
PRTC Strategic Plan – Phase II Recommendations

DECEMBER 2017

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

Organizational

Organizational includes recommendations related to the roles and responsibilities of PRTC professional staff and PRTC Commissioners

1. Expand PRTC's role to become the go-to advisor and partner for multimodal transportation in the Greater Prince William Area through increased collaboration and cooperation with jurisdictions and other stakeholders
2. Explore cost-savings opportunities through improvements to business practices and contractual agreements
3. Build strategic relationships with the business community to gain support for organizational goals and objectives
4. Seek out opportunities to leverage new funding sources independently and through partnerships with regional public and private entities

Transit

Transit includes services provided by PRTC: OmniRide, MetroDirect, OmniLink and Cross County Connector

1. Implement improvements across all of PRTC's transit services to a level of quality that will attract more riders
2. Increase and maintain services in high capacity transit corridors by proactively seeking and leveraging capital and operating funding from state-funded regional MegaProjects
3. Utilize data collection technology to build a business case for public-private partnerships
4. Develop and apply standards and performance measures to analyze efficiencies and identify opportunities for growth through a detailed Transit Development Plan (TDP), (Phase III of the Strategic Plan)
5. 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.

TDM

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

1. Reduce drive alone market by investing in additional staff resources to promote transit, ridesharing and other TDM strategies inside and outside of the PRTC area
2. Strengthen relationships with Prince William County area businesses and private sector stakeholders
3. Increase ease of access to and supply of available commuter information
4. Expand efforts to promote and register vanpools
5. Proactively engage in the development and improvement of park-and-ride facilities
6. Identify adaptations that support the latest trends and technology in commuting through updating the Transportation Demand Management (TDM) Plan, (Phase III of the Strategic Plan)

Future Innovation

Future Innovation includes opportunities for new service types and integrating with advancing technology

1. Support local and regional efforts to explore new modes of high-capacity transit
2. Expand local transit options by leveraging partnerships with Transportation Network Companies (TNC) and other new or emerging service models, while maintaining equity of service
3. Collaborate with local jurisdictions on the investigation and implementation of new mobility solutions such as bikesharing and carsharing
4. Investigate new service models that allow for the development of easily scalable demand-based services

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Organizational Recommendations

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ORGANIZATIONAL RECOMMENDATION #1

Expand PRTC's role to become the go-to-advisor and partner for multimodal transportation in the greater Prince William area through increased collaboration and cooperation with jurisdictions and other stakeholders

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

Background Information

- PRTC participates in two regional metropolitan planning organizations (MPOs) at the staff and executive levels. Lack of continuity between the MPOs on overlapping issues can represent a risk to PRTC and the Prince William area in matters of regional transportation policy and investment.
- Most employers noted during stakeholder outreach interviews that they believe PRTC could be the leader in bringing public and private interests together to develop transportation solutions for the Prince William area.
- The Virginia Department of Transportation (VDOT), Department of Rail and Public Transportation (DRPT), and jurisdictional staff routinely need input from PRTC on a wide array of transit and transportation demand management (TDM) related matters in the Prince William area including everything from accommodations at new land developments, to park-and-ride lots, to high capacity transit corridor services and more.
- Local jurisdiction strategic and comprehensive plans are increasingly calling for the implementation of policies to reduce single occupant driving and develop more multimodal oriented activity centers.
- PRTC jurisdictions have few or no staff specifically devoted to transit and multimodal planning.

Implementation

Actions

- Increase PRTC's commitment to actively participate in MPO meetings and other regional forums with transit operators, local jurisdictions, regional agencies, VDOT and DRPT
- Identify specific new goals for advocacy and coordination of public and private interests within the Prince William area (e.g. sponsoring regional forums, working with the Chamber of Commerce) to improve multimodal planning and land use development
- Establish agreements with local jurisdictional staff to participate in land development proposal reviews of a specified size or impact, and to participate in working groups for jurisdictional strategic and Comprehensive Plan updates

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- PRTC participation must be embraced by the localities and other entities
- Requires investment in staff time that may not have an immediate and direct effect on PRTC

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)	✓		N/A – Assumed to be achieved using current staffing

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ORGANIZATIONAL RECOMMENDATION #2

Explore cost-savings opportunities through improvements to business practices and contractual agreements

Objectives

- Improve efficiency in internal business practices
- Optimize benefit and minimize risk for PRTC in agreements with contractors and other parties

Background Information

- In addition to being a parent owner of VRE, PRTC's current role is to provide bus services, promote TDM strategies, and perform administrative and marketing tasks. This requires PRTC to enter into numerous contractual relationships and agreements with other parties.
- PRTC currently contracts out the operation and maintenance of its buses and facilities but conducts route monitoring and customer service in-house.
- PRTC also has contractual agreements related to Vanpool Alliance, VRE, MWCOG
- As of May 2017, PRTC has a staff of 54 funded staff positions.
- In 2015, PRTC conducted an internal audit performed by a third party (PRTC Operational Analysis, conducted by RSM) to analyze PRTC's efficiency and effectiveness in its use of funds to provide public transportation. Several recommendations require action.

