

ALAN M. VOORHEES TRANSPORTATION CENTER

2025-2030

STRATEGIC PLAN



RUTGERS-NEW BRUNSWICK

Edward J. Bloustein School
of Planning and Public Policy

Alan M. Voorhees Transportation Center

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MESSAGE FROM OUR LEADERSHIP

This strategic plan updates the version adopted by the Alan M. Voorhees Transportation Center (VTC) in 2021. The update reflects current transportation planning practices, emerging trends, and the rapidly evolving landscape of federal policy and funding. The plan is aimed at building on our past success and preparing for the transportation challenges of the future. New analytical approaches, new data sources, and new ways of thinking about the impact of transportation and the role transportation plays in people's lives are challenging the status quo. Our goal is to be prepared and ready to provide the analysis needed to understand these changes and provide policy guidance, training, and technical assistance to decision-makers seeking to advance policy for all modes of transportation into the future.

We also reflect on our Center's place within the larger community at Rutgers, The State University of New Jersey, an institution that is among America's highest-ranked, most diverse public research universities. Our Center is committed to continued alignment and support of the University's threefold mission:

- Provide for the educational needs of New Jersey's residents through its undergraduate, graduate, and continuing education programs;
- Conduct cutting-edge research that contributes to the health, environmental, social, and cultural well-being of the state, nation, and world, as well as strengthening the economy and the state's businesses and industries; and
- Engage in public service in support of the needs of the residents of the state and its local, county, and state governments.

We believe this plan charts a course for the future success of our Center as part of the Edward J. Bloustein School of Planning and Public Policy and within the larger Rutgers University system. It is the product of consultation with staff, research sponsors, and other internal and external stakeholders, and reflects the perspectives of managers, affiliated faculty, and new executive leadership at both VTC and the National Transit Institute (NTI). The plan was further shaped by input gathered through an online staff survey and a full-day retreat. We extend special thanks to Jeanne Herb for facilitating the retreat and contributing to the development of this plan.

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ALAN M. VOORHEES LEGACY PROJECT

The Alan M. Voorhees [Legacy Project](#) honors the life and work of one of the 20th century's most influential transportation pioneers. A centerpiece of this effort is the Alan M. Voorhees Exhibit, a permanent installation at the Bloustein School (pictured below) that highlights his lasting impact on the field. We thank Alan's son, Scott Voorhees, for his support of the installation and Bob Skinner, the chair of our Advisory Board, for guiding it to completion.

The project also includes a digital archive of technical reports, maps, and oral histories accessible via our website. Former associates of Alan Voorhees helped collect and organize these materials, many of which are not readily available elsewhere.

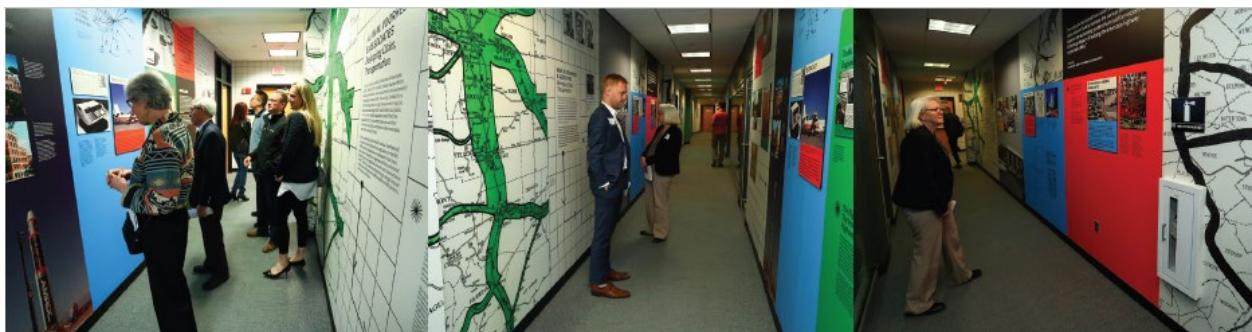
The idea for the project came from Thomas Deen, a partner at Alan M. Voorhees & Associates and later Executive Director of the Transportation Research Board, who also served on the VTC Advisory Board. Speaking at VTC's 25th Anniversary Symposium in April 2023, Deen reflected on the importance of preserving these records:

"The reason we are here today for the celebration of Al Voorhees is because he had friends who 'saved his letters.' While Al did not write letters, we are not dependent on them to tell his story. We instead have digital records—maps, technical reports, correspondence, and oral histories—now permanently housed at Rutgers."

