



# Five-Year Strategic Plan

*2018 Progress Report*





**2018 Members of the Northern Virginia Transportation Authority**

## **Voting Members**

### **Chairman**

**Martin E. Nohe**, Prince William County

### **Vice Chairman**

**Phyllis J. Randall**, Loudoun County

**Richard Black**, Virginia Senate

**Sharon Bulova**, Fairfax County

**Katie Cristol**, Arlington County

**Timothy Hugo**, House of Delegates Appointee

**Mary Hughes Hynes**, Governor's Appointee,  
Commonwealth Transportation Board

**Jim Kolb**, Governor's Appointee

**David L. Meyer**, City of Fairfax

**J. Randall Minchew**, House of Delegates  
Appointee

**Harry J. "Hal" Parrish, II**, City of

Manassas **Jeanette Rishell**, City of

Manassas Park **Allison Silberberg**, City of

Alexandria **David Snyder**, City of Falls  
Church

## **Non-Voting Members**

**Kelly Burk**, Town of Leesburg

**Helen Cuervo**, Virginia Department of Transportation

**Jennifer Mitchell**, Virginia Department of Rail and Public Transportation



# Table of Contents

I.	Overview .....	1
II.	Goal I – Regional Prosperity .....	2
III.	Goal II – Mobility .....	4
IV.	Goal III – Innovation .....	8
V.	Goal IV – Funding.....	11



# Overview



As the Northern Virginia Transportation Authority looks ahead, this Five-Year Strategic Plan will serve as a guide for the Authority members and staff to expand upon accomplishments and outline strategic goals of regional prosperity, mobility, innovation and funding. The presentation of each goal contains a preface to provide context and clarity to the goal, strategies and related actions. Achievement of these goals will ensure the Authority is continuing to grow and strengthen as the regional leader for transportation planning, programming and funding. As this is the first strategic plan for the Authority, staff will report progress on an annual basis to ensure the Authority is the regional planning leader for multimodal transportation. The goals and vision were adopted by the Authority on September 8, 2016. The 'Status' column for each goal highlights the progress that has been made for each goal's corresponding strategy areas and action items.

## Goals

### 1) Regional Prosperity

Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.

### 2) Mobility

Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

### 3) Innovation

Lead the region in planning and advocating for emerging transportation technologies which address future transportation, workplace and development trends.

### 4) Funding

Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.



Across the region, NVTA is focused on multimodal transportation solutions.

## VISION

*The Northern Virginia Transportation Authority leads Northern Virginia into a transportation future equipped with multimodal transportation options for the community that advance the overall quality of life, environment and economic prosperity for the region. Using innovation, partnerships and collaboration, the NVTA delivers effective long-term planning, transparent policy processes and decision making, as well as efficient allocation of critical transportation resources which advance projects to move Northern Virginia forward as a preeminent region in the country.*

# Goal I: Regional Prosperity



Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.



The NVTA's policies and priorities are guided by two aspirations: reduce congestion and move the greatest number of people in the most cost-effective manner.

Economic growth and transportation are integrally linked, as are traffic congestion and quality of life. The Authority's robust transportation plans and investments support continued regional prosperity and improve multimodal transportation options in Northern Virginia. While the Authority has an established reputation for creating a transportation network that sustains economic growth, there are ways in which the Authority can make a bigger impact in reducing congestion and improving safety throughout the transportation network. To date, the Authority has conducted research and a public survey to better understand how the Northern Virginia transportation network impacts economic growth and quality of life. The Authority can enhance communications with key audiences regarding both economic and quality of life impacts of its multimodal transportation investments.

Strategy	Action	1-Year Status
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>Coordinate with the Northern Virginia business community to better understand how the NoVA transportation system affects regional prosperity and identify how different types of multimodal regional transportation projects support economic growth and raise quality of life for Northern Virginians.</li> <li>Estimate the economic impact of transportation investments (funded by NVTA and others) in NoVA.</li> </ul>	Meet with the economic development groups in each of the nine member jurisdictions (individually or collectively).	Many ground level actions were taken to foster regional prosperity, including meeting with NoVA, Commonwealth and Washington Metropolitan regional leaders, starting a baseline economic impact assessment and capturing baseline multimodal congestion data. Rather than making a one-time, point in time assessment, these actions will enable ongoing measurement of the impact of the Authority's funded projects.
	Meet with at least one Chamber of Commerce in each of the nine member jurisdictions (individually or collectively).	Met with NoVA and Loudoun Chambers and attended a transportation meeting of the Prince William County Chamber to inform and foster the Authority's initiatives with the work of the Chambers to determine how we can best work together to reach the region's goals.

