Office of
INTERMODAL
Planning and Investment

Governor's Multimodal Strategic Plan

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Multimodal Strategic Planning Team

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Vision and Accountability

The Multimodal Strategic Plan connects the vision for multimodal transportation to the actions, policies and programs of the Transportation Secretariat and its agencies.

The Vision

Vision for Multimodal Transportation in Virginia

Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian and aviation resources that provides integrated and efficient options that meet citizen, visitor and business transportation needs.

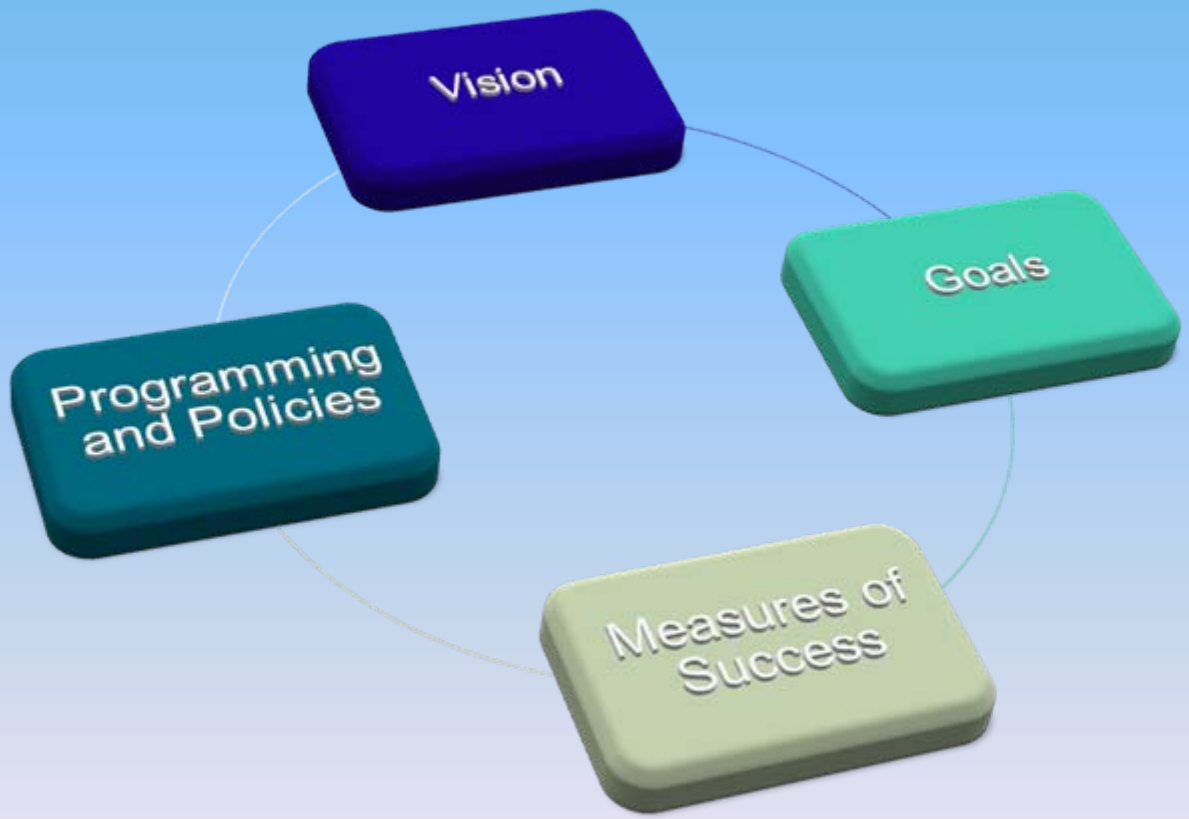
Strategic Plan Development

- **Initial workshops (spring of 2010) set Vision**
- **Bi-monthly meetings from May to October established the Strategic Plan and its components**
- **Representatives of all 6 agencies in Transportation**
- **Strategic Plan is resource constrained**

Strategic Plan – Why Resource Constrained

- **Objective is to take actions that will achieve the Vision and Goals regardless of funding levels**
- **Emphasis on transportation agency policies and administration of programs – for example, prioritization rather than expansion**
- **Seek to be more effective regardless of whether funding levels change**

Foundation of the Plan



VTrans2035 and the Strategic Plan

- **VTrans2035 provides legally required multimodal transportation plan.**
- **Strategic Plan is the McDonnell Administration's means to implement the plan.**

