work trips
- Identify barriers and motivators to ridesharing
- Assess awareness and usage of commuter assistance services and programs
- Assess attitudes about supporting investment in mobility services
- Track changes by comparing findings with the 2007 Statewide State of the Commute Study
- Provide baseline for future waves of the DRPT Statewide Mobility Survey

2015 Statewide Mobility Survey Market Definition



Respondents Include Residents from the Entire Prince William County Area, Including Manassas and Manassas Park



Twenty-one zip codes were used to identify residents of the Prince William County area, including: 20109, 20111, 20112, 20136, 20143, 20155, 20156, 20168, 20169, 20181, 20182, 22025, 22026, 22125, 22134, 22172, 22191, 22192, 22193, 22194, and 22195. Respondent zip codes from the 2015 Telephone and 2015 Internet studies were combined to produce this heat map.



Relevant Insights

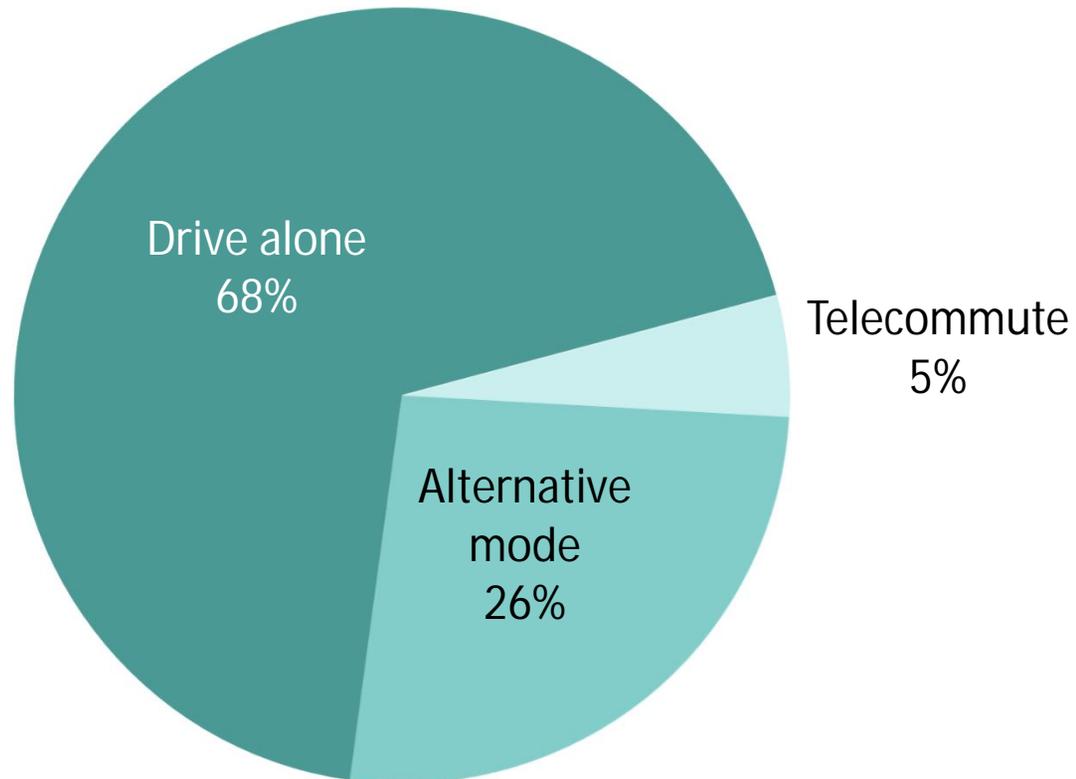


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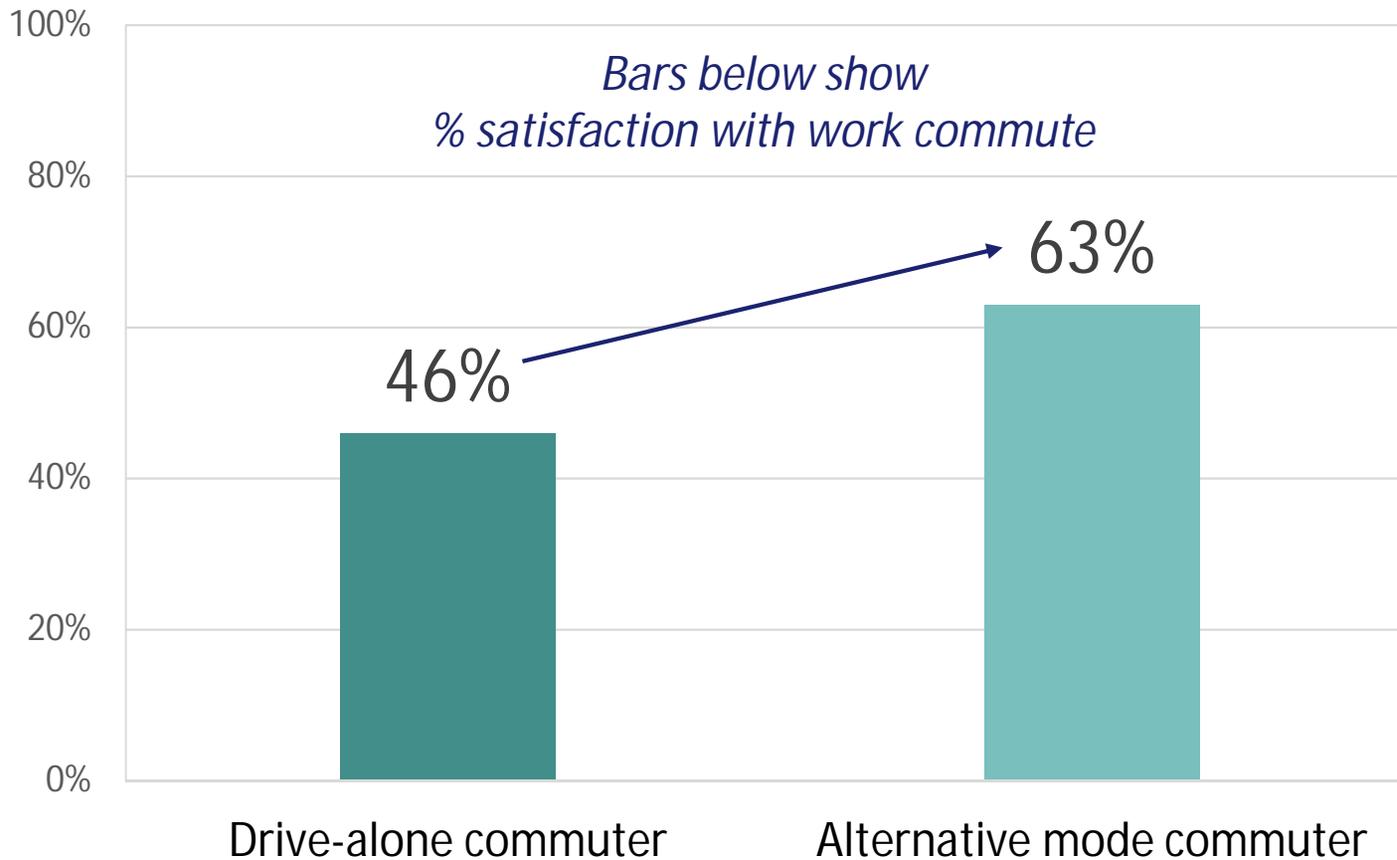
Over a quarter of Prince William County area commuters use alternative modes (non-SOV) to get to work. These “alternative mode commuters” report higher levels of commute satisfaction and include all demographic classes of people.

Just Over a Quarter of PWC Commuters Are “Alternative Mode Commuters” Whose Primary Work Commute Mode Is Carpool, Vanpool, Bus, Train, Bike, or Walk

Telephone Survey
2015



Alternative Mode Commuters in the PWC Area Are Significantly More Satisfied with Their Trip to Work than Are Those Who Drive Alone



Telephone Survey 2015

Values shown are total proportion rating their satisfaction a "4" or "5" on a 5-point scale where "5" means "very satisfied."

Alternative modes include carpool, vanpool, bus, train, bike, or walk.

51% Overall Satisfied

Among Prince William County area respondents:

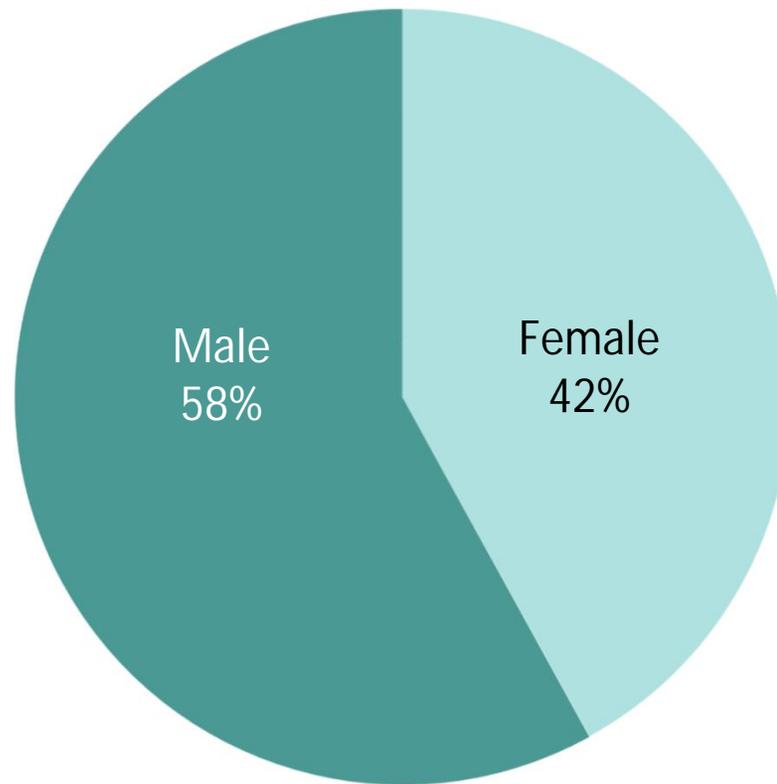
Drive-alone commuter
n = 374

Alternative mode commuter
n = 134

2015 Telephone Q56f. Overall, how satisfied are you with your trip to work?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?