## Goal I: Regional Prosperity (continued)



Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.

	Meet with the Greater Washington Board of Trade and a selection of other neighboring business community groups in the Washington D.C. metro region.	Met with Greater Washington Partnership informing them of the initiatives identified in TransAction to determine how TransAction parallels with some of the recommendations in the Greater Washington Blueprint Plan and identify potential opportunities to work in tandem regarding implementation of some of the parallel initiatives.
	Conduct and compile objective, independent research, including a periodic update of economic impact analysis.	Analysis of the economic impact of NVTA project funding was completed by Chmura Economics & Analytics and presented to the Authority in December 2018. Further or expanded studies will depend on budget capacity.
<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>Increase awareness and understanding of the transportation impact of the NVTA's regional transportation investments.</li> </ul>	Develop appropriate messaging based on above findings to specific target audiences: <ul style="list-style-type: none"> <li>NoVA residents and business community</li> <li>General Assembly members</li> <li>Local elected officials (county, city, state)</li> <li>NoVA Congressional caucus</li> <li>NVTA stakeholders</li> </ul>	Conducted economic impact analysis of NVTA funded projects for the 2018 Annual Report to share with target audiences.  Through the acquisition of the PMMS, NVTA staff will be able to visually communicate the impact of its investments through the new dashboard, the development of which will commence in July 2019 and likely conclude in 2020 contingent upon budget authorization. In Spring 2018, hosted Regional Transportation Forum called "NOVA Elected Leaders Transportation Forum." The event was attended by local government elected officials in addition to members of the NoVA Delegation of the General Assembly and key regional staff.

## Goal II: Mobility



Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

Multimodal regional transportation planning and programming are the foundation for making sound investments. The mobility goal of the Authority focuses on its core activity of multimodal regional transportation planning and the programming of investments in regional projects. The Authority will develop and regularly update TransAction and the Six Year Program through public engagement and a data driven process. The Authority will also refine the principles of long term benefits into implementable practices. Collaboration with member jurisdictions and agencies will be necessary for planning and programming that increase connectivity and improve regional mobility. In addition, the Authority will boost communications with target audiences to increase awareness of the Authority's impact on regional mobility.



NVTA works with several transit agencies across Northern Virginia including, VRE, WMATA, NVTC, DRPT and PRTC.

Strategy	Action	1-Year Status
<b>Multimodal Regional Transportation Planning and Programming</b> <ul style="list-style-type: none"> <li>• Develop and regularly update TransAction, NVTA's long range multimodal transportation plan for NoVA, utilizing regional corridors.</li> <li>• Develop and regularly update NVTA's Six Year Program, to fund projects that address regional transportation needs in NoVA.</li> <li>• Coordinate with VA, DC, MD and TPB to advance multimodal regional and extra-territorial projects that are important to NoVA.</li> <li>• Refine the principles of long-term benefits.</li> </ul>	<p>Develop a regional performance dashboard on congestion trends, travel demand patterns, incident impacts, etc., that can feed into regional transportation planning and project development.</p>	<p>Secured the ability to incorporate project evaluation and ranking requirements into future TransAction updates. The requirements of HB 599 were incorporated into the current TransAction Plan. A goal by the Authority for the 2019 General Assembly Session is to formalize the Authority's role in the completion of future HB 599 evaluations and rankings.</p> <p>The current TransAction Plan was the catalyst for the adoption of the inaugural FY2018-2023 Six Year Program in June 2018.</p> <p>SMART SCALE application submitted which requested funding for a Regional Multimodal Mobility Program.</p>