Implementation

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 audit including:
 - Better tracking of paratransit use to more fully understand the specific costs associated with running the service and associated ridership
 - Confirmation and vetting of CAD/AVL data to ensure that PRTC is receiving accurate data from the electronic monitoring systems and that data can be used to provide additional insight into travel patterns
 - Developing more comprehensive internal performance measures for services that track all aspects of operations to ensure decisions are data-driven and not simply on a cost basis.
- During the Transit Development Plan (TDP), evaluate existing contract for bus operations and maintenance for potential cost-savings

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Potential Risks & Barriers

- PRTC has been conducting tests of CAD/AVL data and has had challenges aligning it with traditional ridership data
- In developing performance measures, there are tradeoffs between efficiency on the cost side and meeting the desire to provide coverage to as many people as possible.

Investment

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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Capital – Hardware and software related to technology improvements and Paratransit Usage		✓	DRPT Capital Assistance
Other (Staff Time & Overhead)	✓		N/A – Assumed to be achieved using current staffing

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ORGANIZATIONAL RECOMMENDATION #3

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

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

Background Information

- As part of the Strategic Plan process, PRTC staff and project team members met with representatives from major employers and the Prince William County Chamber of Commerce.
 - Traffic congestion was noted as the number one topic of discussion by businesses, with a focus on concerns about employee commute time, and the high cost and uncertainty to Prince William companies delivering products and services to customers in NOVA, DC and beyond
 - Employers felt that PRTC could be a strong leader in developing transportation solutions
- Efficiently moving more people throughout the region will continue to be a key goal as Prince William is expected to grow at a higher population rate and employment rate than Virginia and the US.
- The Prince William area has a strong economy that is continuing to increase in diversity. Some of the major industries in the Prince William County Area include local and federal government, retail, accommodation and food services, and healthcare.
 - Many workers in these industries may not own a car and will require public transit and other alternative transportation options to get to work, shop and for recreational activities
 - High-quality workers are attracted to areas that offer mixed-use and transit-oriented developments that allow them to live, work and play in a single community

Implementation

Actions

- Routinely engage major employers and Chamber staff in transportation and land use planning discussions through sponsored meetings and other forums to ensure employers have current information and an opportunity to provide feedback
- Develop presentations and promotional materials to share with existing and potential business partners regarding the benefits of transit and multimodal choices.
- Identify business leaders to serve as ambassadors to help educate and share information with their colleagues
- Work with major employers to share data and better understand where their employees are coming from and how they can best be served

Timeline (To Completion)

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Potential Risks & Barriers

- May be difficult or controversial to identify specific employers with which to collaborate
- Will involve upfront investment in time before direct benefit may be realized

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ORGANIZATIONAL RECOMMENDATION #4

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

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

Background Information

- PRTC has faced budget challenges in the previous few years which have resulted in service cuts and fare increases, as well as capital projects being put on hold.
- Within Virginia and at the Federal level, there are many opportunities to apply for funding for joint initiatives such as the Northern Virginia Transportation Authority (NVTA) 70% funds, Federal TIGER Grants, and Virginia's Smart Scale Program.
- Regional transportation challenges and opportunities include severe congestion, expanding the Express Lane network, midday bus storage and layover constraints.
- Phase I of the Strategic Plan outlined in detail some of these potential funding sources as well as implementation steps.

Implementation

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

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Potential Risks & Barriers

- PRTC is not the only transit agency seeking funding – competition can be strong and funding pools are limited
- Collaborating with other entities makes PRTC more competitive but may result in compromise to make sure all parties are satisfied with the outcomes of the initiatives

Investment

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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead; Potential to engage outside support for preparing grant applications)	✓		N/A - Assumed to be achieved using current staffing

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Transit Recommendations

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TRANSIT RECOMMENDATION #1

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

Objectives

- Enable passengers on PRTC buses to be more productive while riding
- Improve real-time transit data for passengers
- Ensure adequate capacity at park-and-ride lots is available for passengers
- Monitor and respond to demand for commuter service on I-95/395 and I-66
- Right-size service levels to make service more attractive and meet current and future demands
- Explore ways to make local service more productive and improve on-time performance
- Reform local bus service to serve and connect activity centers and new land use plans in PWC

Background Information

- OmniRide and OmniLink have experienced significant declines in the segment of their ridership that uses PRTC services by choice. There are numerous reasons for this market's change in behavior. Some of these trends will reverse themselves (e.g. gas prices will go back up making PRTC more price competitive), while others require action by PRTC (e.g. improved frequency and on-time performance).
- A significant portion of PRTC's OmniRide and Metro Direct service are used by riders who are high income earners that have moved to the Prince William area for affordable housing. This trend is expected to continue.
- Nearly 60% of public outreach respondents believe public transportation can be improved by better connections to other regional transportation providers and direct service to more metropolitan Washington, DC destinations.
- Almost half of public outreach respondents would consider OmniRide/OmniLink for more of their transportation needs if there were more frequent services on existing routes during the week.