About Three in Five Prince William County Area Alternative Mode Commuters Are Male

Telephone Survey
2015



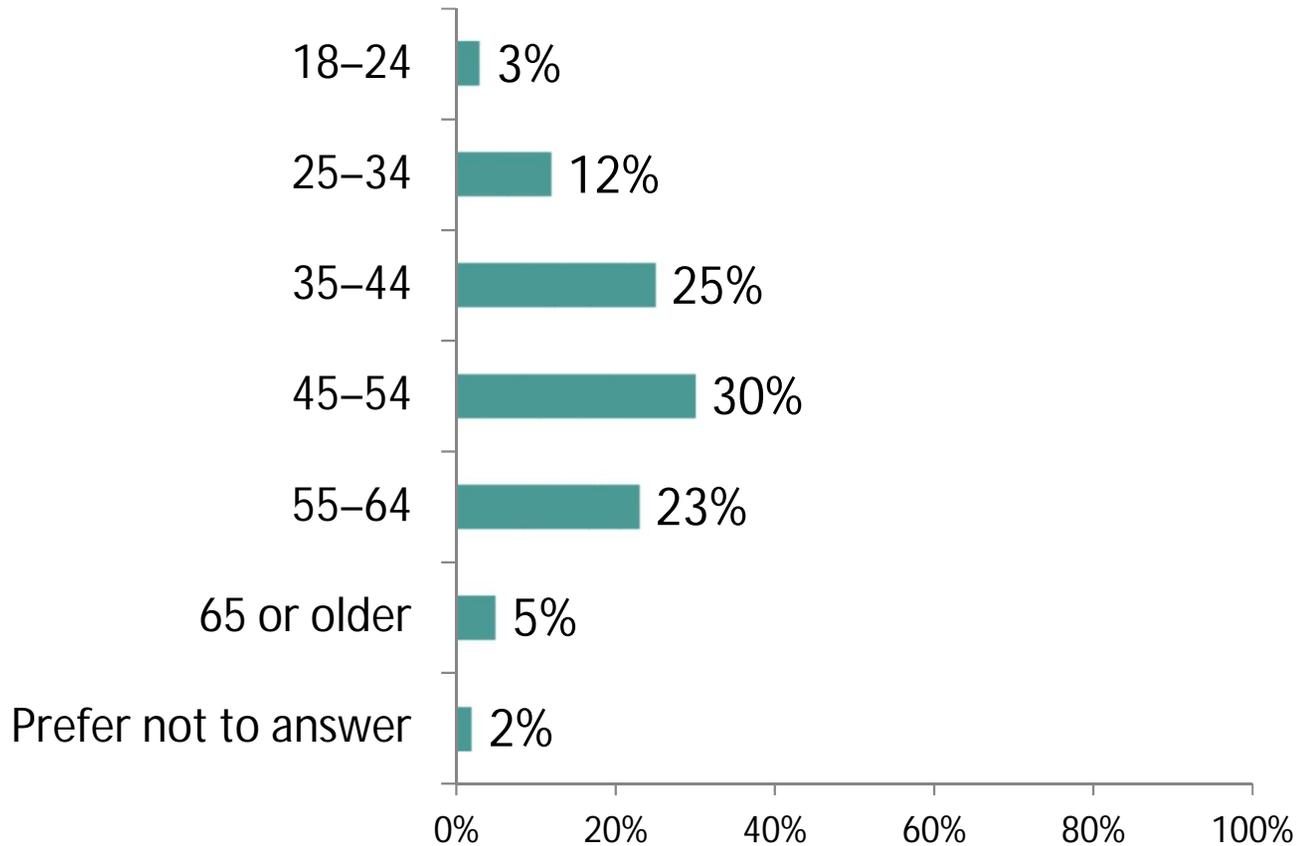
PWC alternative
mode commuters
n = 134

PWC Alternative Mode Commuters Span All Ages

Average Alternative Mode Commuter Age Is 47 Years

Telephone Survey
2015

PWC alternative
mode commuters
n = 134

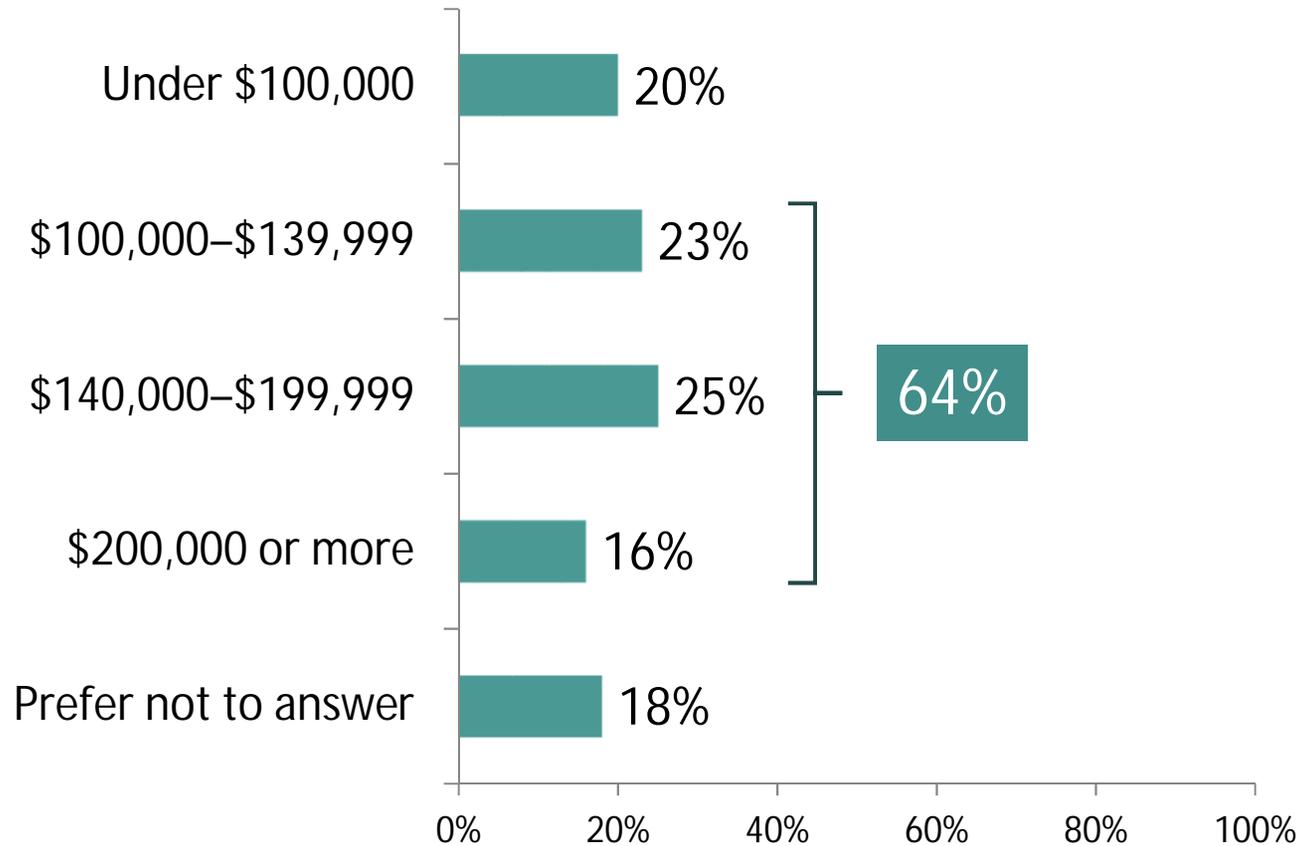


2015 Telephone Q121. Which of the following groups includes your age?

About Two-Thirds of PWC Area Alternative Mode Commuters Have Household Incomes of \$100K or More