## Goal II: Mobility (continued)



Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

		<p>NVTA Executive Director is a member of the Strategic Advisory Panel for the WMATA- sponsored Bus Transformation Project. Transit is an important component of the DC region's multimodal transportation system. NVTA supports transit service in numerous ways, including expansion of transit maintenance and operations facilities, bus acquisitions in support of capacity expansions, transit signal priority and other intelligent transportation systems that enhance bus operations, and multimodal connection facilities that make transit more convenient and attractive to users. The Bus Transformation Project seeks to create a viable, vibrant transit system for the region.</p> <p>NVTA continues to follow transportation trends. In Fall 2018, analyzed U.S. Census Bureau data gathered from about 79K Commonwealth of Virginia households. Took a look at NoVA transit mode share and telecommuting trends in the region.</p>
	Develop 'NoVA Transportation Trends' supplement to NVTA's Annual Report, starting w/ 2017.	No activity to report.
	Conduct ongoing peer reviews w/ similar regions in U.S. to better understand performance of transportation in NoVA.	No activity to report.



## Goal II: Mobility (continued)



Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

	<p>Expand analytical capabilities ranging from sketch planning to micro simulation and scenario analysis.</p> <ul style="list-style-type: none"><li>• Travel demand forecasting</li><li>• Model simulations</li></ul>	<p>No activity to report.</p>
<p><b>Advocacy/Education</b></p> <ul style="list-style-type: none"><li>• Increase awareness and understanding of the transportation impact of the NVTA's regional transportation investments.</li></ul>	<p>Develop appropriate messaging based on above findings to specific target audiences:</p> <ul style="list-style-type: none"><li>• NoVA residents and business community</li><li>• General Assembly members</li><li>• Local elected officials</li></ul>	<p>Participated in Bike to Work Day and Celebrate Fairfax! as a way to connect with the community and answer NoVA residents' questions.</p>

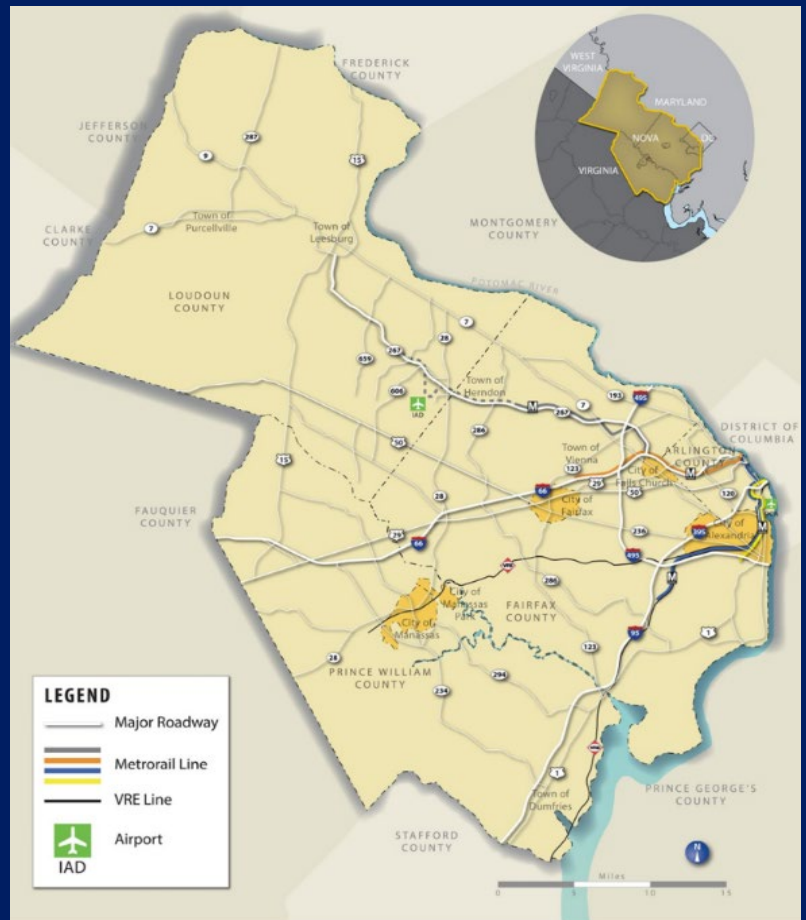
## Goal II: Mobility (continued)



Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

### NVTA Jurisdictions and Major Transportation Facilities

The Authority's member jurisdictions include the counties of Arlington, Fairfax, Loudoun and Prince William and the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park. The NVTA functions as a sub-metropolitan planning organization for these jurisdictions. The values of transparency and regional collaboration have led the Authority not only to the adoption of its first TransAction update since the passage of HB 2313, but to the development of its inaugural Six Year Program (FY2018-2023).