Implementation

Actions

- Improve passenger amenities on-board buses, such as free WiFi and power outlets
- 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
- As part of the Transit Development Plan (TDP), evaluate OmniRide service at the route level and identify service improvements to address OmniRide overcrowding on select trips and new market opportunities
- As part of the TDP, evaluate OmniLink service at the route level and identify service improvements to address performance in existing markets and expansion in new markets
- Create and maintain a forum designed to encourage public input on targeted improvements and specific initiatives

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- Medium-Term (within 7 years)
- Longer-Term (7+ years)
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Potential Risks & Barriers

- Lack of adequate funding to implement recommendations
- Lack of jurisdictional support for robust service or its associated costs

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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Capital – New amenities (does not include overall bus costs)		✓	DRPT Capital Assistance/Local Match/Partnerships with private sector
Operating – Service improvements		✓	DRPT Operating Assistance/Local Match/Partnerships with private sector
Other (Staff Time & Overhead)	✓		N/A

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TRANSIT RECOMMENDATION #2

Increase and maintain services in high-capacity transit corridors by proactively seeking and leveraging capital and operating funding from state-funded regional MegaProjects

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

Background Information

- PRTC has been an active planning partner on transportation initiatives at all government levels
- Since 2009, PRTC's planning partner role on the Commonwealth's regional megaprojects (e.g., I-95/I-395 Express lanes, Transform I-66) has resulted in significant state funded investment in PRTC's commuter bus services, as well as park-and-ride lots and TDM strategies
- The Transform I-66 project identifies significant annual capital and operating funding for expanding existing and new PRTC commuter bus services
- The I-95/I-395 Express Lanes project will generate transit payments to be distributed among various transit projects in Northern Virginia. Prioritization methodology and responsibility has not been determined as of May 2017

Implementation

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

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Potential Risks & Barriers

- Decline in support for major infrastructure investments with transit components
- Decline in available funding through the Commonwealth and others

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Potential Funding Strategy

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TRANSIT RECOMMENDATION #3

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

Objectives

- Increase private investment by using Automatic Passenger Counter (APC) data to assess ridership patterns and build a business case for partnerships between PRTC and major employers, universities and high density residential developments
- Leverage the availability of other data sources such as Prince William County mapping data, Streetlight, and US Census data to help build the business case for transit in general as well as specific new services.

Background Information

- PRTC recently implemented an APC system, which permits PRTC to track the number of passengers boarding and getting off the bus at each stop, and is in the process of validating this data against the traditionally collected data
- Use of APC data will allow PRTC to better understand ridership patterns, such as locations where transit ridership activity is especially high along specific routes
- Business decisions about where to locate are increasingly driven by proximity to transit, particularly as it relates to providing access to jobs
- Selling the benefits of transit and developing partnerships with major employers, universities and high density residential developments could be an additional source of income in exchange for increased service or a new route
- A peer review indicated that Loudoun County Transit has partnerships with the Town of Leesburg and GWU. Other transit agencies around the country are partnering with major employers such as FedEx, Amazon, and many Silicon Valley companies

Implementation

Actions

- Complete calibration of APC units to at least 95% accuracy
- Seek out new data sources and research best practices for data use
- Identify a range of potential partnership arrangements/opportunities by identifying high trip-generators
- 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

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- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

Potential Risks & Barriers

- Employers or institutions may be hesitant to contribute financially if they do not feel their employees will take advantage of the services
- It will be important to consider that if modifications are made to existing services, state and federal funding cannot be used to serve one specific institution or employer

Investment

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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Capital – New Vehicles (Assumed partly shared by private entity)		✓	Partnerships with Major Employers/ DRPT Capital Assistance
Operating (Assumed partly shared by private investor)		✓	Partnerships with Major Employers/ DRPT Operating Assistance
Other (Staff Time & Overhead)	✓		N/A – Assumed to be achieved using current staffing

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TRANSIT RECOMMENDATION #4

Develop and apply standards and performance measures to analyze efficiencies and identify opportunities for growth through a detailed Transit Development Plan (TDP), (Phase III of the Strategic Plan)