By housing this collection at Rutgers, VTC ensures that Al's contributions to transportation planning, technology, and policy remain accessible to researchers and the public for generations.



Alan M. Voorhees, circa 1961



The Alan M. Voorhees Exhibit, on the fourth floor of the Bloustein School's Civic Square Building, honors the life and work of Alan M. Voorhees. Housed at the Alan M. Voorhees Transportation Center—a hub for advancing transportation research and policy—the exhibit is open during regular building hours.

ABOUT RUTGERS

Rutgers, The State University of New Jersey, is one of the nation's highest-ranked and most diverse public research universities. Its mission is [threefold](#):

- **Education:** Provide high-quality undergraduate, graduate, and continuing education for New Jersey residents.
- **Research:** Conduct cutting-edge research that advances the health, environmental, social, and economic well-being of the state, nation, and world.
- **Public Service:** Support local, county, and state governments and communities through service, outreach, and applied expertise.

ABOUT THE EDWARD J. BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY

Established in 1992, the Edward J. Bloustein School of Planning and Public Policy is a national leader in research and education with a mission to create just, socially inclusive, environmentally sustainable, and healthy communities at all scales. Bloustein's academic programs span urban planning, public policy, public health, health administration, and public informatics, disciplines united by a commitment to social science, public service, and evidence-based decision-making.

As part of the Bloustein School, VTC advances this mission by conducting applied research, delivering training and technical assistance, and collaborating with faculty across the school's academic programs. VTC's work extends Bloustein's public-service impact and strengthens its role as a hub for interdisciplinary problem-solving.

ABOUT VTC

The Alan M. Voorhees Transportation Center (VTC) traces its origins to the mid-1990s, when Bloustein School Dean James Hughes, along with Martin Robins and Louis Gambaccini, established the Transportation Policy Institute (TPI), which later became VTC after Ralph Voorhees encouraged his brother Alan Voorhees to lend his name to a dedicated center that would also incorporate the National Transit Institute (NTI).

VTC, formally established in 1998 by the Rutgers University Board of Governors, is a national leader in transportation policy research and innovation. Located within the Edward J. Bloustein School of Planning and Public Policy at Rutgers University, VTC draws on the resources of a major public research institution to address transportation issues of regional, state, and national significance.

The National Transit Institute was established at Rutgers in 1992 under the Intermodal Surface Transportation Efficiency Act of 1991 to develop, promote, and deliver training and education programs for the public transit industry. Since 1999, NTI has operated as part of VTC, delivering training and education programs for the public transit industry. Together, VTC and NTI form a comprehensive center for transportation research, training, and technical assistance.

VTC is one of several nationally recognized research centers at the Bloustein School. These centers conduct large-scale, externally funded projects that expand the school's research capacity, extend its

public-service mission, and provide students with opportunities for hands-on learning. Through its grant-funded research, training, and technical assistance projects, VTC serves a wide range of clients and partners across New Jersey and the nation. This work positions VTC as a central contributor to the school's mission and strengthens Rutgers' impact on transportation planning and policy.

Vision

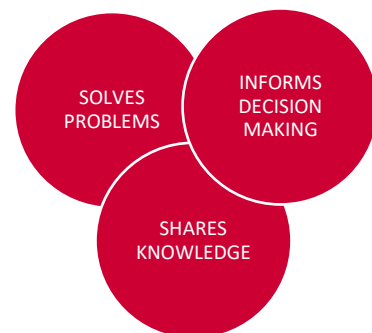
VTC is a leader in research, education, and training, and demonstration of innovative transportation and mobility solutions that strengthen planning practices and policy at the local, regional, state, and national levels.

