



# Five-Year Strategic Plan

*2019 Progress Report*





## 2019 Authority Members

Not pictured: Timothy Hugo and Jennifer Mitchell

### 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**, Speaker of the House of Delegates Appointee

**Mary Hynes**, Gubernatorial Appointee,  
Commonwealth Transportation Board

**Jim Kolb**, Gubernatorial Appointee

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

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

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

**Jeanette Rishell**, City of Manassas Park

**David Snyder**, City of Falls Church

**Justin Wilson**, City of Alexandria

### Non-Voting Members

**Derrick R. Wood**, Town of Dumfries

**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 .....	2-4
III.	Goal II – Mobility .....	5-9
IV.	Goal III – Innovation .....	10-14
V.	Goal IV – Funding.....	15-21



# Overview



As the Northern Virginia Transportation Authority continues to look ahead, the Five-Year Strategic Plan serves 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 continues to grow and strengthen as the regional leader for transportation planning, programming and funding. As this is the first strategic plan in its second-year update, staff will continue to 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	2-Year Status
<p><b>Regional Coordination</b></p> <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>	<p>Meet with the economic development groups in each of the nine member jurisdictions (individually or collectively).</p>	<p>Continue to foster regional prosperity. Met with NoVA, Commonwealth and Washington Metropolitan regional leaders, and developed a baseline economic impact assessment while capturing baseline multimodal congestion data. An event co-hosted with the Northern Virginia Transportation Alliance (Alliance) was held at the Northern Virginia Association of Realtors to discuss the impact of the Authority's funded projects. Also discussed economic impacts at an array of local/regional meetings including NoVA Building Industry Association, Committee for Dulles and the Alliance's monthly board meeting.</p>

# Goal I: Regional Prosperity



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

	<p>Meet with at least one Chamber of Commerce in each of the nine member jurisdictions (individually or collectively).</p>	<p>Presented at NoVA Chamber's Annual State of Transportation event attended by local Chambers and governments from around region to inform and determine how we can best work together to reach region's goals. Secretary Valentine was a fellow panelist with NVTA's Executive Director.</p>
	<p>Meet with the Greater Washington Board of Trade and a selection of other neighboring business community groups in the Washington D.C. metro region.</p>	<p>Involved in preparations for the recently launched Greater Washington Partnership's Connected DMV initiative; participated in the Transportation Planning and Communications Solution Groups, while informing them of the initiatives identified in TransAction to determine how TransAction parallels with some of the Connected DMV strategies. Other business groups included presentations before the Alliance, American Council of Engineering Companies, and Dulles Area Transportation Association, to name a few.</p>
	<p>Conduct and compile objective, independent research, including a periodic update of economic impact analysis.</p>	<p>Analysis of the economic impact of NVTA project funding was completed by Chmura Economics &amp; Analytics and presented to the Authority in December 2018. For FY2020, the Authority approved funding for an update and expansion building on the prior Economic Impact Studies. The RFP is expected to be released in early CY2020, and the analysis conducted after the FY2020 - 2025 Update to the Six Year Program is adopted by the Authority.</p>

# Goal I: Regional Prosperity (continued)



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

<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 (county, city, state)</li> <li>NoVA Congressional caucus</li> <li>NVTA stakeholders</li> </ul>	<p>Conducted economic impact analysis of NVTA funded projects for the 2018 Annual Report to share with target audiences. Continued to share information about economic impacts with these audiences throughout the year, whether via events, meeting presentations, newsletters, one-pagers and/or social media platforms. Everyone from the NoVA Delegation, to the business community, to transportation leaders, to the community were kept informed.</p> <p>Through the acquisition of the PMMS, NVTA staff will be able to visually communicate the impact and status of its investments through the new dashboard. The development of the dashboard commenced in July 2019 and will likely conclude in 2020.</p> <p>Presented activity updates to the NoVA Delegation of the General Assembly in Richmond, and NVTA-funded BRT initiatives for Northern Virginia were presented before the TPB's Technical Committee.</p> <p>Video communications has been a newly implemented strategy to keep audiences informed. A Six Year Program Update Video Series was developed and leveraged on social media channels. Also, for the first time, NVTA's Annual Report for 2019 incorporates video highlights, capturing the year in motion.</p>