## Goal III: Innovation



Lead region in planning and advocating for emerging transportation technologies which address future transportation, workplace and development trends.



NVTA has funded multiple projects to widen and improve Route 1 in Northern Virginia.

While 'disruptive' technologies are creating uncertainty in the future of transportation, the Authority's readiness to innovate in anticipation of emerging transportation technologies and related trends is crucial to investing in the best transportation solutions. Examples of innovative opportunities include encouragement of shared mobility and/or vehicle ownership, incentivized travel behaviors, and new approaches to addressing 'first/last mile' challenges. The Authority will focus on proactively analyzing and identifying emerging innovative technologies for robust solutions. Undertaking these initiatives will make the region a leader as the future of transportation preferences, and living and working conditions transform. The Authority will also increase collaboration and communication with the state and key stakeholders to create an ongoing dialogue regarding emerging transportation technologies and the Authority's innovations to achieve its Vision.

Strategy	Action	1-Year Status
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>Promote multimodal initiatives such as Integrated Corridor Management (ICM).</li> </ul>	Coordinate with VDOT and DRPT on implementation of ICM and associated regional components, including expanded regional Travel Demand Management (TDM.)	NVTA applied for SMART SCALE funding to implement a Regional Multimodal Mobility Program for the entire NoVA region based on previously developed ICM principles.
<b>Multimodal Regional Transportation Planning</b> <ul style="list-style-type: none"> <li>Plan for emerging transportation technologies and related trends.</li> </ul>	At the national and regional level, monitor emerging technology trends and associated changes in travel behaviors, e.g., vehicle ownership, mobility as a service, and shared vehicle use.	<p>Hosted 3rd Annual Roundtable on transportation technology trends in Spring 2018 which gathered thought-leaders weighing in on emerging trends. Next Roundtable 3/13/19.</p> <p>Launched Driven by InNoVation newsletter focused on transportation tech trends.</p> <p>NVTA Executive Director formed a Transportation Technology Committee (TTC).</p>

## Goal III: Innovation (continued)



Lead region in planning and advocating for emerging transportation technologies which address future transportation, workplace and development trends.

	Conduct and compile objective, independent research on the positive and negative impacts of emerging transportation technologies.	<p>The regularly distributed Driven by InNoVation newsletter compiles stories on emerging transportation technologies, including independent research.</p> <p>The compilation of objective, independent research is part of the TransAction update FY2020.</p>
	Conduct studies of regional deployments of emerging transportation technologies.	No activity to report.
	Develop policy guidance as needed to support regional deployments of emerging transportation technologies.	<p>NVTA Executive Director formed a Transportation Technology Committee (TTC) to offer forward-looking insights and policy guidance as needed on emerging technology trends. Authority member, David Snyder, will chair the TTC. The TTC will hold its inaugural meeting in Jan. 2019.</p>
<b>Multimodal Regional Transportation Planning</b> <ul style="list-style-type: none"> <li>Plan for emerging transportation technologies and related trends.</li> </ul>	Host regional discussions and events that identify/address the barriers to emerging transportation technologies and facilitate their deployment in a manner that is beneficial to the region.	<p>NVTA hosted its 3<sup>rd</sup> Annual Northern Virginia Transportation Roundtable in Spring 2018 which focused on self-driving vehicles. The sold-out event featured experts from organizations such as Uber, Morgan Stanley and Virginia Tech. Attendance included Authority members, elected officials, regional jurisdiction leaders and professional staff.</p> <p>TTC will offer opportunity for discussions on positive impacts and challenges of emerging transportation technologies; to offer advice/recommendations related to development of next TransAction plan update.</p>



## Goal III: Innovation (continued)



Lead region in planning and advocating for emerging transportation technologies which address future transportation, workplace and development trends.