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
- Better align service with PRTC's markets and findings from the strategic planning survey
- Provide a constrained outlook for service changes and support for state grant funding requests

Background Information

- System level transit analysis indicates there are growth opportunities for OmniRide and potential increases in efficiency for OmniLink
- Virginia's Department of Rail and Public Transportation (DRPT) requires that any public transit operator receiving state funding prepare a TDP
- TDPs:
 - provide a solid foundation for funding requests and feed directly into the programming process
 - help transit operators improve their efficiency and effectiveness by identifying the need and required resources for modifying and enhancing services
- TDPs are now required to have a financially constrained plan for capital and operations covering a 10-year planning horizon, plus long-term needs beyond 10 years¹
- PRTC's most recent TDP was completed in June 2011. A major update is required every six years, therefore PRTC must submit a TDP to DRPT in 2018

Implementation

Actions

- Obtain Commonwealth Transportation Board approval in the FY18 Six-Year Improvement for a DRPT Technical Assistance grant to fund PRTC staff support to develop the TDP
- Prepare draft TDP, including performance measures and targets
- Adopt the major update of TDP and submit to DRPT in 2018

¹ Per DRPT Transit Development Plan Minimum Requirements, February 2017



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Potential Risks & Barriers

- Difficulty in planning for growth in services due to recent uncertainty of federal, state and local funding levels
- Willingness of private sector to participate in funding services and/or providing space for facilities
- Schedule for the completion of the future maintenance facility planned in western Prince William County

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Potential Funding Strategy

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Other (Technical Assistance)		✓	DRPT Technical Assistance / Local Match

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TRANSIT RECOMMENDATION #5

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.

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

Background Information

- Nationally, regionally, and locally, jurisdictions and private developers are favoring a transit-oriented, mixed-use development approach (decreased emphasis on cars)
- Transit-supportive areas in localities' future land use plans represent potential areas for increased transit service
- Local entities around the Northern Virginia Region, including those in Prince William County, are adopting design guidelines to foster transit oriented growth
- Localities with high growth must continue to put in place firm policies linking transportation and land use, such as standards for new development to ensure accessibility to transit
- Three quarters of public outreach respondents believe it is important or very important for local governments in the Prince William area to use public funds to provide transportation services to connect major locations together in the Prince William area
- Business leaders participating in the strategic planning outreach sessions believe that land use planning tied to transportation is the key to the future and quality of economic growth in the Prince William area

Implementation

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

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

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- **Continual (Best Management Practice)**

Potential Risks & Barriers ²

- Disconnects in the planning process—Operational “silos” among various entities that should be involved can lead to single-focus criteria and decisions
- Structural challenges—This can include the absence of a local plan and absence of zoning ordinances that support transit-supportive development, especially mixed uses and higher densities
- Disconnect between transit planning and land use planning—The decision-making that occurs at the federal, state, regional, and local levels typically does not effectively coordinate transit investments with land use policies

Investment

Relative Investment Level in Staff and Financial Resources

- **\$ (Low) - Generally under \$50,000; Non-recurring 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
- \$\$\$\$ (Very High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)	✓		N/A – Assumed to be achieved using current staffing

² *Planning for Transit-Supportive Development: A Practitioner’s Guide. FTA Report #0053, June 2014*

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TDM Recommendations

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TDM RECOMMENDATION #1

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

Objectives

- Improve individualized trip planning through OmniMatch's ridematching services
- Reduce the drive alone rate of Prince William area residents
- Increase OmniRide usage by adult workers living in Prince William County who are employed outside the county
- Increase usage of the Omni SmartCommute program by employers in the Prince William area

Background Information

- OmniMatch's 330 square-mile service area is home to over 451,000 residents and 226,000 jobs.
- Historically, PRTC outsourced ongoing stakeholder marketing and outreach to transportation planning and social marketing firms; however, there were challenges in maintaining a continuous level of effort.
- In July 2016, PRTC decided to bring their ongoing stakeholder outreach efforts in-house to be more cost-effective and provide better marketing program continuity.
- Regardless of the service delivery approach, PRTC's large service area and staff resource limitations compared to their regional peers (e.g. 3 FTEs in Fairfax County, 11 FTEs in Arlington) are constraining PRTC's ongoing stakeholder outreach efforts and ability to comprehensively reach out to the entire market.

Implementation

Actions

- Request and gain approval for additional staff resources in PRTC's budget
- Recruit, interview and hire one to two additional full-time staff members devoted to supporting OmniMatch's and Omni SmartCommute's ongoing stakeholder service and marketing efforts
- Actively engage new staff with professional development resources such as the Association for Commuter Transportation (ACT) Chesapeake Chapter to accelerate their growth
- Develop and implement a system to measure and monitor effectiveness by employing a CRM-solution (such as Salesforce) to empirically measure outreach efforts and impacts.
- Leverage additional resources made available through Transfrom66 and the I95/395 Transit/TDM Plan.