# 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	2-Year Status
<p><b>Multimodal Regional Transportation Planning and Programming</b></p> <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>Educate target audiences on long-term benefits, NVTA planning and programming, and the importance of regional collaboration.</p>	<p>Secured the ability to incorporate project evaluation and ranking requirements into future TransAction updates. The requirements of HB 599 (2012) were incorporated into the current TransAction Plan. A goal by the Authority for the 2019 General Assembly Session was to formalize the Authority's role in the completion of future HB 599 evaluations and rankings. Reporting responsibility was transferred from VDOT to NVTA July 2019 via SB1468, patroned by Authority member, Senator Black.</p> <p>The Six Year Program (SYP) Update (FY2020 – 2025) kicked off in July 2019 with a Call for Regional Transportation Projects; Application and Verification</p>



## Goal II: Mobility

		<p>stages have been completed; Evaluation phase of the SYP is underway; with an expectation the SYP will be adopted June 2020. An inaugural video series was introduced during which NVTA's Executive Director offers updates on the SYP. Additional firsts included a clickable, easily navigable timeline of the various phases; NVTA conducted various meetings with applicants to give an opportunity to ask questions; and applicants were able to submit projects through the new PMMS online application portal.</p> <p>The Authority approved funding for the TransAction (TA) Update and schedule, as NVTA has projected. The TA Update had an unofficial kickoff fall 2019 and development of long-term benefit methodology and analysis began. A RJACC working group met to review TA vision and goals, and a Consultants Open House was hosted at NVTA's offices. NVTA staff was available for questions and provided a presentation to attendees.</p> <p>Using the Innovation and Technology Transportation Fund (ITTF) - \$15M using FY20/FY21 revenues - the application for the Regional Multimodal Mobility Program (RM3P) was successful. NVTA is currently working with the Commonwealth to deliver RM3P, which will offer a regional performance dashboard on congestion trends, travel demand patterns, and incentives to change travel behaviors.</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 D.C. region's multimodal transportation system. NVTA supports transit service in numerous ways, including expansion of transit maintenance/operations facilities, bus acquisitions in support of capacity expansions, transit signal priority/other intelligent transportation systems that enhance bus operations, and multimodal connection facilities. The Bus Transformation Project seeks to create a viable, vibrant transit system for the region. Executive Director also participant in Sec. Valentine's Transportation Funding Sustainability Workgroup.</p> <p>NVTA continues to follow transportation trends, providing regular updates via Driven by InNoVation newsletter. This year, NVTA's Executive Director established the Transportation Technology Committee (TTC), where thought leaders represent a broad range of perspectives relevant to the development, implementation, operation and impact of transportation technologies. Experts representing the public and private sector discuss transportation trends, advise NVTA's Executive Director on multimodal technologies and related transportation trends that support (or endanger) the vision of the Authority, and develop a Transportation Technologies Strategic Plan.</p>
--	--	---

## Goal II: Mobility (continued)



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

	<p>Develop 'NoVA Transportation Trends' supplement to NVTVA's Annual Report, starting w/ 2017.</p>	<p>No activity to report. Expected to address this as part of the upcoming TransAction Update, which will formally kick-off with an Authority Listening Session January 2020.</p>
	<p>Conduct ongoing peer reviews w/ similar regions in U.S. to better understand performance of transportation in NoVA.</p>	<p>No activity to report. Expected to address this as part of the upcoming TransAction Update, which will formally kick-off with an Authority Listening Session January 2020.</p>
	<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. Expected to address this as part of the upcoming TransAction Update, which will formally kick-off with an Authority Listening Session January 2020.</p>
<p><b>Advocacy/Education</b></p> <ul style="list-style-type: none"> <li>• Increase awareness and understanding of the transportation impact of the NVTVA'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> <p>Participated in the inaugural and mandatory Annual Northern Virginia Spring Transportation Meeting, co-hosted with VDOT, DRPT, NVTC, and VRE. An Open House and public hearing were held as part of the event.</p> <p>Ongoing communications and transparency offered through an up-to-date website, regular newsletters and Annual Report, including video highlights.</p> <p>Hosted events such as the Annual Northern Virginia Transportation Roundtable and Economic Impacts Forum. NVTVA participated in nearly 25 events throughout NoVA this year, including the ITS Virginia Annual Meeting and Annual NOVA Leaders Policy Event.</p>