VTrans2035 Goals	Strategic Transportation Goals: Seamless Multimodal System	Economic Opportunity	Planning and Implementation Processes	Financial Support	Technology, Environmental Protection & System Management	Customer Focus	Improve Safety Across all Modes	Competent and Stable Workforce
Safety and Security							✓	
System Maintenance and Preservation	✓			✓	✓	✓		
Mobility, Connectivity, and Accessibility	✓	✓			✓	✓		✓
Environmental Stewardship					✓			
Economic Vitality		✓						✓
Coordination of Transportation and Land Use			✓	✓				
Program Delivery			✓	✓		✓		

Linkages between Goals and Measures

Goals	Measures of Success
Seamless Multimodal System	Number of Intermodal Facilities
Economic Opportunity	Percent of Cross-Trained Staff
Planning and Implementation Processes	Number of Fatalities, Crashes and Injuries
Financial Support	Incident Response Time
Technology, Environmental Protection & System Management	Return on Investment
Customer Focus	Travel Time Reliability
Improved Safety Across All Modes	Customer Service – Percent of Customers Satisfied
Competent & Stable Workforce	Percent of Assets in State of Good Repair
	Decreased Rate of Growth of Vehicle Miles Traveled (VMT)
	Number of Corridors of Statewide Significance (CoSS) Studies

Linkages between Goals and Measures

Strategic Transportation Goals / Measures of Success	Seamless Multimodal System	Economic Opportunity	Planning and Implementation Processes	Financial Support	Technology, Environmental Protection & System Management	Customer Focus	Improve Safety Across all Modes	Competent and Stable Workforce
Number of Intermodal Facilities	✓							
Percent of Cross- Trained Staff			✓					✓
Number of Fatalities, Crashes and Injuries							✓	
Incident Response Time							✓	
Return on Investment		✓						
Travel Time Reliability	✓							
Customer Service						✓		
State of Good Repair				✓	✓			
Decreased Rate of Growth of VMT					✓			
Number of CoSS Studies			✓					
Accessibility Index	✓				✓			

Targeted Measures of Success

Measure of Success	Desired Trend	Control (C) or Influence (I)
Number of Intermodal Facilities	↑	C
Percent of Cross-Trained Staff	↑	C
Number of Fatalities, Crashes and Injuries	↓	I
Incident Response Time	↓	I
Return on Investment	↑	C
Travel Time Reliability	↑	I
Customer Service	↑	C
State of Good Repair	↑	C
Decreased Rate of Growth of VMT	↓	I
Number of CoSS Studies	↑	C
Accessibility Index	↑	I

Change Levers

- **Each measure is designed so that it relates to change levers that will allow the transportation agencies to respond to success or failure with policy actions.**

- **The process of evaluating measures of success and responding with change levers will be an ongoing cycle to move the transportation agencies towards stated vision and goals.**

Number of Intermodal Facilities

Increase the number of intermodal facilities on the Corridors of Statewide Significance that are served by multiple modes.

Change levers: If the desired trend in intermodal connectivity does not occur, adjustments to the outcome can be influenced by policy changes such as **incentivizing rail, barge, or other transportation options**; increasing freight rail investment; encouraging competitive freight rail access; **adjusting** Public-Private Transportation Act **(PPTA) requirements** regarding the incorporation of intermodal facilities; allowing **flexible funding** for intermodal facilities such as transit transfer centers; and **prioritizing funding** for projects that serve multiple modes.

Percent of Cross-Trained Staff

Establish a multimodal transportation planning training program that crosses all modal disciplines to increase the percentage of agency planning staff who have multimodal planning knowledge.

Change levers: To strengthen performance under this measure, the transportation agencies could **consider a combination of recognition and incentives for participation in the cross-training program.** Job descriptions would be modified to reflect the training as a requirement as appropriate. The program also would be strengthened by reaching beyond the Secretariat to other state agencies involved in economic development, housing, and workforce development to participate and contribute to the training curriculum.

Number of Fatalities, Crashes and Injuries

Reduce the number of fatalities, injuries and crashes.

Change levers: **Safety education** for port operations, transit and highway modes, and the aviation community is a key strategy for reducing the measured incidents. The Department of Motor Vehicles can contribute to success under this measure through **driver education programs** targeting safety issues such as aging drivers, distracted drivers, and others. **Coordination and partnerships with law enforcement agencies** are critical to success through enforcement of traffic safety laws. The transportation agencies can also **examine potential improvements to the transportation system** to improve incident prevention. In part, this can be accomplished by funding programs that target safety improvement such as the Highway Safety Improvement Program (HSIP) and Strategically Targeted Affordable Roadway Solutions (STARS).