Average Annual Household Income Is \$140,000

Telephone Survey
2015

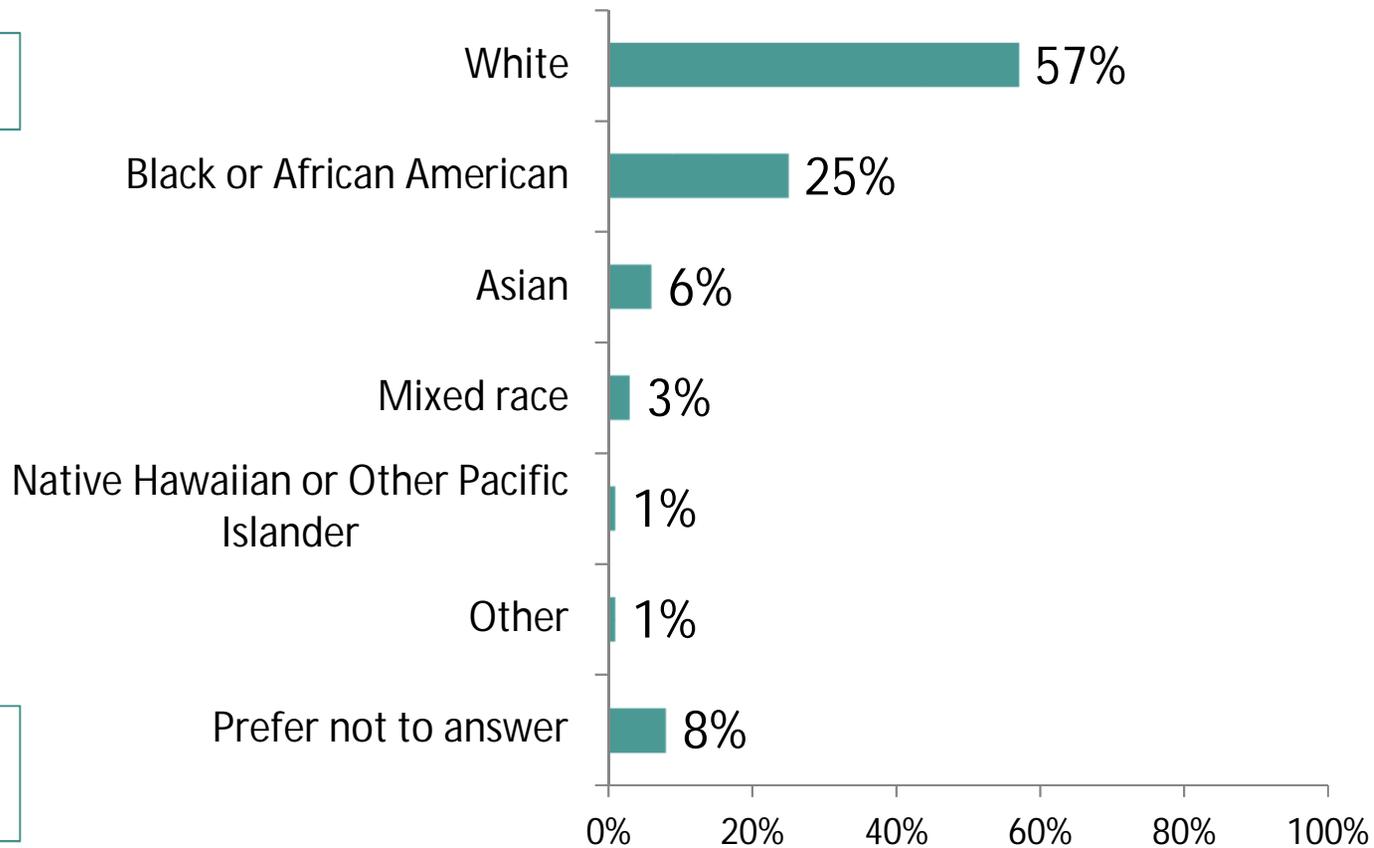


PWC alternative
mode commuters
n = 134

2015 Telephone Q124a and Q124b. Please stop me when I reach the category that best represents your household's total annual income. Is it...

Over Half of PWC Area Alternative Mode Commuters Identify as White, but Many Other Races Are Also Represented

Telephone Survey
2015



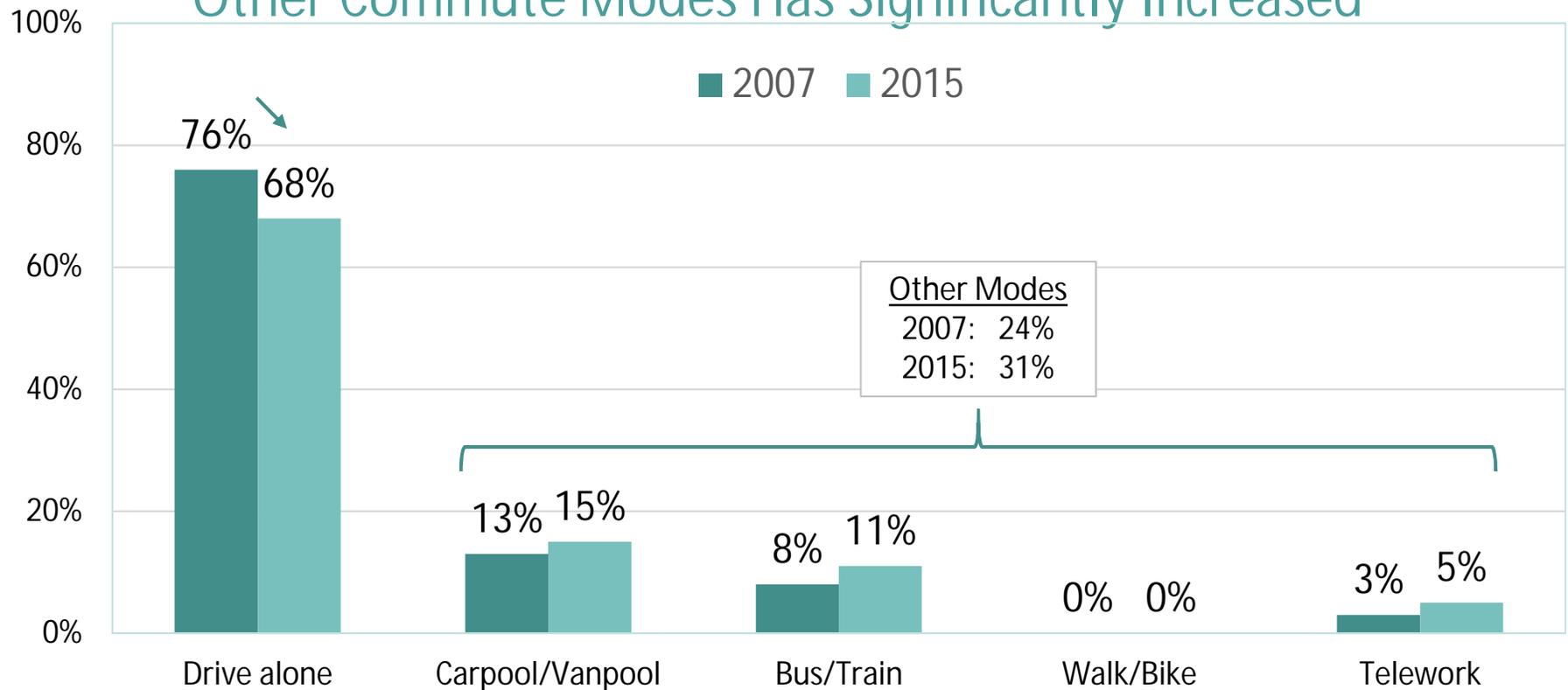
PWC alternative
mode commuters
n = 134

2015 Telephone Q123. Which one of the following best describes your racial background?

2

Since 2007, more Prince William County area commuters have started to use alternative modes (non-SOV) to get to work. SOV drive-alone work-related travel has been reduced by 10% in the PWC area from 2007 to 2015, falling from 76% to 68%.

The Proportion of Commuters in the PWC Area Who Drive Alone to Work Has Significantly Decreased, While the Use of Other Commute Modes Has Significantly Increased