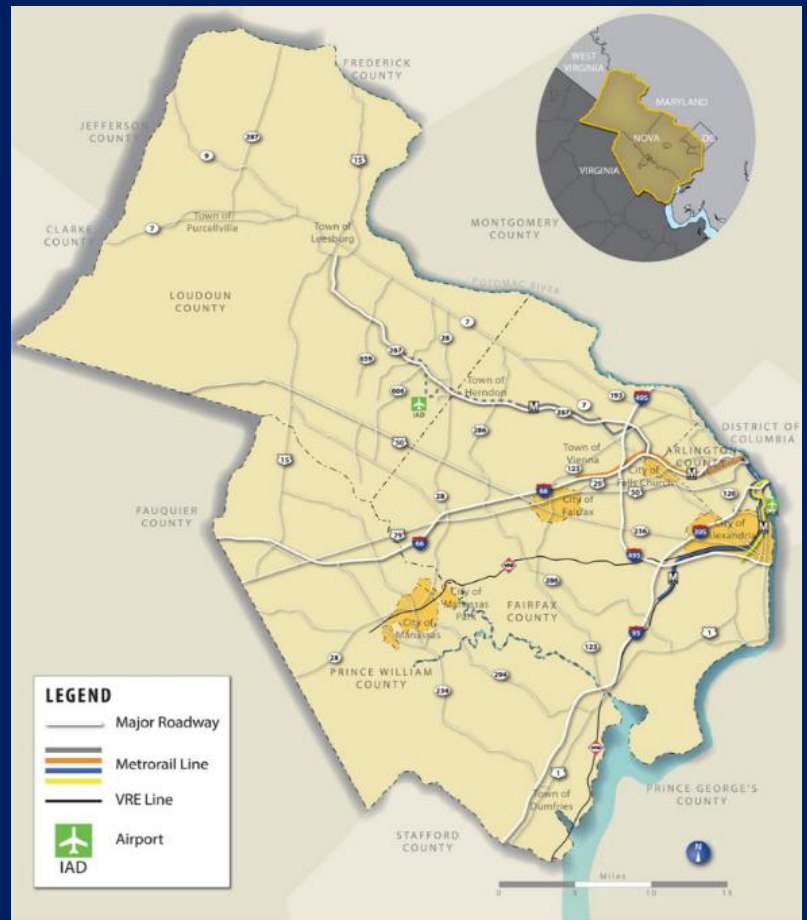
## Goal II: Mobility (continued)



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	2-Year Status
<p><b>Regional Coordination</b></p> <ul style="list-style-type: none"> <li>Promote multimodal initiatives such as Integrated Corridor Management (ICM).</li> </ul>	<p>Coordinate with VDOT and DRPT on implementation of ICM and associated regional components, including expanded regional Travel Demand Management (TDM.)</p>	<p>Using the Innovation and Technology Transportation Fund (ITTF) - \$15M using FY20/FY21 revenues - the application for the Regional Multimodal Mobility Program (RM3P) was successful. NVTA is currently working with the Commonwealth to deliver RM3P, which will offer a regional performance dashboard on congestion trends, travel demand patterns, incentives to change routes and modes of transportation, etc. Working groups are currently meeting, and a white paper and a Communications Strategy Plan are being developed.</p>

<p><b>Multimodal Regional Transportation Planning</b></p> <ul style="list-style-type: none"> <li>• Plan for emerging transportation technologies and related trends.</li> </ul>	<p>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>	<p>Hosted 4th Annual Roundtable on transportation technology trends in Spring 2019 which gathered thought-leaders weighing in on emerging trends. For first time, NVTA conducted live-polling to encourage audience participation. A social media kit was developed for speakers as well and video captured for promotion and incorporation into the NVTA 2019 Annual Report. Next Roundtable 3/11/20.</p> <p>Continued creation and distribution of the Driven by InNoVation newsletter focused on transportation tech trends and news occurring locally, nationally and across the globe. Established this newsletter as a bi-weekly publication and continued to build the distribution list via social promotion and signup sheets at various events.</p> <p>The NVTA Executive Director's established Transportation Technology Committee (TTC) met throughout the year and worked with NVTA staff on creating a Workplan with four deliverables. The TTC and NVTA staff are currently working towards developing a Transportation Technology Strategic Plan in 2020. This is a collaboration between NVTA and thought leaders from both the public and the private sectors.</p>
---	---	---