Incident Response Time

Improve incident response time

Change levers: The transportation agencies impact system performance by **influencing response times through** both **planning and committing resources to programs and improvements**. Achieving improvement in response times may require dedicated resources in both areas. Development of emergency plans is an example of administrative action, while highway safety service patrols and accessibility improvements for emergency vehicles (such as emergency vehicle-only turnarounds or access points on highways) relate directly to the transportation system. **Coordination** with local emergency management, emergency response, and law enforcement agencies, as well as private operators is essential to make progress.

Return on Investment

Maintain or improve program return on investment.

Change levers: If the desired trend in return on investment does not occur, **adjustments to the projects advanced to the Six-Year Improvement Program** would be recommended by the Office of Intermodal Planning and Investment.

Travel Time Reliability

Improve travel time reliability:

A. Improve on-time performance for transit and inter-city passenger rail;

B. Reduce average annual hours of delay for roadways in Hampton Roads, Richmond, and Northern Virginia;

C. Reduce average truck turnaround time at ports; and

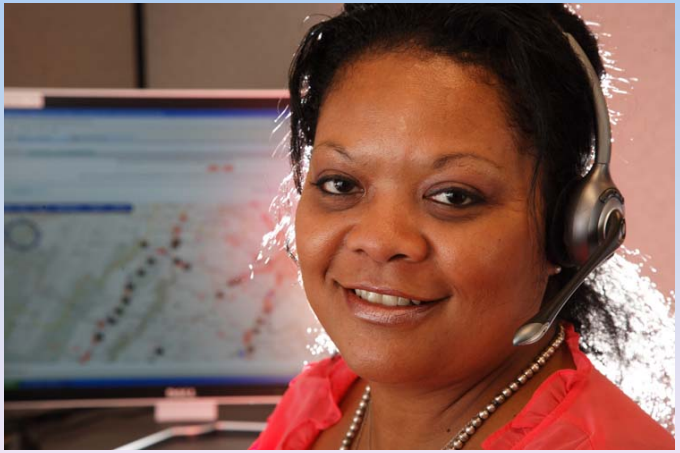
D. Improve navigational aid system reliability.

Change levers: Change levers are diverse, relating to the types of programs available to reduce travel times and improve travel time reliability. Examples include **prioritizing operational improvements, funding or incentivizing travel demand programs to reduce peak period travel on roadways, and education/awareness building of time-saving options** such as the Weigh-in-Motion program for trucks.

Customer Service

Improved scores for customer service survey.

Change levers: The agencies relate to their customers in different ways, including facilities, services, and funding. The change levers are **the project development process and funding priorities for facilities, the customer interface for services, and the administrative processes for recipients of funding**. The levers for each agency are developed individually to meet the needs of their customers.



State of Good Repair

Increase the percentage of assets by agency/mode considered to be in good repair by recognized standards.

Change levers: The information on the state of good repair will be used to target areas of critical need to **prioritize funding**.

Decreased Rate of Growth of VMT

Decrease the rate of growth of VMT by increased use of public transportation, bicycles, walking, and alternative freight solutions.

Change levers: For passengers, **travel demand management strategies** such as telework and improvements to the availability and reliability of public transportation are the primary change levers. Success with freight depends on **improved intermodal connectivity and strategic capacity improvements** for rail and intermodal facilities.

Number of CoSS Studies

Number of Corridors of Statewide Significance studies completed.

Change levers: The studies are intended to identify projects and prioritize investments as input to both the programming process and the PPTA process. Progress on the completion of the studies can be expedited by **prioritizing the studies, focusing on corridor subsections of greatest concern, or changing the administrative approach to funding and/or conducting the studies**.

Accessibility Index

Improve accessibility to modes and activity centers.

Change levers: Transportation investment would be used as an **incentive for land use planning that provides improved accessibility** or otherwise better coordinates with transportation.

Next Steps

- **Establish cycle of implementation and monitoring using the Strategic Plan**
- **Evolve Multimodal Strategic Planning Team into Multimodal Working Group**
- **Realign agency processes to support Strategic Plan**
- **Initiate outreach to law enforcement, housing, economic development, education, and others to coordinate data and initiatives on as-needed basis**