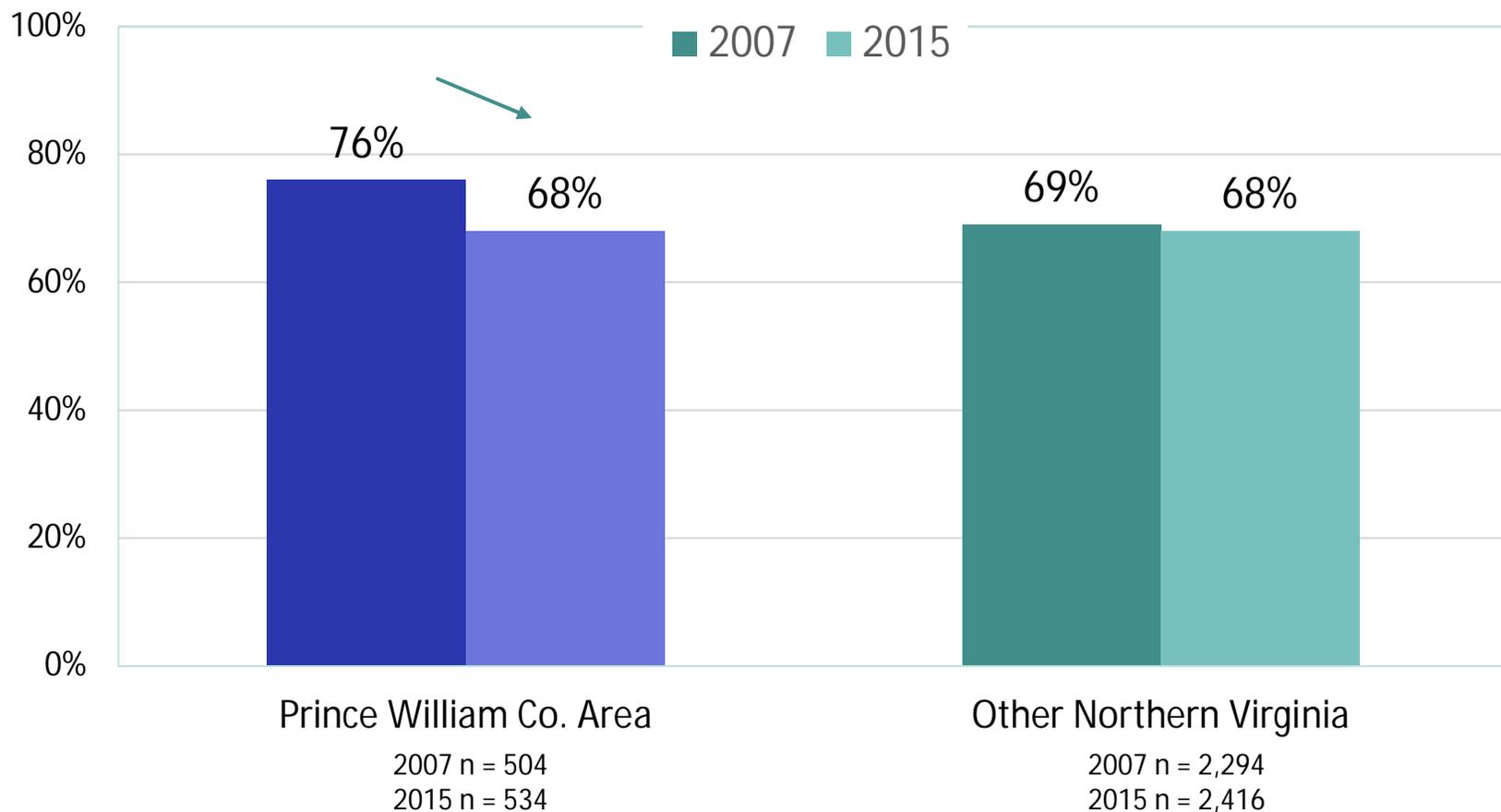
2007 n = 504, 2015 n = 534

Excludes employees who are self-employed, with only work location at home

2007 Telephone Q15. Now thinking about LAST week, how did you get to work each day?

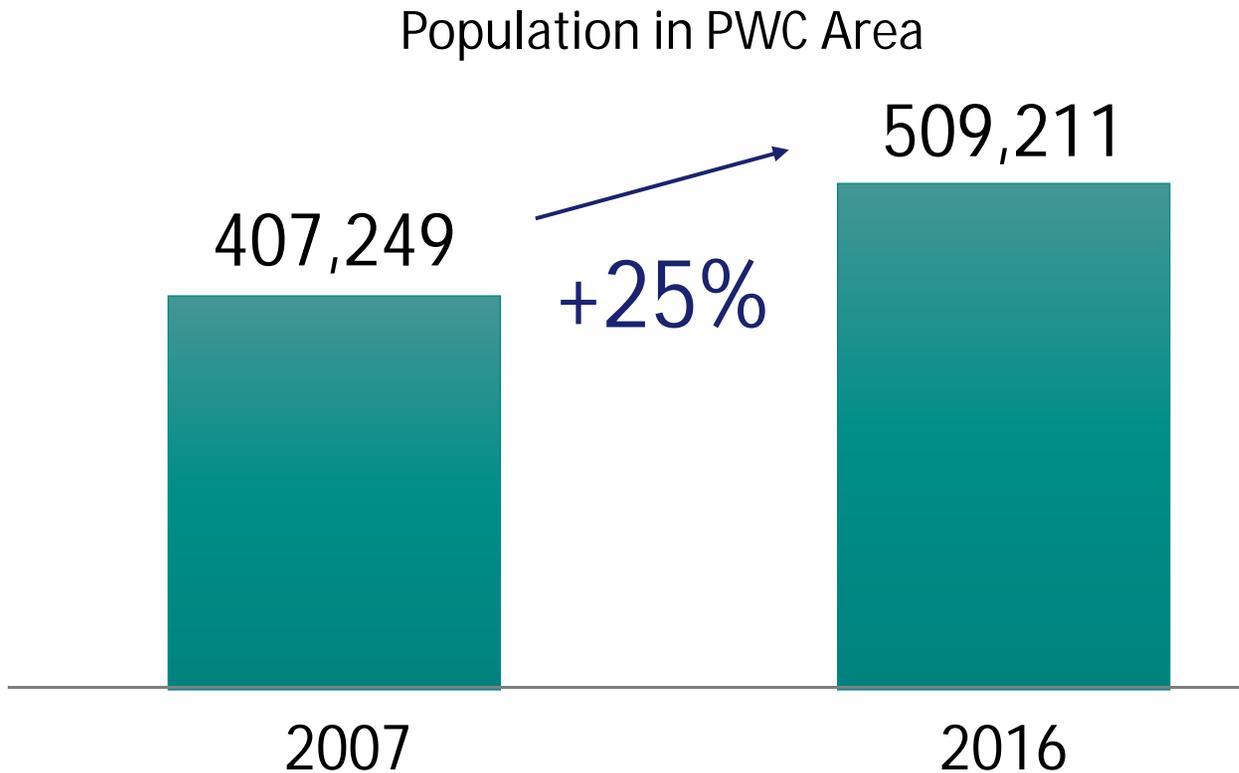
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?

PWC Area's Reduction in Driving Alone Outperformed the Other Northern Virginia Rideshare Markets



Percentages report proportion of "drive alone" commuters in each home region.
2007 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?

The Positive Increase in Modal Split Came During a Time When the PWC Area's Population Increased

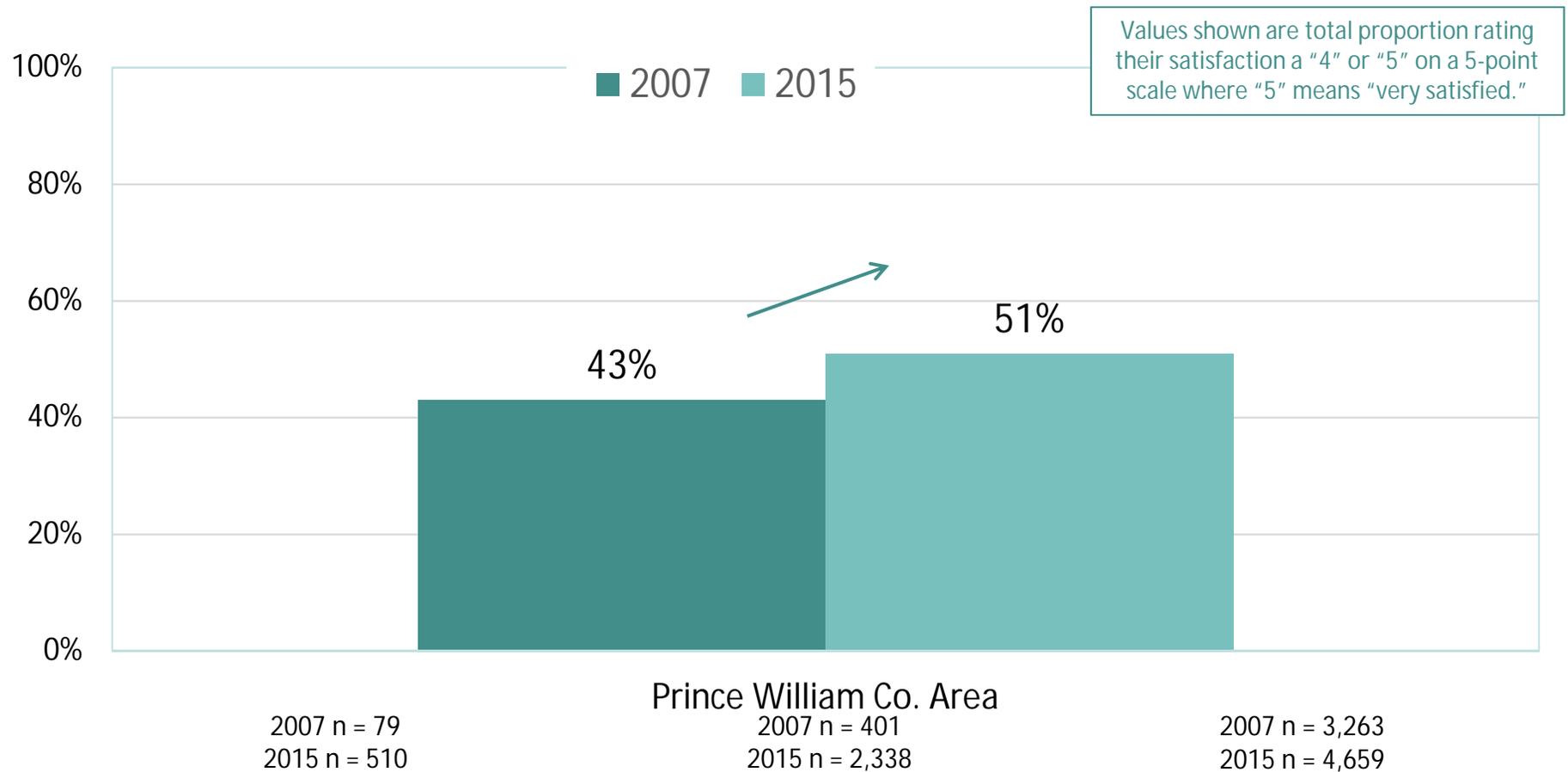


Source: US Census Annual Estimates of the Population. Numbers represent combined populations of Prince William County, Manassas, and Manassas Park.