Mission

VTC solves problems, shares knowledge, and informs decision-making related to transportation and multi-modal mobility. Consistent with the missions of both the University and the Bloustein School, our work has a strong focus on outcomes that align mobility with creating thriving communities and fair opportunities for all. We do this by engaging clients, policymakers, and civic leaders and the communities they serve in our work; conducting and applying rigorous research; delivering impactful training and education programs; conducting high-quality data collection and analysis; assessing impacts of transportation and infrastructure investments; facilitating meaningful outreach and engagement; and providing technical assistance on critical issues at the intersection of community development, health, safety and environmental sustainability.

VTC's activity in the three core areas includes:

- **VTC Research:** Conducts interdisciplinary applied and academic research on critical transportation policy and planning issues.
- **VTC Education & Training:** Offers hands-on research opportunities for students; provides continuing education and professional training for state, regional, and local agencies; and partners with the Federal Transit Administration to deliver national transit training programs.
- **VTC Service:** Provides technical assistance to local, regional, and state governments and policymakers; hosts forums and events on major transportation challenges; and translates complex data into accessible information for better public understanding and decision-making.



Core Activities

VTC conducts research, analysis, training, and technical assistance across a wide spectrum of transportation and mobility issues. While we actively explore emerging topics, such as shared mobility, micromobility, automated vehicles, and the use of advanced data analytics, our work is grounded in long-standing areas of expertise, including:

Active Transportation, Land Use, and the Built Environment

Advancing pedestrian and bicycle mobility and safety; Complete Streets Technical Assistance; transit-oriented development; healthy community design; and smart growth strategies that support walkable, transit accessible development.

Access to Transportation and Mobility

Ensuring safe, affordable, and reliable mobility options for all residents; supporting Safe Routes to School; and addressing transportation barriers that affect underserved communities.

Transportation, Climate, and the Environment

Examining energy use, air quality, and environmental impacts; assessing climate-related risks to transportation infrastructure; and promoting nature-based, sustainable and risk-reducing infrastructure solutions.

Transportation Finance and Economic Impacts

Analyzing transportation costs, sustainable funding strategies, and the economic costs and benefits of transportation investments.

Public Transportation and Quality of Life

Providing training, education, and clearinghouse services that strengthen public transit agencies and improve mobility outcomes for riders.

Mobility for People with Disabilities and Older Adults

Designing and evaluating transportation systems and services that meet the needs of people with varying abilities and support independent mobility.

Community and Stakeholder Engagement

Facilitating meaningful, inclusive engagement processes that inform transportation and local planning, policy development, and project delivery.

Transportation Safety and Vision Zero

Supporting evidence-based strategies and policies aimed at eliminating traffic deaths and serious injuries through Safe System principles.

Placemaking and Community Development

Advancing planning approaches and technical assistance that integrate transportation, land use, housing, health, and economic development to support vibrant, resilient communities.

These core areas reflect the depth and breadth of VTC's expertise, research, and subject matter leadership, and collectively inform the development of innovative state and local public policies that advance an accessible, resilient, and inclusive transportation system for all.

Organizational Structure and Governance

VTC is staffed by a core team of researchers, professional staff, and administrative personnel who carry out the Center's grant-funded research, training, and technical assistance programs. NTI operates as a quasi-independent unit within this structure, advancing its own mission while contributing to VTC's broader portfolio.

VTC also engages faculty affiliates from across the Bloustein School, Rutgers University, and partner institutions. These faculty collaborators support externally funded research projects and expand the Center's expertise. In total, VTC's community includes more than 30 researchers, professional and administrative staff, and affiliated faculty.

Leadership Structure

VTC's organizational structure is anchored by a senior management team that includes:

Faculty Director – Reports to the Dean of the Bloustein School. The Faculty Director sets academic and strategic direction, guides research priorities, and builds relationships with the university and external partners. The Executive Directors of VTC and NTI report to the Faculty Director.

Executive Director of NTI – Serves as NTI's chief financial and operating officer, overseeing reporting, metrics, daily operations, staffing, and senior staff management. The Executive Director manages NTI's budget, project delivery, and the development and delivery of training courses aligned with FTA and industry needs; maintains strong relationships with FTA and partner agencies; and monitors performance and client satisfaction.