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- Difficulty in planning for expansion of PRTC's TDM services due to recent uncertainty of federal, state and local funding levels
- Employer outreach can face challenges in less urban areas such as Prince William County due to ample parking and lower densities
- Relatively low fuel prices and other factors make it more challenging to convert commuters into non-SOV commuting modes

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Technical Assistance)		✓	DRPT TDM Program / Local Match Transform66 / I-95/I-395 Transit TDM Plan

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TDM RECOMMENDATION #2

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

Objectives

- Reduce the drive alone rate of Prince William area residents
- Increase usage of the Omni SmartCommute program by employers in the Prince William area
- Increase the number of employers that offer their employees a tax-free commuting benefit
- Leverage the trend of low unemployment across Virginia to position Omni SmartCommute program services as a critical employee recruitment and retention tool

Background Information

- Employers within Prince William County provide jobs to approximately 226,000 employees.
- PRTC staff actively promote all PRTC services to employers across Prince William County through their Omni SmartCommute program. Omni SmartCommute services include employee commute surveys, telework programs, emergency preparedness, transit subsidies, carpool/vanpool formation, biking/walk to work programs, alternative work schedules and employee parking management.
- The Omni SmartCommute program has always been actively promoted to the county's largest employers including Micron, Lockheed Martin and Kaiser Permanente.
- Business leaders participating in the strategic planning outreach sessions believe traffic congestion is the number one topic of discussion by business, with concerns about the stress and uncertainty of employee commuting time.

Implementation

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. Target employers in Prince William County that are among the 231 U.S.-based companies that received 2017 Best Workplaces for Commuters (BWC) recognition
- Develop and implement a system to measure and monitor effectiveness by employing a CRM-solution to empirically measure employer outreach efforts and impacts

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Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- **Continual (Best Management Practice)**

Potential Risks & Barriers

- Free and abundant employee parking typical of suburban environments has historically made employer outreach a more difficult task in the Prince William area
- Relatively low fuel prices continue to make it more challenging to convert commuters into non-SOV commuting modes
- Cultivating relationships with Prince William area employers is an ongoing process that requires continuity

Investment

Relative Investment Level in Staff and Financial Resources

- **\$ (Low) - Generally under \$50,000; Non-recurring costs; Utilizes existing resources and staff**
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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)	✓		N/A - Assumed to be achieved using current staffing

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TDM RECOMMENDATION #3

Increase ease of access to and supply of commuter information

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

Background Information

- According to the 2015 Statewide Travel Survey, OmniMatch is one of the most successful TDM programs in Virginia with the highest rate of contact among Virginia's commuter assistance programs and one of the highest rates of awareness.
- Many riders and non-riders have indicated that the many different brands within PRTC (OmniRide, OmniLink, OmniMatch etc) can be confusing and misleading.
- A review of several peer TDM organizations' websites revealed several examples of helpful content that could be duplicated by PRTC to improve the ease of access to and supply of commuter information now available on the PRTC website.
- According to the 2012 census, there are 53.3 million Hispanics in the United States—16% of the total population. By 2060, one in three U.S. residents will be Hispanic so the need to translate the PRTC website and program literature into Spanish is increasing.
- Today, more than four in ten visits to the internet are via mobile devices and the use of mobile devices to access the internet is even greater among Millennials. With each passing year, more and more people are getting information from the internet through their smartphones and tablets.
- PRTC currently provides a link to park-and-ride lots in the Prince William County area and PRTC bus service but no link is currently provided to the VDOT Park-and-ride Lot website, which contains additional commuter information and additional locations, which is important for commuters originating from outside of the PRTC service area.

Implementation

Actions

- Develop a Spanish-language version of the PRTC website and all relevant program literature.
- Either reconfigure the PRTC website for responsive design or develop a mobile app
- Prominently display a link to the VDOT interactive park-and-ride lot website and a link to DRPT's Telework VA! to support the growing practice of at least part-time teleworking
- Integrate a detailed, searchable roster of the vanpools in operation within PRTC's service area
- Add a commute cost calculator to the PRTC landing page to give visitors a "shop before you buy" opportunity to compare their actual drive alone costs to using PRTC's services
- Seek reciprocal linking arrangements with the Prince William County Chamber of Commerce, VRE, the Vanpool Alliance, etc. to expand the number of visits to PRTC's website
- Create a stand-alone Omni SmartCommute Program services information kiosk that can be set up in the lobby or employee cafeteria of targeted Prince William area employers
- Examine the costs and benefits of rebranding PRTCs services into a more consistent look and feel

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Timeline (To Completion)

- Immediate (within 1 year)
- **Short-Term (within 4 years)**
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