# Goal III: Innovation (continued)



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

	<p>Conduct and compile objective, independent research on the positive and negative impacts of emerging transportation technologies.</p>	<p>The Driven by InNoVation newsletter compiles stories on emerging transportation tech, including independent research. The compilation of objective, independent research is part of the TransAction update FY2020.</p>
	<p>Conduct studies of regional deployments of emerging transportation technologies.</p>	<p>No activity to report.</p>
	<p>Develop policy guidance as needed to support regional deployments of emerging transportation technologies.</p>	<p>The TTC met throughout the year to offer insights on emerging technology trends. The TTC Strategic Plan will include the development of policy guidance. Authority member, David Snyder, is chairing the TTC, and Authority member, Jeanette Rishell is co-chair of the TTC.</p>
<p><b>Multimodal Regional Transportation Planning</b></p> <ul style="list-style-type: none"> <li>Plan for emerging transportation technologies and related trends.</li> </ul>	<p>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>	<p>NVTA hosted its 4th Annual Northern Virginia Transportation Roundtable in Spring 2019 which focused on innovation in transportation. The sold-out event featured experts from Virginia Tech, Lime, Fitch Ratings, Mobility Lab, UMD, DDOT, DRPT and VDOT. Interactive live polling occurred for the first time. Attendance included Authority members, elected officials, regional jurisdiction leaders and professional staff.</p> <p>TTC offers the 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.

<p><b>Advocacy/Education</b></p> <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>Updated audiences on transportation news/emerging trends via the Driven by InNoVation newsletter, social media platforms (Twitter followers increased 76% / Facebook followers increased 15% through strategic marketing outreach), NVTA-hosted events such as the NoVA Transportation Roundtable and Economic Impacts Forum, community events such as Celebrate Fairfax! and Bike to Work, and panel participation at events such as ITS Virginia Annual Meeting and Alliance's What You Need to Know About Transportation.</p> <p>NVTA worked with agency partners &amp; jurisdictions on planning/hosting 7 ground breakings &amp; ribbon cuttings to show public how their taxpayer money is being invested in multimodal improvements in their area. 11 milestones total. Regional Joint PIO Group Meetings re-established.</p> <p>NVTA participating as a member of the TPB's Advisory Group for the development of forums for connected and autonomous vehicles.</p> <p>Involved in preparing for the Greater Washington Board of Trade's Connected DMV initiative, including Communications Solution Group participation, which developed branding/messaging strategies to educate target audiences about the initiative launched this year.</p>
---	---	---



## Goal III: Innovation (continued)



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

	<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 3/11/20.</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 is chaired by Authority member, David Snyder, and co-chaired by Authority member, Jeanette Rishell, and includes transportation and technology industry leaders.</p> <p>In partnership with the Commonwealth, the RM3P initiative is underway. The program will 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. Working Groups have been established, a Communications Plan is being drafted, and a White Paper is under development as well.</p> <p>Involved in preparations for the recently launched Greater Washington Partnership's Connected DMV initiative; participated in the Transportation Planning and Communications Solution Groups, while informing them of the initiatives identified in TransAction to determine parallels between plans.</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	2-Year Status
<p><b>Transparency/Stewardship/Accountability</b></p> <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>	<p>Disseminate accurate financial information amongst member jurisdictions and the public with clarity and transparency.</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 through FY2023.</p> <p>Continued regional work sessions to help regional staff in completing SPA and reimbursement documents.</p> <p>Established Regional Investment Conversations, allowing investment professionals from member jurisdictions and NVTA to share insights.</p> <p>Post up-to-date financial reports.</p>
	<p>Develop and implement multi-year funding strategies in support of NVTA Programs.</p>	<p>With the Finance Committee, developed a funding strategy and appropriation plan which is saving the NVTA \$194 million in funding approaches.</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>With the adoption of the inaugural FY2018-2023 Six Year Program (SYP), and FY2019 appropriations of \$525 million, there are now five NVTA funding tranches. 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> <p>Worked with members of the 2019 General Assembly, resulting in the passage of SB1468, which allows the use of Regional Revenue funds for the Authority Operating budget. This effort saved localities \$2.9 million in FY2020.</p>
	Work regionally in the development of conservative revenue estimates.	Current estimate collaboration is focused on quantifying the regional impact of taxable internet and remote sales.
	Achieve clean audit opinions.	Achieved in 2019. This 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 is saving the Authority \$194 million over traditional financing approaches and did not use any debt capacity.