3

PWC area commuters have also seen an increase in **satisfaction with work trip commutes.**

Satisfaction with Work Commute in the PWC Area Has Risen Since 2007



2007 Telephone Q56a. Overall, how satisfied are you with your trip to work?
2015 Telephone Q56f. Overall, how satisfied are you with your trip to work?

This Comes at a Time When Trip Time and Distance Were Maintained Since 2007

2007 and 2015 Commute Minutes/Miles Are Comparable for All Areas

Telephone Surveys
2007 and 2015

Area	2007 Average Minutes	2015 Average Minutes	2007 Average Miles	2015 Average Miles
Prince William County area	46.5	45.9	23.4	23.6
Other Northern Virginia	33.4	32.6	14.5	14.0
Statewide	29.1	29.5	17.9	17.3

PWC
2015 n = 510
2015 n = 491

Other NOVA
2015 n = 2,338
2015 n = 2,197

Statewide
2015 n = 6,328
2015 n = 4,659

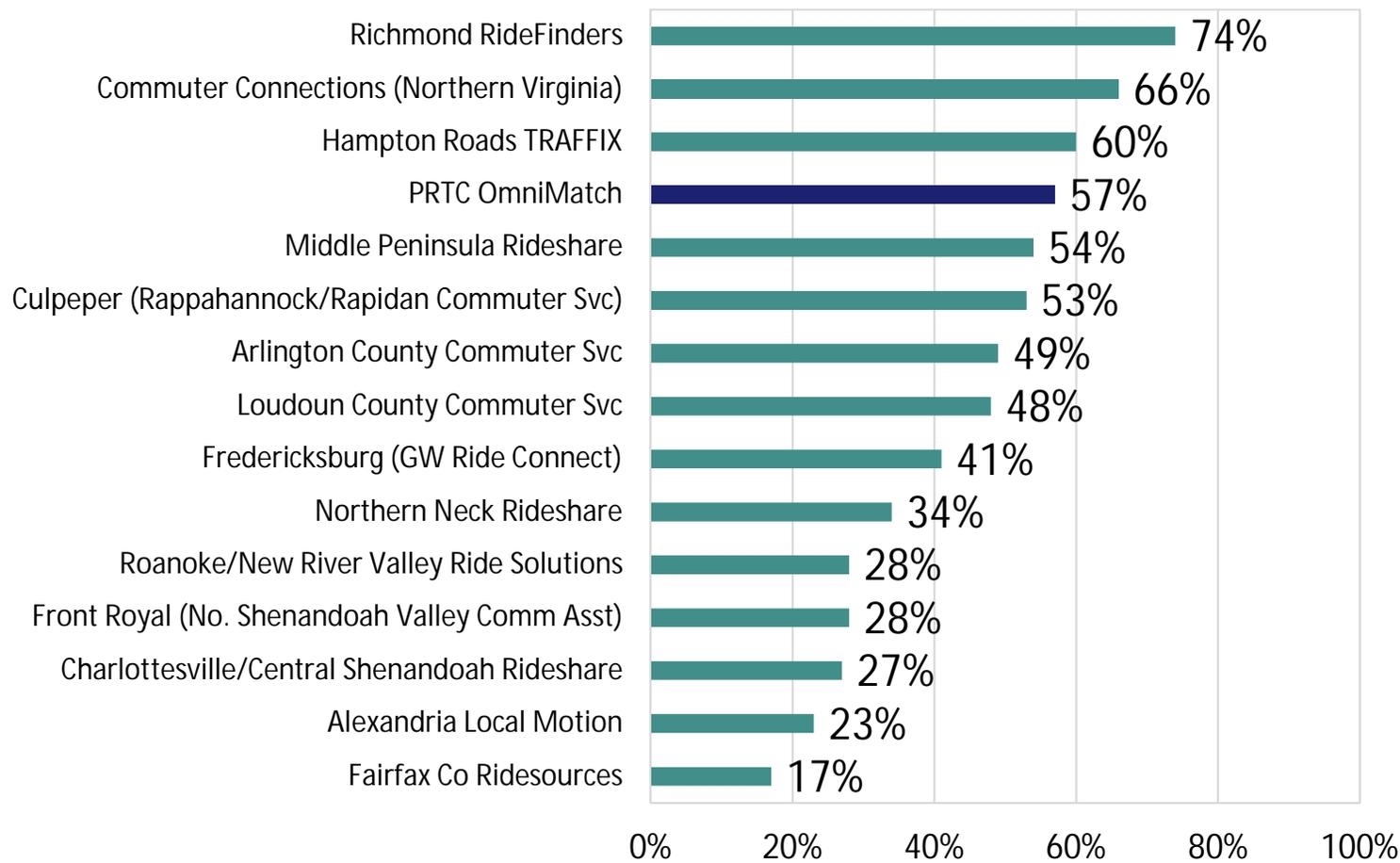
2007 Telephone Q16 and 17. How long is your typical daily commute one way? Please tell me both how many minutes and how many miles. First, how many minutes? ... And how many miles?

2015 Telephone Q16 and 17. How long is your typical daily commute one way? Please tell me both how many minutes and how many miles. First, how many minutes? ... And how many miles?

4

OmniMatch, PRTC's commuter assistance program, has one of the **highest levels of awareness** and the **highest level of contact** of any rideshare agency across the state.

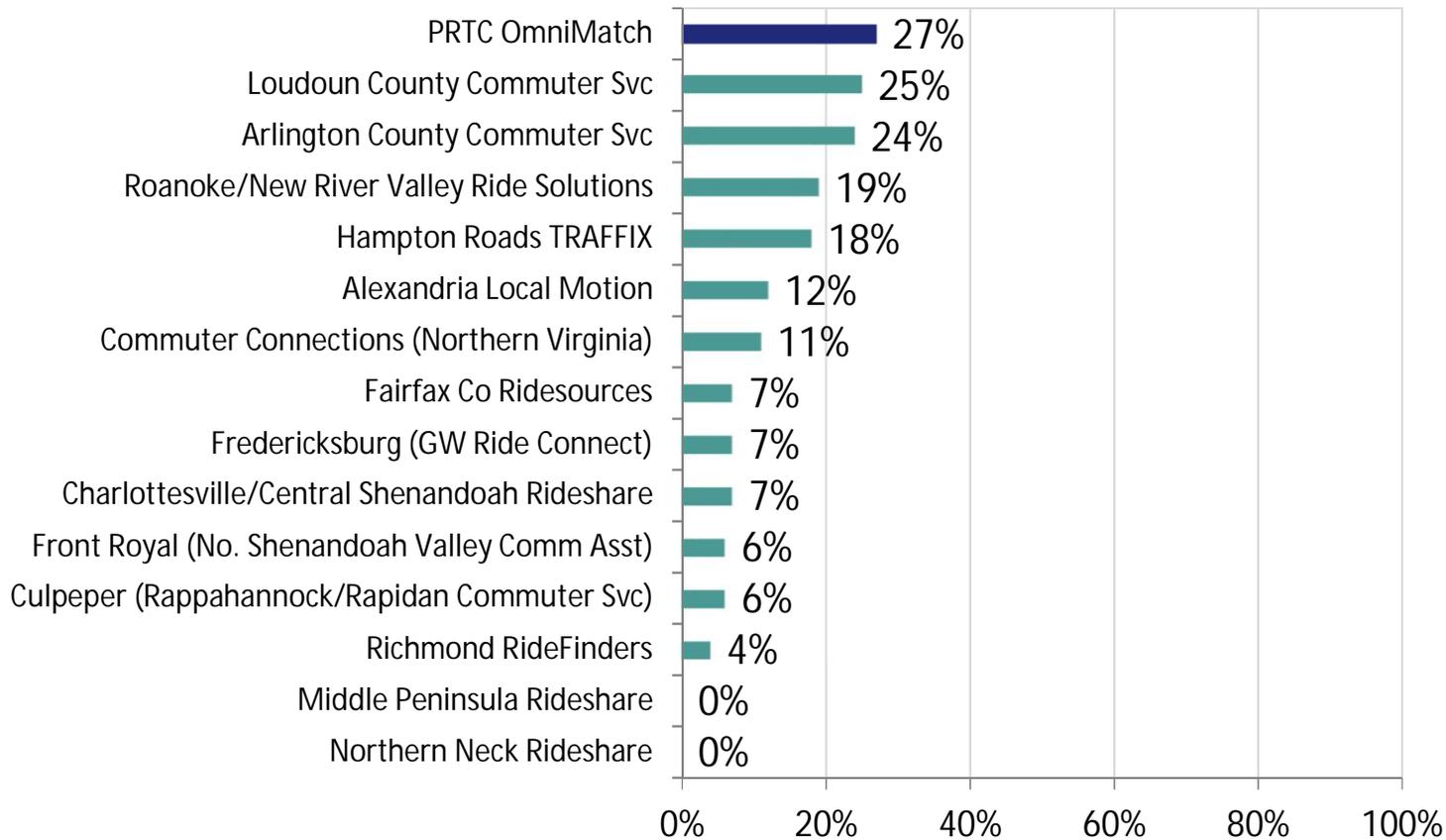
OmniMatch, PRTC's Commuter Assistance Program, Has One of the State's Highest Levels of Awareness



RideFinders	n = 335
Commuter Connections	n = 2,505
Hampton Roads TRAFFIX	n = 334
PRTC OmniMatch	n = 706
Middle Peninsula Rideshare	n = 107
Culpeper	n = 166
Arlington County Commuter Svc	n = 803
Loudoun County Commuter Svc	n = 667
GW Ride Connect	n = 317
N Neck Rideshare	n = 109
Roanoke	n = 164
Front Royal	n = 153
Charlottesville and Central Shenandoah Rideshare	n = 166
Alexandria	n = 721
Fairfax Co	n = 1,339

Question asked among those commuting to or from an area served by the program.
2015 Telephone Q88d. Have you ever heard of an organization or service called <SERVICE OR PROGRAM>?