Potential Risks & Barriers

- Websites and social media tools such as Facebook pages must be updated regularly to keep the content fresh, relevant and complete
- Disseminating program literature to Prince William area employers and/or restocking the mobile information kiosk can be labor intensive

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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**
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- \$\$\$\$ (Very High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)		✓	DRPT TDM Program

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TDM RECOMMENDATION #4

Expand efforts to promote and register vanpools

Objectives

- Reduce the drive alone rate of Prince William area residents
- Increase vanpooling usage in markets not well served by traditional fixed-route transit
- Build the vanpooling market on the I-66 corridor with the implementation of Transform 66
- Generate additional federal formula funding for PRTC by increasing the number of vanpools enrolled in the Vanpool Alliance's NTD reporting program Increase employer recognition of vanpooling as an effective recruitment and retention tool for employees with longer commutes (more than 50 miles/day round trip).
- Increase employer recognition of vanpooling as an effective parking mitigation tool (one vanpool can eliminate the need for as many as fourteen parking spaces).
- Promote vanpooling as part of PRTC's multimodal system of services.

Background Information

- A vanpool is a group of seven to fifteen commuters traveling to and from work together in a "commuter highway vehicle;" a minivan, SUV, crossover or full-sized van. The Northern Virginia area is served by a plethora of regional and national vanpool service providers.
- Vanpooling is a form of "qualified transit" and vanpoolers can pay for their commute using tax-free commuter benefits.
- PRTC's OmniMatch and SmartCommute programs work with commuters and employers respectively to get matched into existing vanpools or to organize and start new vanpools. Among commuter assistance programs statewide, OmniMatch has one of the highest levels of awareness and, among those aware of it, has the highest contact rate of all Virginia rideshare agencies.
- The Vanpool Alliance is a public-private partnership between PRTC, GWRC, NVTC, DRPT and a number of regional and national vanpool program operators. New and existing vanpools that originate from, travel through, or terminate within the Northern Virginia Region are eligible to enroll in the Vanpool Alliance program.
- Each month, participating vanpools report important vehicle and passenger commuting information that is ultimately reported through the National Transit Database (NTD) to the Federal Transit Administration (FTA). FTA provides financial and technical assistance to local public transit systems such as PRTC. In FY18-FY20, PRTC is forecast to receive net earnings of approximately \$1 million annually from NTD reporting to the FTA. In return for reporting their vanpooling data to the Vanpool Alliance, program participants receive support in marketing their vanpools, help with maintaining drivers and ridership, and receive \$200/month per vanpool for their involvement and vanpool data reporting.
- Vanpooling is currently more popular on the I-95/I-395 corridor than the I-66 corridor due to the presence of a separated HOV facility. The Transform I-66 project will create similar infrastructure and increase the supply of parking by 4,000 spaces.

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Implementation

Actions

- Bolster efforts by Vanpool Alliance to promote vanpooling among Prince William County commuters by developing an outreach plan.
- Promote the purpose and importance of NTD reporting and educate vanpoolers about what it means for them as well as for Prince William County's transportation infrastructure.
- Advancements in automated data collection, already in place with many transit operators today, should be tested and deployed for vanpools to reliably and consistently do their NTD reporting.
- Coordinate with DRPT, VDOT, and private concessionaires to promote vanpooling in the I-66 corridor
- Work with DRPT to find Prince William area vanpools that are not currently participating in NTD reporting and endeavor to enroll them

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- **Continual (Best Management Practice)**

Potential Risks & Barriers

- Reduced willingness of vanpool groups to enroll in the Vanpool Alliance's NTD reporting program because of a data reporting process that some vanpoolers perceive as onerous
- Relatively low fuel prices that continue to make it more challenging to convert commuters into non-SOV commuting modes such as vanpooling

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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
- \$\$\$\$ (Very High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)		✓	DRPT TDM Program/Transform 66/I-95/I-395 Transit TDM Plan

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TDM RECOMMENDATION #5

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

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 formal (VDOT-owned) and informal (owned by churches or retail merchants) park-and-ride facilities available as staging areas for carpools and vanpools.

Background Information

- There are currently over 9,800 parking spaces in approximately 40 park-and-ride lots in Prince William County, Manassas and Manassas Park, many of which are served by OmniRide or OmniLink routes.
- The Transform 66 Project will include approximately 4,000 new spaces along the I-66 Corridor with direct access to the new Express Lanes.
- Park-and-ride lots with PRTC bus service are well-utilized, especially ones closest to interstates. Overall about 78 % of the park-and-ride lots spaces are used each working day.
- Most of the lots are owned and maintained by VDOT. These lots provide convenient, well maintained and free parking lots in local neighborhoods throughout PRTC's service area.
- As a public service, many churches and retail outlets also designate sections of their parking lots for commuter parking. These lots also serve as meeting areas for vanpools and carpools.
- In addition to serving transit riders, park-and-ride lots also are used for carpools vanpoolers and those who prefer slugging.