Executive Director of VTC – Serves as VTC's chief financial and operating officer. The Executive Director oversees daily operations and staffing, manages senior staff, ensures effective internal processes and policy compliance, directs budgets and project delivery, secures grants, contracts, and new funding, maintains strong client and sponsor relations, and represents the center within the university and with external partners.

To strengthen operational capacity and better manage VTC's growing portfolio, new Assistant Director positions are being established, with the expectation that additional roles may be added as needs continue to evolve.

- **Assistant Director, Research** – Leads research strategy, project development, and methodological rigor. Oversees research quality, supports proposal development, and strengthens partnerships that expand the center's research portfolio while integrating evidence-based insights across projects.
- **Assistant Director, Programs and Partnerships** – Oversees external partnerships, planning organization engagement, program delivery, and stakeholder coordination.

Research and Practice Structure

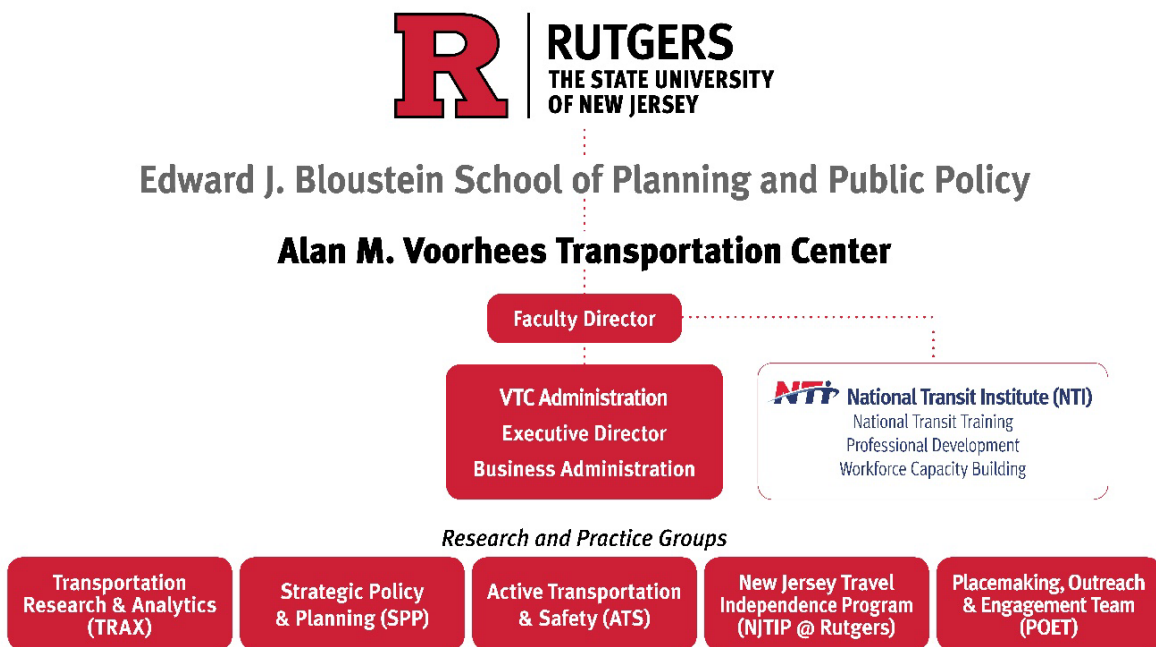
VTC organizes its work through several core research and practice groups that align with the Center's strategic priorities. These groups focus on distinct content areas while collaborating across teams and adapting as new needs and opportunities emerge. Team leaders, including Assistant Directors and Managing Directors, oversee the groups and report to the Executive Director.

Research and Practice Groups

- **Transportation Research and Analytics (TRAX)**
Leads data-driven research, analysis, and modeling to inform transportation policy and planning.
- **Strategic Policy & Planning (SPP)**
Advances research and guidance on transit and transportation policy, strategic planning, and

system-level decision-making, including TOD, funding, technology transfer, and coordinated human services.