Among Those Aware of OmniMatch, 27% Have Contacted It—the Highest Rate of Contact Across All Virginia Rideshare Agencies



PRTC OmniMatch	n = 393
Loudoun County Commuter Svc	n = 307
Arlington County Commuter Svc	n = 384
Roanoke	n = 46
Hampton Roads TRAFFIX	n = 193
Alexandria	n = 167
Commuter Connections	n = 2496
Fairfax Co	n = 221
GW Ride Connect	n = 132
Charlottesville and Central Shenandoah Rideshare	n = 47
Front Royal	n = 41
Culpeper	n = 83
RideFinders	n = 242
Middle Peninsula Rideshare	n = 60
N Neck Rideshare	n = 58

2015 Telephone Q88a. Have you contacted Commuter Connections in the past year or visited a website sponsored by this organization?
2015 Telephone Q88e. Have you contacted <SERVICE OR PROGRAM> in the past year or visited its website?

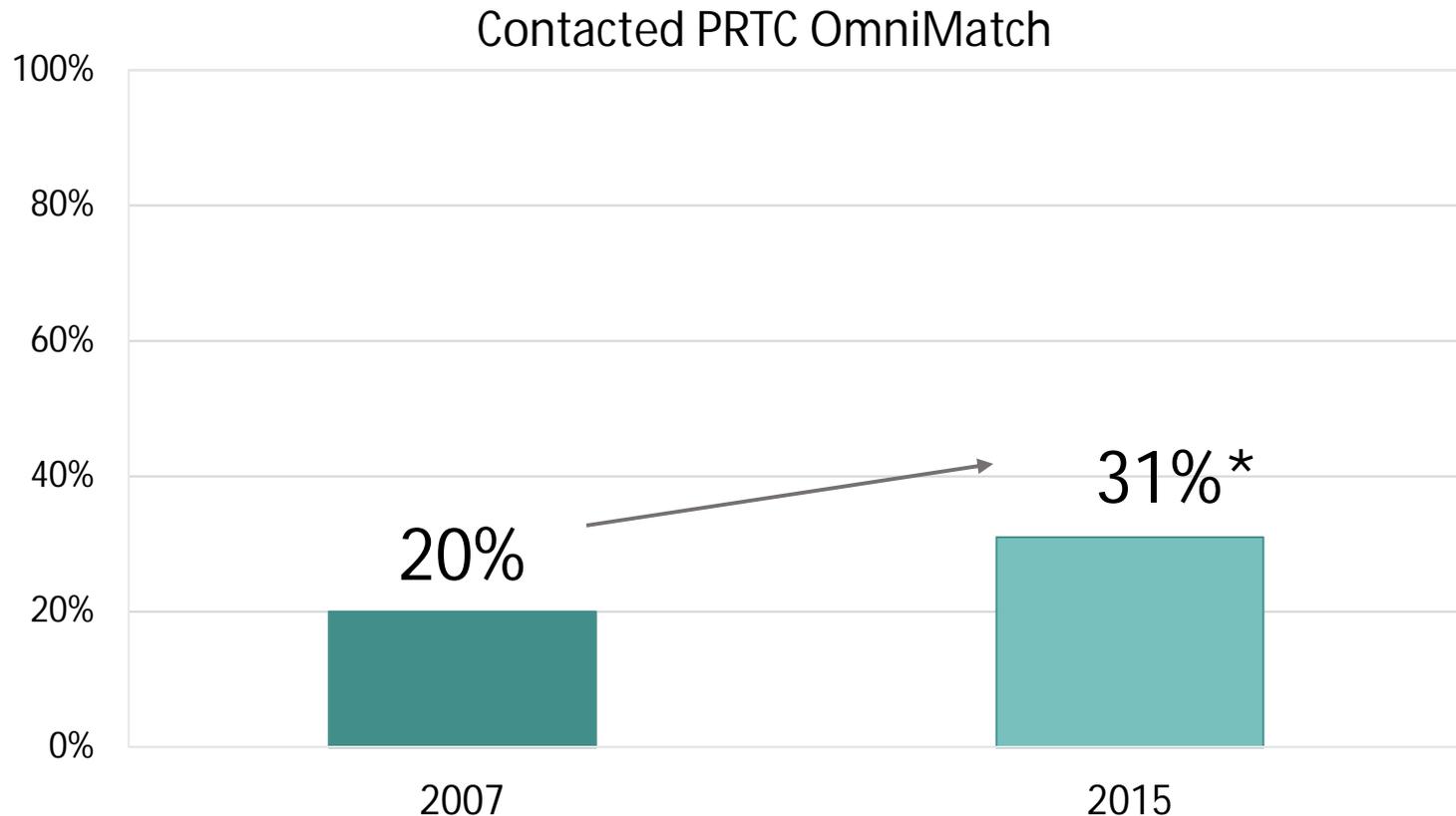
Contact Rates for OmniMatch Among PWC Commuters Have Risen Significantly Since 2007

Telephone Surveys
2007 and 2015

Question asked
among
respondents who
indicated they
were aware of the
program

Among Prince
William County
area respondents:

PRTC OmniMatch
2007 n = 270
2015 n = 296



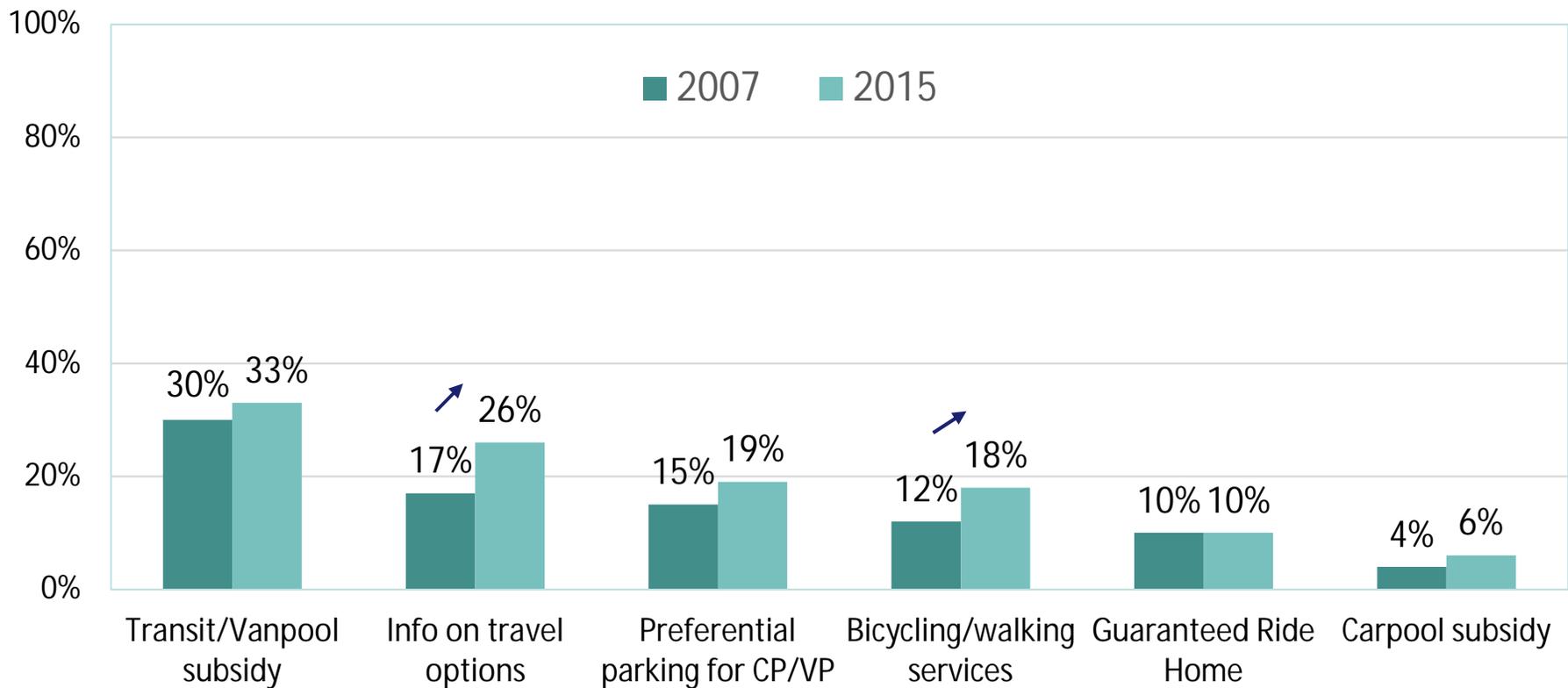
**Note: contract rate of 31% is based on slightly different sample base than on previous slide (contact rate = 27%) in order for direct comparison of 2015 to 2007 contract rate.*

2007 and 2015 Telephone Q88e. Have you contacted <SERVICE OR PROGRAM> in the past year or visited its website?