Implementation

Actions

- Add a link to VDOT's interactive park-and-ride website to the OmniMatch page(s) of the PRTC website
- Proactively engage in the development and design review of VDOT park-and-ride facilities, particularly along the I-66 and I-95 corridors.
- Share feedback from riders and other PRTC users with VDOT to identify and address safety concerns at park-and-ride lots
- Advocate for the importance of amenities at park-and-ride lots that increase user comfort and may attract more riders such as real-time transit information, food trucks or other vendors, and pedestrian and bicycle connections
- Engage with additional shopping centers/large retailers, such as WalMart and Potomac Mills, about using their parking lots for informal park-and-ride use, with the benefit of increased walk-in retail traffic.
- Meet regularly with VDOT about expanding existing park-and-ride facilities and adding new locations as demand dictates.

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Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- **Continual (Best Management Practice)**

Potential Risks & Barriers

- Difficulty in expanding VDOT’s park-and-ride lot infrastructure within Prince William area because of uncertainty in federal, state and local funding
- Since PRTC does not own or maintain most major park-and-rides, it will require VDOT buy-in to make specific changes

Investment

Relative Investment Level in Staff and Financial Resources

- **\$ (Low) - Generally under \$50,000; Non-recurring 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
- \$\$\$\$ (Very High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Staff Time & Overhead)	✓		N/A - Assumed to be achieved using current staffing

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TDM RECOMMENDATION #6

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

Objectives

- Improve the efficiency and effectiveness of TDM program 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 planning and programming documents such as the Six-Year Improvement Program (SYIP), Statewide Transportation Improvement Program (STIP), Transportation Improvement Program (TIP) and Constrained Long Range Plan (CLRP).

Background Information

- An analysis of TDM services that PRTC currently offers, and is currently partnering in offering, identified opportunities for improvement and growth.
- Virginia's Department of Rail and Public Transportation (DRPT) requires that any commuter assistance program receiving state funding prepare a TDM Plan every six years. Longer planning horizons may be provided if needed to reflect significant long-term needs or significant service expansions.
- OmniMatch's last Long-Range TDM Plan was prepared in February of 2010. A major update must be prepared, adopted and submitted to DRPT in 2018.

Implementation

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 and submit to DRPT in 2018

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium-Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- Difficulty in planning for growth in TDM services due to recent uncertainty of federal, state and local funding levels.
- Affiliations with regional partners such as the Metropolitan Washington Council of Governments' Commuter Connections program will constrain some potential programmatic refinements.

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring costs; Utilizes some outside resources (consultant) and TDM program 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
- \$\$\$\$ (Very High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Technical Assistance)		✓	DRPT Technical Assistance

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Future Innovation Recommendations

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FUTURE INNOVATION RECOMMENDATION #1

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

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

Background Information

- Jurisdictions and transit operators in Virginia and DC are continuing to expand existing high-capacity transit and plan for new modes (bus rapid transit (BRT), light rail (LRT), streetcar and ferry) in high density corridors close to the Prince William County area.
- Prince William County has established a long-range financially unconstrained vision for high-capacity transit including BRT, LRT, high-speed ferry, Metrorail, and VRE extensions.
- The Northern Virginia Regional Commission (NVRC) is conducting an infrastructure assessment on the implementation of high-speed ferry on the Potomac
- PRTC is positioned well to be the operator for some of these systems in the Prince William area and should continue to be involved in regional planning efforts.
- High-capacity transit, when serving appropriate density levels has the capacity to create a strong sense of place that attracts younger generations and high-quality workers.

Implementation

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 NVRC 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 over the course of the next five years
 - Complete at least three feasibility studies that analyze demand and identify next steps in advancing the initiatives

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- **Medium Term (within 7 years)**
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- Beginning a feasibility study is the first phase in the process of project implementation, which ultimately requires coordination and buy-in from many entities
- High-capacity transit must be planned in careful coordination with land use at the local level in order to be successful

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other – Technical Assistance for feasibility studies (Cost shared with Prince William County and/or other jurisdictions)		✓	DRPT Technical Assistance / NVTA Local or regional funds
Other - Staff Time & Overhead	✓		N/A – Assumed to be done using existing resources

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FUTURE INNOVATION RECOMMENDATION #2

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

Objectives

- Supplement OmniLink routes with additional service from TNCs or similar emerging service model
- Ultimately reduce operating and capital expenses for OmniLink

Background Information

- OmniLink provides key mobility services, especially for residents who do not have vehicle access, but low land use density and congestion can reduce its efficiency.
- Parking at park-and-ride lots and VRE stations is constrained as many people chose to drive short distances to get to the transfer points.
- Transit agencies around the country have partnered with TNCs (such as Uber and Lyft) to subsidize local transit service and provide “last-mile” connections from major transit stations.
- The Federal Transit Administration (FTA) has approved of these partnerships but strongly cautions that all service must remain equitable for all persons.