- **Active Transportation and Safety (ATS)**
Focuses on pedestrian, bicycle, and micromobility safety and accessibility for all ages and abilities, along with the built environment that supports them.
- **New Jersey Travel Independence Program (NJ TIP @ Rutgers)**
Provides individual and group travel instruction and mobility training to empower persons with disabilities, older adults, and others to navigate public transit safely and independently.
- **Placemaking, Outreach, and Engagement Team (POET)**
Provides technical assistance and research on community engagement, communications, and placemaking that connect research to practice.



Internal VTC Committees

VTC maintains several internal committees and cross-center teams that strengthen organizational capacity, support staff development, and advance strategic priorities. These committees bring together staff from across practice groups to coordinate shared functions, enhance communication, and ensure a cohesive and vibrant workplace culture.

The **Workplace Environment Committee** focuses on strengthening the well-being and day-to-day experience of VTC staff. Formed in response to recommendations from the previous Strategic Plan, WEC organizes social activities, professional development opportunities, and peer-to-peer learning sessions. Its overarching aim is to cultivate a dynamic, supportive, and connected workplace culture.

The **Social Media Team** supports VTC’s expanding marketing and communications needs. Drawing members from across practice groups, its primary goal is to produce consistent, engaging content that elevates VTC’s visibility and positions the Center as a leader in transportation planning research, training, and technical assistance.

The **Business Development Team** advances VTC’s strategic growth by identifying, developing, and managing opportunities that generate non-sponsored revenue. The team supports initiatives that strengthen VTC’s financial resilience, expand partnerships and advisory board engagement, and diversification of funding streams beyond traditional sponsored research. Its work ensures the Center can pursue innovative projects, invest in emerging priorities, and sustain long-term organizational capacity.

VTC and NTI Advisory Boards

VTC’s work is strengthened by an advisory board composed of transportation planning and policy experts representing public, private, and non-profit sectors. The board provides strategic guidance that helps shape the Center’s research agenda and enhances its external partnerships. The advisory board does not hold fiduciary or personnel responsibilities.

NTI has a separate advisory board with members representing public, non-profit, and private sector transit agencies with a focus on transit training needs.

OUR STRATEGIC PLANNING PROCESS

As an applied research center, VTC sits at the intersection of transportation, equity, mobility, and community well-being, supporting the Bloustein School’s public-service mission. Its last strategic plan update was in 2021, following an earlier update in 2004. Since then, major shifts in technology, travel behavior, sustainability priorities, and federal policy have reshaped mobility and transportation investment. The center has also expanded significantly, diversifying research, education, training, and service offerings.

The 2026 update is a focused refresh designed to position VTC for new initiatives and growth over the next five years. It aims to ensure that our priorities and public image reflect:

- Current priorities and needs of research clients and partners
- Changing travel patterns driven by emerging technologies
- An intersectional approach to mobility and community health, equity, and sustainability
- New data sources that strengthen analysis and decision-making
- Evolving federal transportation funding priorities and the need to evaluate investment outcomes
- A broad network of partners across research, education, training, and service

To inform the update, staff and managers conducted a “fresh eyes” review of the 2021 plan, consulted with Bloustein faculty and other center directors, surveyed staff, completed a S.W.O.T. analysis, and convened a full staff retreat with NJTIP and NTI in September 2025.

KEY FINDINGS

VTC Strengths

- Significant growth in research, planning, technical assistance, and training. In the past five years, VTC submitted 310+ proposals and secured 120+ grants and contracts from 50 sponsors totaling more than \$20M.
- Strong reputation for high-quality research, project delivery, technical assistance, community engagement, curriculum development, and collaborative partnerships, including the National Transit Institute's visibility and reputation.
- Faculty and staff are recognized subject-matter experts in New Jersey and, in many cases, nationally and internationally.
- Robust scholarly output: 107 peer-reviewed articles, 132 project reports, 150+ additional publications, over 325 conference presentations, and 8,600+ citations in the past five years.
- A growing and diverse cohort of talented new staff with strong skills and enthusiasm for collaboration.