<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>Develop and implement an advocacy and education strategy for emerging transportation technologies and shared mobility opportunities.</li> </ul>	<p>Work collaboratively with the region on public outreach regarding emerging technology and shared mobility.</p>	<p>NVTA began a new e-newsletter, Driven by InNoVation, to share with the public news about innovative transportation technologies and emerging trends.</p> <p>NVTA continues to work with agency partners and jurisdictions on planning and hosting ground breakings and ribbon cuttings to show the public how their taxpayer money is being invested and multimodal improvements in their area.</p>
	<p>Increase advocacy and education of emerging transportation technologies.</p>	<p>NVTA will continue to host annual Northern Virginia Transportation Roundtable discussions, with the next one scheduled for 3/13/19.</p> <p>The TTC will advise on multimodal transportation technologies and related transportation trends that support (or endanger) the vision of the Authority. The TTC will be chaired by Authority member, David Snyder, and include industry leaders.</p> <p>Submitted a SMART SCALE application related to transportation technologies. The application seeks to enhance commuter parking data, develop a dynamic service gap dashboard, implement an Artificial Intelligence-based decision support system with prediction, and deploy a data-driven tool to incentivize customer mode and route choice.</p>

## Goal IV: Funding



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

Transparency, stewardship and accountability are the Authority's core values for funding, which exhibit the importance of regionalism leading to responsive transportation solutions. Funding is the foundation from which the Authority has the ability to understand, coordinate, plan and deliver multimodal regional transportation solutions. In an effort to enhance the Authority's fiscal strength and increase awareness of the Authority's role in funding multimodal regional projects, the Authority will identify opportunities with key stakeholders and agencies to advance the recognition of the Authority's role in funding transportation infrastructure.



*NVTA celebrated the completion of a new intersection along Loudoun County Parkway in September 2017.*

Strategy	Action	1-Year Status
<b>Transparency/Stewardship/Accountability</b> <ul style="list-style-type: none"> <li>• Ensure NVTA's funding information is transparent and available.</li> <li>• Cement the NVTA's reputation as a predictable long-term funding partner.</li> <li>• Protect and enhance the NVTA's credit rating.</li> <li>• Protect the NVTA's regional transportation investments.</li> <li>• Streamline the Six Year Program project application process.</li> </ul>	Disseminate accurate financial information amongst member jurisdictions and the public with clarity and transparency.	<p>Produced definitive financial impact assessments on proposed WMATA funding legislation.</p> <p>Enhanced Financial Statement presentation to show link between size of NVTA Balance Sheet and the large number of projects adopted by the Authority, going into FY2023.</p> <p>Developed and hosted a regional workshop to help regional staff in completing SPA and reimbursement documents.</p>
	Develop and implement multi-year funding strategies in support of NVTA Programs.	With the Finance Committee, developed a funding strategy and appropriation plan which saved the NVTA \$194 million in funding approaches.

## Goal IV: Funding (continued)



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

		<p>With the adoption of the inaugural FY2018-2023 Six Year Program (SYP), there are now four NVTa funding programs, which also include FY2014, FY2015-16 and FY2017. The Authority's Finance Committee invested significant time in the development of a funding strategy for the SYP; strategy development was enhanced by the Authority's exceptionally strong balance sheet. The Finance Committee funding strategy permitted commitment of \$1.285 billion mostly appropriated in the early years (FY2019 and FY2020) of the SYP.</p>
	Work regionally in the development of conservative revenue estimates.	The next cycle recently started in January 2019.
	Achieve clean audit opinions.	Achieved in 2018. Is an ongoing annual goal.
	Exercise prudent use of debt capacity, recognizing the impact on annual PayGo availability.	Developed funding and appropriation plan for the SYP which will save the Authority \$194 million over traditional financing approaches and did not use any debt capacity.
	<p>Ensure compliance of all current and proposed activities with:</p> <ul style="list-style-type: none"> <li>• Investment Policy</li> <li>• Debt Policy</li> <li>• Post Issuance and Tax Compliance Policy</li> <li>• State, Federal and IRS Regulatory Requirements</li> </ul>	<p>Clean audit opinion noted no compliance deficiencies with state or federal regulations.</p> <p>Maintained compliance with all NVTa financial policies.</p> <p>Implemented real-time investment subscription services to monitor credit ratings of instruments in the Authority's investment portfolio.</p>