Implementation

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

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- Medium Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

For the Greater Prince William area’s growing and diverse population and business community, PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of activity centers to one another and to the larger region in a way that makes our area the community of choice.

Potential Risks & Barriers

- As included in FTA guidance, transit service must remain equitable for all, especially those with limited income or disabilities who rely on public transit for mobility. Paratransit service requirements are still valid.
- Private companies will likely be constrained to only opportunities that are profitable for them
- Legal issues such as liability will need to be determined between both parties

Investment

Relative Investment Level in Staff and Financial Resources

- \$ (Low) - Generally under \$50,000; Non-recurring 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) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Operating – Subsidize operations		✓	DRPT Operating Assistance / TIGER Grant / SmartScale/ Increased Local Funding
Other – Technical Assistance to develop and implement pilot program and agreements		✓	DRPT Technical Assistance / FTA Section 5312 Public Transportation Innovation / TIGER Grant /SmartScale/ Regional NVTA Funds / Partnerships with TNCs
Other - Staff Time & Overhead	✓		N/A – Assumed to be done using existing resources

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FUTURE INNOVATION RECOMMENDATION #3

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

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

Background Information

- Millennials are more likely than previous generations choose to live without a car. Approximately 30% of Virginians between the ages of 18 and 25 who could have a driver's license choose not to or do not have one.
- In areas such as Arlington, Washington DC, and more isolated locations such as universities, transit-oriented developments, and large corporate campuses, systems such as carsharing and bikesharing are being developed to provide options for car-free or "car-lite" living.
- Bikesharing systems and carsharing systems can also connect seamlessly with transit systems, providing "last mile" connections (for example: someone takes the bus to a centrally located stop and then rides a bikeshare bike the rest of the way to the office).
- Generally, these systems are implemented by the local jurisdictions in coordination with other stakeholders, by contracting with private vendors who operate and maintain the services.

Implementation

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 grant funding to implement a pilot program in at least one area

Timeline (To Completion)

- Immediate (within 1 year)
- Short-Term (within 4 years)
- **Medium Term (within 7 years)**
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- Although PRTC is well-positioned for this role, it would represent an expansion outside typical responsibilities of PRTC
- Densities have to be high enough and boundaries of the service areas have to be constrained to be able to support the “sharing economy”

Investment

Relative Investment Level in Staff and Financial Resources

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- \$\$\$\$ (High) – Over \$1 million capital or total annual recurring costs; Requires additional resources or staff; Involves significant overhaul of existing processes

Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Capital and Operating – Funding for implementation of pilot program		✓	SmartScale/ NVTA/DRPT TDM Assistance/Megaprojects Toll Revenues/Transform66/ I-95/I-395 Transit TDM Plan
Other – Technical Assistance for feasibility studies (Cost shared with Prince William County and/or other jurisdictions)		✓	DRPT Technical Assistance / NVTA Local or regional funds
Other - Staff Time & Overhead – New staff position(s) anticipated		✓	Local Contributions

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FUTURE INNOVATION RECOMMENDATION #4

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

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

Background Information

- Some OmniRide routes are experiencing overcrowding during the peak periods but during periods of lower demand, excess capacity is available
- Park-and-ride capacity is constrained at major lots with convenient access to the interstate
- Workplace habits are changing. Fewer people are going into the office on a daily basis and people are developing preferences toward services that adjust to demand in real-time (such as ridesharing companies)
- Unexpected or planned events (for example: Metrorail or VRE outage; Major accident on interstate) often greatly affect commuting behavior and patterns

Implementation

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

Timeline (To Completion)

- Immediate (within 1 year)
- **Short-Term (within 4 years)**
- Medium Term (within 7 years)
- Longer-Term (7+ years)
- Continual (Best Management Practice)

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Potential Risks & Barriers

- Can be difficult to plan effectively while keeping up with newly advancing technologies
- If services are able to be scaled, it can be a challenge to convey that information to the potential users, especially those without smartphone capabilities
- If changing service based on demand, it will be important to not negatively impact captive riders who rely on transit

Investment

Relative Investment Level in Staff and Financial Resources

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Potential Funding Strategy

Primary Expense Type	Reallocate Existing Resources	Requires New Funding	Potential Funding Sources
Other (Technical Assistance for feasibility study)		✓	DRPT Technical Assistance / CMAQ / Partnerships with Transportation Network Companies

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