



Five-Year Strategic Plan

2020 Progress Report



2020 Authority Members

Authority

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Loudoun County



VICE CHAIR
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City of Manassas



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Virginia Senate



Katie Cristol
Arlington County



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Governatorial Appointee,
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Jim Kolb
Governatorial Appointee



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City of Manassas Park



Danica Roem
Virginia House of Delegates



David Snyder
City of Falls Church



Vivian Watts
Virginia House of Delegates



Ann Wheeler
Prince William County



Justin Wilson
City of Alexandria

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Derrick R. Wood
Town of Dumfries



Helen Cuervo
Virginia Department of Transportation



Jennifer Mitchell
Virginia Department of Rail and Public Transportation

Voting Members

Chair: Phyllis J. Randall, Loudoun County

Vice Chairman: Harry J. "Hal" Parrish, II, City of Manassas

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Non-Voting Members

Derrick R. Wood, Town of Dumfries

Helen Cuervo, Virginia Department of Transportation

Jennifer Mitchell, Virginia Department of Rail and Public Transportation

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

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 third-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

I. Regional Prosperity

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

II. Mobility

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

III. Innovation

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

IV. Funding

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



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.

Strategy	Action	3-Year Status
<p>Regional Coordination</p> <ul style="list-style-type: none"> 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. Estimate the economic impact of transportation investments (funded by NVTA and others) in NoVA. 	<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 over the course of the year to discuss the impacts of NVTA's investments and spoke at various events highlighting economic impacts. Local/regional meetings included the Northern Virginia Transportation Alliance's (Alliance) "What You Need to Know about Transportation" webinar, World Bank presentation, Women's Council of Realtors, and Heavy Construction Contractors Association's "Ditch Diggers Dialogues." In December 2020, the Authority authorized a contract to Chmura Economics and Analytics to update the NVTA Economic Impact Analysis.</p>
	<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 the region's goals. Virginia Secretary of Transportation, Shannon Valentine, was a fellow panelist with NVTA's Executive Director. The Authority also presented at the Loudoun County Chamber of Commerce's State of Transportation.</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>Participated in the Board of Trade's Connected DMV initiative activities and have representatives on the Mobility and Communications Solution Groups. Other business groups included presentations before the Alliance, Virginia Transit Association, and Heavy Construction Contractors Association, to name a few. NVTA also participated in the Greater Washington Partnership's Capital COVID-19 Survey, coordinated regional business participation, and helped promote the result of the survey and Transit Tracking Tool.</p>
	<p>Conduct and compile objective, independent research, including a periodic update of economic impact analysis.</p>	<p>Following the FY2020-2025 Six Year Program (SYP) Update, a RFP was released. Chmura Economics & Analytics is back to update the Authority's Economic Impact Analysis in CY21. The Authority had approved funding for an update and expansion building on the prior Economic Impact Study.</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>Advocacy/Education</p> <ul style="list-style-type: none"> • Increase awareness and understanding of the transportation impact of the NVTA's regional transportation investments. 	<p>Develop appropriate messaging based on above findings to specific target audiences:</p> <ul style="list-style-type: none"> • NoVA residents and business community • General Assembly members • Local elected officials (county, city, state) • NoVA Congressional caucus • NVTA stakeholders 	<p>Chmura Economics & Analytics was chosen to update the Authority's Economic Impact Study in CY21. Continued to share information about economic impacts with various audiences, whether via in-person and virtual events, meeting presentations, newsletters, and social media platforms. Everyone from the NoVA Delegation, to the business community, to transportation leaders, to the community were kept informed.</p> <p>In July 2020, NVTA staff launched the NoVA Gateway dashboard, visually communicating the impact and status of the Authority's investments, in real-time. The next stage of the development process is underway.</p> <p>Presented activity updates to the NoVA Delegation of the General Assembly in Richmond in 2020.</p> <p>A SYP Update Video Series was developed and leveraged on social media channels and in newsletters. Also, for the first time, a Public Hearing on a NVTA funding program was held virtually. The adoption process was recapped in the Authority's 2020 Annual Report. A strategic communications campaign was put in place and nearly 45 media placements were secured for the SYP Update and Adoption alone.</p> <p>NVTA staff led the way in conducting research on the impacts of COVID-19 pandemic on transportation.</p> <p>The NVTA Communication Plan and mission statement were updated for the first time in five years. Goals, overarching key messages, leveraging external channels, stakeholder audiences, tools, metrics, TransAction and the consultant's role, were incorporated into the new Comms Plan.</p> <p>After presenting initial COVID-19 Analysis findings to the Authority in July 2020, NVTA staff has continued to monitor transportation trends as the pandemic unfolds.</p> <p>The NVTA Executive Director and Principal, Transportation Planning and</p>
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Goal I: Regional Prosperity



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

		<p>Programming, were interviewed about the analysis live on Fox 5 News. Presentations were made to TPB's Technical Committee, the Regional Elected Leaders Initiative, the NOVA Chamber of Commerce, and multiple other groups. The Transportation Research Board was invited NVTA staff to present the findings at its prestigious Annual Meeting in January 2021.</p> <p>In early 2020, NVTA staff briefed the Authority on the findings of the 2019 Tracking Survey of transportation perceptions, as part of the TransAction update process. The survey highlighted how much affordability, alongside congestion, now affects Northern Virginians' quality of life. The survey also provided interesting insights on topics such as online shopping trends and transportation technology.</p> <p>The Authority hosted a Northern Virginia Joint Transportation Meeting with the CTB, VDOT, DRPT, OIPI, NVTC, and VRE, for the public to learn about the regional collaboration it takes to keep NoVA moving.</p> <p>With the sudden shift to conduct business remotely this year, NVTA staff researched and identified the best web platform to conduct business, whether for internal NVTA staff meetings or external business and public meetings held throughout the year, offering continued access and transparency.</p>
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Goal II: Mobility