Team VTC at the Strategic Plan Retreat, Fall 2025

VTC Areas of Growth

- VTC has a public image that does not fully reflect its current strengths, offerings, or influence, and is largely restricted to New Jersey. Limited unrestricted funds constrain VTC's ability to invest in external affairs, business development, and brand amplification.
- VTC is reliant on client-based external funding, which limits long-term planning and responsiveness to emerging opportunities.
- VTC could benefit from expanded collaboration in several areas, including with Bloustein faculty, other Bloustein research centers, other Rutgers units (including engagement with central administration), national research centers, trade associations (APTA, CTAA, AASHTO, AMPO), TRB committees, universities, consultants, and philanthropic organizations. In addition, the advisory board is underutilized and not reflective of VTC's full range of work.
- Internally, VTC needs a clearer organizational structure, operational consistency (including file sharing protocol), and defined pathways for staff advancement and professional development.

External Threats

- National policy changes pose risks to research universities, including freezes or cuts to federal research funding and caps on indirect cost recovery.
 - Uncertainty surrounding the 2026 reauthorization of the Infrastructure Investment and Jobs Act, including funding levels and the balance between formula and discretionary programs.

Overall Implications

VTC must strengthen internal coordination, expand collaboration, modernize its public image, and build new capacity in areas of weakness. At the same time, VTC should position itself as a leader in emerging fields, including micromobility, autonomous/connected/electric vehicles, mobility-as-a-service, climate resilience, and health impact assessment. A proactive strategy to secure unrestricted funds will be essential to maximizing VTC's influence, supporting staff development, and enhancing service to New Jersey and the region. Doing so necessitates a focused and strategic outreach effort to build new multi-sectoral partnerships.

STRATEGIC PRIORITIES FOR THE NEXT FIVE YEARS

VTC has adopted five overarching goals for the 2025–2030 strategic plan cycle. These overarching goals build on the 2020–2025 plan and reflect current transportation planning practices, emerging mobility trends, and the rapidly evolving landscape of federal policy and funding. Implementation of the strategies and achievement of the desired outcomes will be led by the VTC Executive Director, with support from Assistant Directors and other managers.

Goal 1	Strengthen and Expand Innovative Topic Areas
Lead	Assistant Director, Research
Strategic Actions	1.1 Launch targeted research initiatives in priority areas 1.2 Establish data-use agreements and partnerships with key public and private data providers 1.3 Develop and maintain a centralized repository of datasets, tools, and code to support research and project delivery 1.4 Pilot and integrate new analytical tools and methods into project work 1.5 Create an internal learning group or forum to build staff capacity in data analysis, visualization, and emerging methods, including AI
Desired 2030 Outcome	1.1 VTC delivers a portfolio of projects in defined priority topic areas, with demonstrated growth in funding and impact 1.2 VTC has sustained access to diverse, high-quality datasets through active data partnerships 1.3 A centralized data and tools repository is regularly used across projects, improving efficiency and consistency 1.4 Advanced analytical tools and methods are consistently applied across VTC projects and client deliverables 1.5 Staff regularly participate in internal learning activities and demonstrate increased proficiency in data analysis and emerging research methods
Goal 2	Increase Visibility, Impact, and External Partnerships (outward relations)
Lead	Assistant Director, Programs and Partnerships
Strategic Actions	2.1 Strengthen and align Advisory Board membership, expectations, and commitments 2.2 Create simple, accessible pathways for donors to contribute directly to VTC and its mission 2.3 Launch a biennial, high-profile event to elevate visibility and attract sponsorships 2.4 Build and sustain relationships with key decision-makers across New Jersey and the region