5

A greater number of Prince William County area commuters report increases in employer-offered commute programs and incentives.

In 2015, PWC Area Commuters Report Significantly Higher Availability of Information from Their Employers on Travel Options and Bicycling/Walking Services than in 2007



2007 n = 496, 2015 n = 564

2007 survey did not ask about bikeshare, carshare, or flexible work schedules.

2007 Telephone Q89-Q97. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?

2015 Telephone Q89. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?

*When Available, Half of PWC Area Commuters Have
Used at Least One Commuter Assistance Service
Offered by Their Employer*

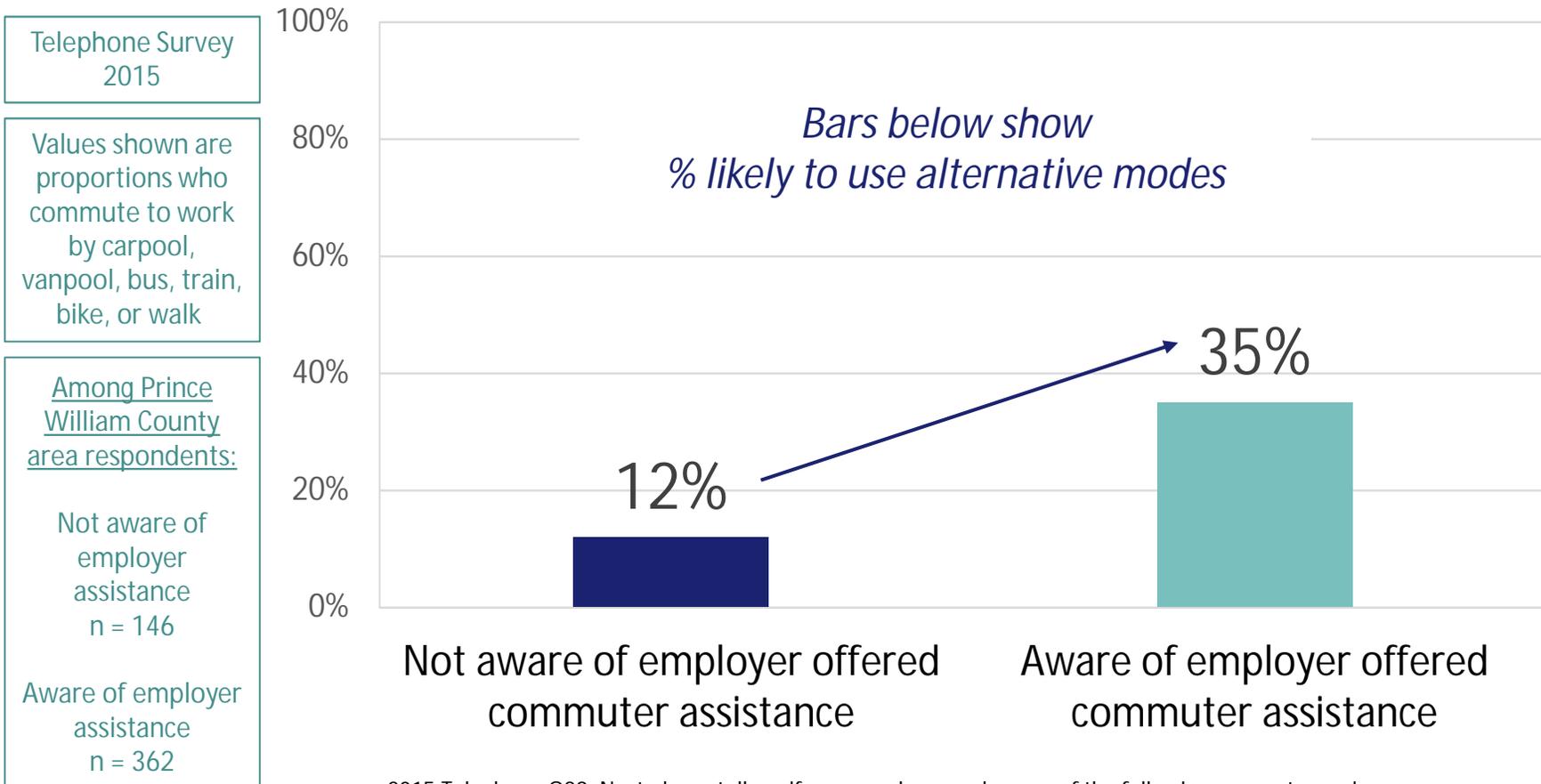
50%

Telephone Survey
2015

PWC area
n = 565

2015 Telephone Q89a. And which of those services have you used? Have you used...

PWC Commuters Who Said Their Employer Offers Commuter Assistance Are Significantly More Likely to Use Alternative Modes than Are Those Who Do Not Have Employer-Provided Assistance



2015 Telephone Q89. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?



6

Prince William County area residents feel strongly that supporting investment in transportation is important.

Nearly Nine in Ten PWC Residents Believe It Is Important to Invest in Virginia's Transportation System to Maintain and Grow Virginia's Economy

Internet Survey
2015

Values shown are total proportion rating importance a "4" or "5" on a 5-point scale where "5" means "very important."

PWC area
n = 181

88%

2015 Internet Q60b. In your opinion, how important is it that Virginia invest in its transportation system to maintain and grow Virginia's economy? (Asked of both employed and non-employed respondents.)

Over Eight in Ten PWC Residents Also Believe That the Availability of Alternative Transportation Options Is Important to Virginia's Economy

Internet Survey
2015

Values shown are total proportion rating importance a "4" or "5" on a 5-point scale where "5" means "very important."

PWC area
n = 179

86%

2015 Internet Q60c. How important is the availability of alternative transportation options to Virginia's economy? (Asked of both employed and non-employed respondents.)

About Nine in Ten Residents of PWC Believe the Availability of Alternative Transportation Options Is Important for Virginia's Workers to Get to and from Work

Internet Survey
2015

Values shown are total proportion rating importance a "4" or "5" on a 5-point scale where "5" means "very important."

PWC area
n = 179

86%

2015 Internet Q60d. How important is the availability of alternative transportation options for Virginia's workers to get to and from work? (Asked of both employed and non-employed respondents.)

Over Eight in Ten PWC Residents Say It Is Important to Invest in Alternative Transportation to Provide Workers with Affordable Transportation Options for Their Work Commutes

Internet Survey
2015

Values shown are total proportion rating importance a "4" or "5" on a 5-point scale where "5" means "very important."

PWC area
n = 179

86%

2015 Internet Q60e. How important is it for Virginia to invest in alternative transportation to provide workers with affordable travel options for their work commutes? (Asked of both employed and non-employed respondents.)