## Goal IV: Funding (continued)

	<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>Revised the Authority's Financial Policies for:</p> <ul style="list-style-type: none"> <li>• Required SEC bond disclosure changes.</li> <li>• Based on Authority approval of real-time market tools, started electronic security purchase capability, increasing revenue by \$400,000.</li> <li>• Implemented real-time Investment Portfolio compliance and trading activity monitoring.</li> <li>• Revised policies related to Truck Registration and Diesel Fuel taxes.</li> <li>• Implemented use of Regional Revenue Funds for the Operating budget, saving localities \$2.9 million in FY2020.</li> </ul>
	<p>Build capacity to receive, administer and account for federal and state grants.</p> <p>Build capacity to ensure fulfillment of project scope of approved regional projects, including implementation of a monitoring system.</p> <p>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.</p>	<p>No activity to report.</p> <p>Continued a two-year development of Program Management and Monitoring System (PMMS). Phase 1 Project Application Automation was completed in FY2019. Phase 2 Project Analytics and Dashboard received budget appropriation in FY2020, and is in development and on schedule.</p> <p>Cost of Phase 1 of PMMS is \$60K (completed). Cost of Phase 2 is \$140K (Under contract and in development). Total project cost of \$200K is extremely low compared to other examples.</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><b>Regional Coordination</b></p> <ul style="list-style-type: none"> <li>Coordinate across the region to enhance funding of transportation infrastructure.</li> </ul>	<p>Identify and support opportunities for joint and solo applications to regional, state and federal sources for economy of scale, efficiency and competitiveness.</p>	<p>Originally submitted SMART SCALE application for Regional Multi-Modal Mobility Program (RM3P). The project application was so well received by the Secretary of Transportation, Secretary Valentine funded it in FY2019 through an alternative program, which allows the project to be implemented sooner.</p> <p>Continued to advance federal CMAQ and RSTP through assessing and making project funding recommendations on appropriate projects.</p>
<p><b>Advocacy/Education</b></p> <ul style="list-style-type: none"> <li>Protect and increase the Authority's fiscal strength.</li> </ul>	<p>Pursue grant opportunities on behalf of the region.</p> <p>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.</p>	<p>Originally submitted SMART SCALE application for Regional Multi-Modal Mobility Program (RM3P). The project application was so well received by the Secretary of Transportation, Secretary Valentine funded it in FY2019 through an alternative program, which allows the project to be implemented sooner.</p> <p>Presented before the NoVA Delegation at the start of session. Presented before newly elected officials at Annual NOVA Leaders Policy Event at George Mason University. Co-hosted with the Alliance an Economic Impacts Forum at the Northern Virginia Association of Realtors. Presented at Alliance Breakfast at which GA members attended.</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>For the first time, NVTA co-hosted a Joint Northern Virginia Spring Transportation Meeting and Open House with regional partners at VDOT, DRPT, VRE and NVTC.</p> <p>Worked effectively with General Assembly Members during the 2019 Session to achieve three significant objectives:</p> <ul style="list-style-type: none"> <li>'Down Payment' on funding restoration via SB1716 which provides a revenue stream from heavy truck registrations and diesel fuel taxes.</li> <li>Brought the regional project technical analysis (HB599) in house via SB1716.</li> <li>Reduced cost burden on localities through winning the use of Regional Revenue Funds for the Authority Operating Budget. This portion of SB1468 saves jurisdictions \$2.9 million.</li> </ul> <p>NVTA staff has attended and/or made presentations at Town Halls and regional Chamber events throughout the year.</p>
	<p>Support regional efforts to identify funding for operating and capital costs to meet current and future travel demand and emerging transportation technologies.</p>	<p>Executive Director participant of Sec. Valentine's Transportation Funding Sustainability Workgroup and was a fellow panelist at the NoVA Chamber's Annual State of Transportation event.</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>Applied and accepted to American Association of State Highway and Transportation Officials (AASHTO).</p> <p>Participated in the Greater Washington Board of Trade's Connected DMV initiative preparations that will focus on innovation in the entire DMV.</p> <p>Ongoing publication of Driven by InNoVation technology trends newsletter.</p> <p>NVTA Executive Director's Transportation Technology Committee convened for the first time this year, and met several times throughout 2019. A TTC Workplan is in place and a Transportation Technology Strategy Plan is under development.</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>Met with Chamber members throughout Northern Virginia, and participated in the NoVA Chamber of Commerce event on transportation, 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>Connected with Chamber members at a variety of additional events in the region, such as the Alliance's annual What You Need to Know About Transportation breakfast, Committee for Dulles meeting, and our Economic Impact Study Forum co-hosted with the Alliance focusing on NVTA's capital investments in regional transportation infrastructure totaling \$3 billion.</p>
--	---	--