	2.5 Coordinate with Rutgers Government Relations and others to advance VTC visibility in state and regional policy, funding, and legislative opportunities 2.6 Develop and implement a proactive business development and partnership pipeline to identify, track, and pursue new opportunities
Desired 2030 Outcome	2.1 Advisory Board members have clearly defined roles and actively contribute to advancing partnerships, securing funding (with 100% board participation in giving and/or fundraising), and providing strategic guidance, advice, and connections 2.2 VTC has streamlined, user-friendly donation options that increase philanthropic support 2.3 A successful biennial event is established, generating sustained visibility, sponsorships, and unrestricted revenue 2.4 VTC maintains ongoing relationships with key regional decision-makers, resulting in new collaborations and project opportunities 2.5 VTC is regularly represented in state and regional policy discussions and funding opportunities through effective coordination with Rutgers Government Relations 2.6 VTC maintains a consistent pipeline of partnerships and funding opportunities, resulting in increased proposal activity, diversified funding sources, and higher win rates
Goal 3	Foster Collaboration at Rutgers (inward relations)
Lead	Assistant Director, Research
Strategic Actions	3.1 Formalize collaboration with NTI through joint planning, shared resources, and coordinated internal engagement 3.2 Establish and maintain active partnerships with Rutgers units (Bloustein, CAIT, Public Health, Engineering) for joint research and proposal development 3.3 Create and expand a formal faculty affiliate/advisory model with defined roles in proposal development, research design, and project delivery 3.4 Pursue internal Rutgers funding opportunities (NJ State Policy Lab, Democracy Lab, REACH) to support pilot projects and new research areas 3.5 Integrate faculty and staff into proposal teams and project workflows to strengthen collaboration and knowledge sharing
Desired 2030 Outcome	3.1 VTC and NTI maintain a formalized internal partnership with regular coordination, shared resources, and aligned programming 3.2 VTC sustains active collaboration with multiple Rutgers units, resulting in a consistent pipeline of interdisciplinary work 3.3 A defined network of faculty affiliates is actively engaged in VTC proposals, research, and project delivery 3.4 VTC secures recurring internal funding to support pilot initiatives that expand internal collaboration and seed new work 3.5 Faculty and staff are consistently embedded in VTC proposals and projects, strengthening collaboration, technical quality, and institutional integration
Goal 4	Strengthen VTC Identity and Communications
Lead	Assistant Director, Programs and Partnerships

Strategic Actions	4.1 Conduct a comprehensive audit of all public-facing materials (website, reports, proposals, marketing collateral) and align messaging with VTC's core services, expertise, and priority topic areas 4.2 Redesign and maintain the VTC website to clearly communicate service areas, research and practice groups, project portfolio, and engagement pathways for partners, clients, and students 4.3 Develop standard templates for proposals, reports, and presentations to ensure consistent branding and messaging 4.4 Establish a process for regularly updating project highlights, impact metrics, and staff expertise across communication channels 4.5 Develop and implement a strategic communications plan to proactively promote VTC's work, expertise, and impact across key audiences
Desired 2030 Outcome	4.1 VTC maintains a consistent and clearly defined identity across all public-facing materials and communications 4.2 A fully updated and actively maintained website showcases VTC's work, staff, capabilities, and opportunities for engagement 4.3 Standardized materials improve clarity, professionalism, and efficiency in proposals and external communications 4.4 Regularly updated project highlights and impact metrics strengthen VTC's visibility and support business development efforts 4.5 VTC proactively communicates its work and impact across key audiences, resulting in increased recognition, engagement, and partnership opportunities
Goal 5	Strengthen Internal Operations
Lead	Executive Director
Strategic Actions	5.1 Strengthen internal budgeting and forecasting processes 5.2 Adjust cost recovery to ensure administrative salaries and fringe are supported by unrestricted funds 5.3 Develop and implement a staff professional development framework and create a career pathways guide outlining roles, expectations, and advancement opportunities 5.4 Develop and implement a centralized system to support financial tracking and project management across all projects 5.5 Convene all staff meetings, when appropriate
Desired 2030 Outcome	5.1 Forecasting processes are standardized, and variance between projected budgets and actual expenditures is within an acceptable range 5.2 At least 30% of administrative salary and fringe is consistently supported through unrestricted funding sources 5.3 A formal professional development framework is implemented and actively used by staff and a defined career pathway guide supports staff advancement, retention, and role clarity 5.4 A centralized system is in place and used across all projects, enabling real-time visibility into budgets, staffing, and project performance 5.5 Staff have a shared understanding of organizational priorities, expectations, and upcoming initiatives, reflected in consistent messaging across projects and teams.

LOOKING TOWARDS THE FUTURE

As VTC continues to grow, we remain committed to innovation, collaboration, and service to the communities we support. Our teams, committees, and partners position us to meet emerging challenges with creativity and purpose. With a strong foundation and a shared vision, we look ahead with optimism, ready to explore new ideas, strengthen our impact, and shape a more connected and resilient transportation future.