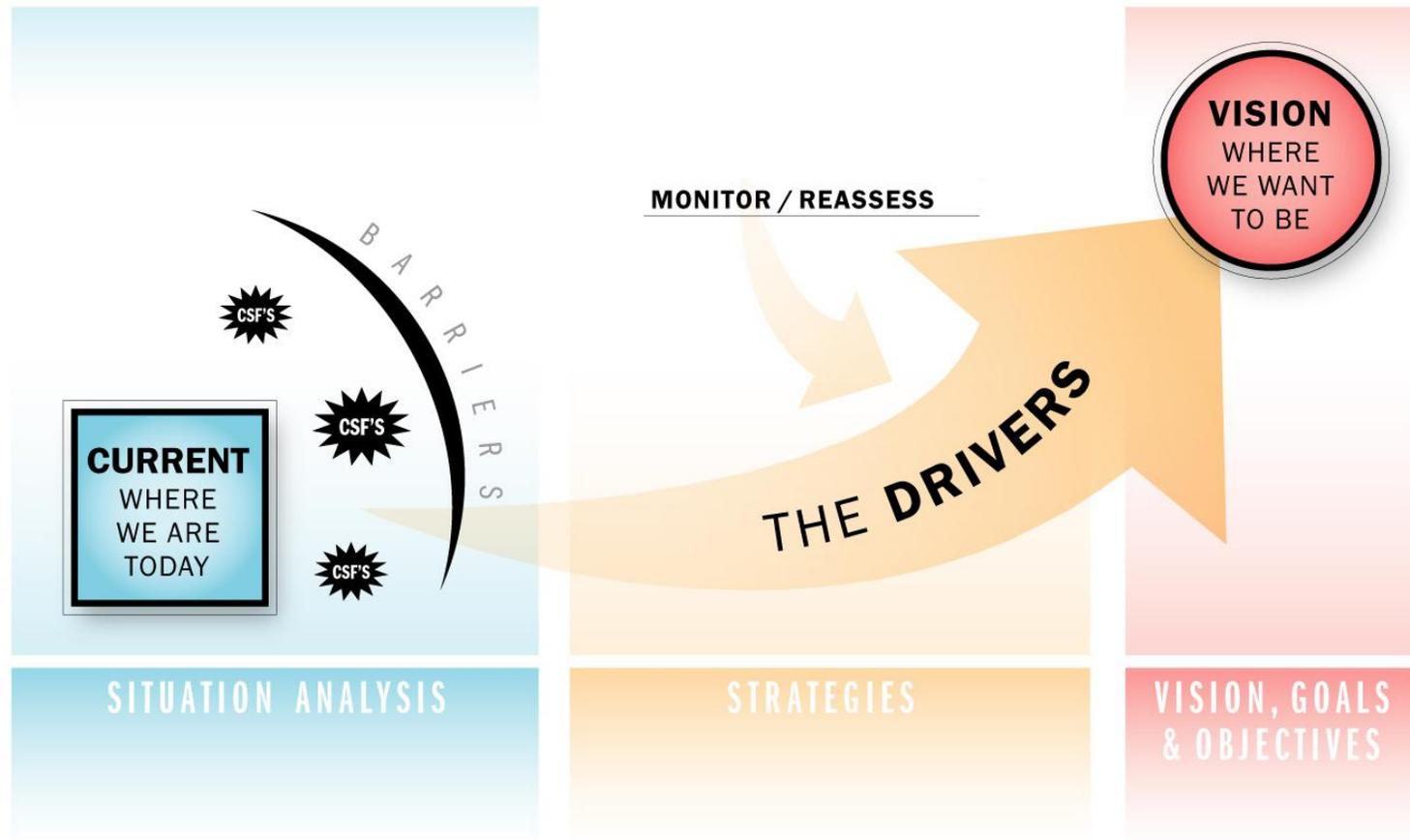
Strategic Visioning Breakouts

Planning Framework

Strategic-Driven Vision

“Once you clarify your role in the future, a vision-driven strategy creates a disequilibrium on where you are today that propels you forward.”

A Strategic-Driven Vision



Strategic Analysis

Form small groups, and appoint a facilitator and recorder. As a group, apply the trend information you heard about today with your experiences to brainstorm the following four steps:

1. **Current state:** *Where are we now?* What are PRTC's core strengths? What are the key strategic issues facing PRTC? Weaknesses? Existing gaps in service?
2. **Future state:** *Where do we want to go?* What are important jurisdictional goals to support? Strengths to build on? What is the ideal state for PRTC, answering the question, "Why is PRTC needed?"
3. **Strategies:** *What do we need to do to get there?* Most important areas PRTC should focus on, strategically and services? Identify 2–3 key strategic initiatives, renewed or new.
4. What are real or potential **obstacles**? What are **keys critical to success**?

Report out and group responses.



Visioning Narrative

PRTC Background

Virginia law authorizes the creation of transportation districts to facilitate regional transportation solutions for problems that transcend individual localities' borders. With that aim, PRTC was established in 1986 to help create and oversee the Virginia Railway Express (VRE) commuter rail service, and also to assume responsibility for bus service implementation upon request by its member governments.

PRTC Goal

The agency's goal is to provide safe, reliable, and flexible transportation options while helping to reduce area congestion and pollution in one of the region's fastest-growing areas.

Current Positioning Statement

The Potomac and Rappahannock Transportation Commission (PRTC) is committed to supporting the well-being of citizens, economic development, and environmental sustainability by providing vital mobility services for one of the nation's fastest-growing communities.

Summary of Discussion and Next Steps

Next Steps

1. Summary report of retreat: Key takeaways/ sentiments of the discussion for additional follow-up and investigation, refinement of vision narrative
2. Additional research, investigation, and planning
3. Guidance from the steering committee and full commission
4. Further community and stakeholder feedback

PRTC Strategic Plan

PRTC Strategic Plan — Phase II: Proposed Schedule

Months		Determination of PRTC Vision and Future Transit Philosophy	Baseline Conditions	Future Trends and Needs	Public and Stakeholder Engagement			Development of Strategic Recommendations Report
					Executive Board Steering Committee Meetings	PRTC Commission	Public Engagement	
1	Sep-16				Kick-off			
2	Oct-16				Process Overview and Vision Workshop Prep		30th Anniversary Event Outreach	
3	Nov-16							
4	Dec-16	Visioning Workshop						
5	Jan-17		Baseline Conditions Summary		Summarize Visioning Workshop & Outline Priorities			
6	Feb-17			Future Trends and Needs Summary		Summarize Visioning Workshop & Priorities	Conduct Public Survey	
7	Mar-17				Summarize Technical Analysis Findings			
8	Apr-17				Draft Vision and Preliminary Recommendations			
9	May-17	Establish Draft Vision				Draft Vision and Preliminary Recommendations		
10	Jun-17						Public Hearing and Engagement Events — Draft Vision and Preliminary Recommendations	
11	Jul-17				Summarize Public Input & Refined Recommendations			Draft Strategic Recommendations
12	Aug-17							
13	Sep-17	Finalize Vision				Final Vision and Strategic Recommendations Report		Draft and Final Strategic Recommendations Report
14	Oct-17	Adoption, Support, and Project Closeout						

← We are here

- KEY
- Technical Work
 - Steering Committee Meeting
 - PRTC Commission Meeting
 - Public Engagement Opportunity



PRTC Strategic Plan

2016 Strategic Visioning Retreat Group Discussion Recap

December 3, 2016

Note: Participants in the PRTC strategic visioning retreat provided insights and ideas about what they believe the agency should focus on in the future. This report includes the key points developed in small breakout groups and then reported out to all retreat participants.

Strategic Analysis

Form small groups, and appoint a facilitator and recorder. As a group, apply the trend information you heard about today with your experiences to brainstorm the following four steps:

1. **Current state:** *Where are we now?* What are PRTC's core strengths? What are the key strategic issues facing PRTC? Weaknesses? Existing gaps in service?
2. **Future state:** *Where do we want to go?* What are important jurisdictional goals to support? Strengths to build on? What is the ideal state for PRTC, answering the question, "Why is PRTC needed?"
3. **Strategies:** *What do we need to do to get there?* Most important areas PRTC should focus on, strategically and services? Identify 2–3 key strategic initiatives, renewed or new.
4. What are real or potential **obstacles**? What are **keys critical to success**?

Report out and group responses. (Note: The groups chose to include responses to step 4 within steps 1 and 2)

1. Current State

- Core strengths:
 - OmniRide, OmniMatch are highly efficient compared to peers
 - OmniLink and OmniRide are reliable transit to activity centers
 - OmniMatch provides multiple options in a commuter-based region
 - Guaranteed Ride Home is a great strength
 - OmniRide, OmniLink, OmniMatch—all strong services
- Areas for change:
 - OmniLink is the only cross-county connector, but needs more emphasis on local routes
 - Weekend and nighttime transit services are below par
 - Service opportunities need to be seized for Fort Belvoir, GMU/Innovation, and other activity centers

1. Current State

- Businesses and employers are not contributing to transit solutions
 - Employer awareness about PRTC is not strong enough
 - Employers need to better understand the value of PRTC and transit
- A culture that hasn't had much change—from Commission to staff
 - Continuous assessments of service are needed to be sure we change to serve our customers and build new customers
 - Better alignment needed between services and riders
 - Decisions need to be examined between service vs. connectivity.

2. Future State

- Promote natural growth in OmniRide and OmniMatch services
- Obtain greater financial support from General Assembly
- OmniLink needs increased frequency and routes to expanded activity centers in the area; or add trunk services—fixed, point-to-point; or add other connectivity via Uber or Lyft
- Create more cross-county connectors and regional connections
- Ensure first- and last-mile service—affordably
- Increase emphasis on local routes
- Expand options for weekend services
- Contribute to a more connected community; shift services to greater connectivity

2. Future State

- PRTC to serve role as a convener, an avenue for conversation and control on transit for all three jurisdictions—one community
- Transit and land-use decisions go hand-in-hand; tie together
- Improve existing infrastructure to meet workforce/employer needs
- Raise awareness for transit options—marketing
- Expand fleet of buses/vans to provide more flexible and frequent OmniLink service
- Create culture shift at PRTC—get people where they want to go; closely examine what potential customers need; grow ridership
- Flexible planning at PRTC—mobility solutions that aren't just buses

3. Strategies

- Partnerships with employers, healthcare providers/hospitals, Uber/Lyft TNCs
 - Sell services to developers who are building residential communities or commercial/retail developments
- Bikeshare programs
- First- and last-mile service enhancements
- Create our “Accela” system—an online traffic and development mapping system
- Dedicated funding service and financial plans
- Change culture/mindset of the commission to more aggressively pursue change

3. Strategies

- Explore fees for parking related to the use of transit
- Increase frequency into most popular activity areas, and then ensure first- and last-mile service
- Provide on-demand service to VRE late at night
- Enhance technology for real-time data
- Improve ties to business

Please contact
JR Hipple at SIR
for any questions
related to this
document:
804-358-8981