## Goal IV: Funding (continued)



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

		Subscription services also provide better market transparency which is expected to lead to a savings of at least \$220K on investment purchases.
	Build capacity to receive, administer and account for federal and state grants.	No activity to report.
	Build capacity to ensure fulfilment of project scope of approved regional projects, including implementation of a monitoring system.	Started two-year development of Program Management and Monitoring System (PMMS). Phase 1 Project Application Automation is expected to be ready July 2019. Phase 2 Project Analytics and Dashboard are contingent on FY2020 budget appropriation.
	Implement a cost-effective online project application system that reduces jurisdictional and NVTa staff time expended on preparing and reviewing responses to NVTa's Calls for Regional Transportation Projects.	Cost of Phase 1 of PMMS is \$60K. Anticipated cost of Phase 2 is \$140K. Total project cost of \$200K is extremely low compared to other examples.
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>Coordinate across the region to enhance funding of transportation infrastructure.</li> </ul>	Identify and support opportunities for joint and solo applications to regional, state and federal sources for economy of scale, efficiency and competitiveness.	Submitted SMART SCALE application for a project titled, "Regional Multi-Modal Mobility Program" (RM3P).  Continued to advance federal CMAQ and RSTP through assessing and making project funding recommendations on appropriate projects.
	Pursue grant opportunities on behalf of the region.	Submitted SMART SCALE application for a project titled, "Regional Multi-Modal Mobility Program" (RM3P).
<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>Protect and increase the Authority's fiscal strength.</li> </ul>	Enhance existing strong ties to the General Assembly to elevate/strengthen awareness of NVTa's role, and represent NVTa's interests to protect and enhance funding legislation for regional projects.	In Spring 2018, hosted Regional Transportation Forum called "NOVA Elected Leaders Transportation Forum," which required coordination with NVTC, TPB, VDOT and DRPT.



## Goal IV: Funding (continued)



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

		<p>The Transportation Forum focused on how the varying entities work in collaboration in the region on the development of regional transportation projects. Held a new member orientation with NVTA GPC members and staff.</p> <p>Navigated 2018 General Assembly Session WMATA funding action. Keeping funding strategy consistent with 3 c's of Constitutionality, Consistency and Creditworthiness.</p> <p>NVTA staff has attended and/or made presentations at Town Halls and regional Chamber events throughout the year.</p>
	Support regional efforts to identify funding for operating and capital costs to meet current and future travel demand and emerging transportation technologies.	<p>Joined Virginia Transit Association (VTA).</p> <p>Ongoing publication of Driven by InNoVation technology trends newsletter.</p> <p>NVTA Executive Director established a Transportation Technology Committee.</p>

## Goal IV: Funding (continued)



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

	<p>Work with the business community to protect and enhance funding legislation.</p>	<p>Developed a joint press release with the Northern Virginia Transportation Coalition on Metro Funding Bill.</p> <p>Met with NoVA and Loudoun Chambers and attended a transportation meeting of the Prince William County Chamber to inform and foster the Authority's initiatives with the work of the Chambers to determine how we can best work together to reach the region's goals.</p> <p>NVTA commissioned Chmura Economics &amp; Analytics to analyze the economic impact of NVTA capital investments, building upon a prior 2016 study. The study perspective featured in the 2018 Annual Report included the \$3 billion in NVTA investments in regional transportation infrastructure. The Chambers and transportation advocacy organizations are very receptive to the economic impacts identified in the study.</p> <p>The NVTA was nominated for the Northern Virginia Chamber's Outstanding Corporate Citizenship Awards, in the "Public Sector of the Year Category."</p>
--	---	--