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

Strategy	Action	3-Year Status
<p>Multimodal Regional Transportation Planning and Programming</p> <ul style="list-style-type: none"> • Develop and regularly update TransAction, NVTA's long range multimodal transportation plan for NoVA, utilizing regional corridors. • Develop and regularly update NVTA's Six Year Program, to fund projects that address regional transportation needs in NoVA. • Coordinate with VA, DC, MD and TPB to advance multimodal regional and extra-territorial projects that are important to NoVA. 	<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>The NoVA Gateway dashboard was unveiled mid-2020, allowing for real-time NVTA-funded project status and searchability by location and mode of transportation.</p> <p>NVTA staff and the Commonwealth of Virginia continue to work together on the Regional Multi-Modal Mobility Program (RM3P) development, an initiative to improve mobility, travel predictability, accessibility, and safety.</p> <p>In January 2021, the Commonwealth's Director of Innovation and Research presented an update to the Authority on the RM3P. Jointly sponsored by the Commonwealth and NVTA, NVTA staff have been working closely with VDOT and DRPT to advance RM3P through its project development and procurement phases, with deployment activities beginning in 2021. In fall 2020, NVTA staff played a leading role in hosting an RM3P stakeholder summit.</p> <p>The ability to incorporate project evaluation and ranking requirements, and requirements of HB 599 (2012), were incorporated into the current TransAction Plan.</p> <p>Reporting responsibility of HB 599 falls to NVTA via SB1468. NVTA staff updates both the NVTA website and TransAction website on a bi-annual basis.</p>
<ul style="list-style-type: none"> • Refine the principles of long-term benefits. 	<p>Educate target audiences on long-term benefits, NVTA planning and programming, and the importance of regional collaboration.</p>	<p>The Six Year Program (SYP) Update (FY2020 – 2025), which kicked off in July 2019 with a Call for Regional Transportation Projects, was adopted by the Authority in July 2020. Despite the COVID-19 pandemic, NVTA staff members were able to complete the process safely, and on time, including a first-ever combined in-person/virtual Public Hearing. Through collaborative efforts with Regional PIOs and virtual press briefing, nearly 45 media placements were secured on the SYP Update and Adoption alone.</p> <p>For the first time, NVTA staff performed an analysis of Long-Term Benefit,</p>

Goal II: Mobility



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Strategy	Action	3-Year Status
		<p>as required by HB2313 (2013), as part of the evaluation of funding applications. Also, for the first time, NVTA staff posted a comprehensive set of 'FAQs' related to the SYP Update process.</p> <p>NVTA staff leveraged its relationship with the Regional Joint PIO Group who helped promote the adoption of the FY2020-2025 SYP and shared templated press releases for each funded jurisdiction and agency.</p> <p>Ahead of the first Authority business meeting of the year, in January 2020 the Authority held a TransAction (TA) Listening Session and Open House for the public, formally launching the TA Update.</p> <p>A RJACC working group met to review TA vision and goals, and a proposed update to the TA vision was reviewed by multiple Statutory and Standing Committees, before being approved by the Authority at its December 2020 meeting. The TA RFP seeking a primary and sub-contractor was posted in November 2020, with proposals due in December. NVTA staff completed proposal evaluations in early 2021, with the help of member jurisdictions, and are now working on negotiations for technical and public engagement services.</p> <p>The 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.</p> <p>The Executive Director was also participant in Sec. Valentine's Transportation Funding Sustainability Workgroup and the Greater Washington Partnership's Capital Region Rail Vision, and a member of AASHTO. She was also asked to present at WTS-DC's annual end-of-the-</p>

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Strategy	Action	3-Year Status
		<p>year celebration, the World Bank's Urban Mobility Global Solutions Group, and the Northern Virginia Joint Transportation Meeting, to name a few.</p> <p>NVTA continues to follow transportation technology trends, providing regular updates via Driven by InNoVation newsletter. This year, the Executive Director's Transportation Technology Committee (TTC), comprising thought leaders in the development, implementation, operation and impact of transportation technologies, have helped NVTA staff develop a draft Transportation Technology Strategic Plan (TTSP).</p> <p>The TTSP will be an important input to the development of the TransAction Update.</p> <p>The NVTA Communication Plan and mission statement were updated for the first time in five years. Goals, key messages, and stakeholder audiences, were incorporated in Comms Plan.</p> <p>Identified the need for a news and social media monitoring service that also allows for more efficient media and influencer list building, news story compilation, ability to identify coverage an internet search engine may miss, and identification of relevant trending topics on social media and in the press. As a result, NVTA obtained a license for Meltwater.</p> <p>With more and more activity on social media and an increased public engagement, NVTA staff identified the need for an archiving service of social media activities/posts, that can be accessed for future reference and engagement history, resulting in the purchase of ArchiveSocial.</p>
	<p>Develop 'NoVA Transportation Trends' supplement to NVTA's Annual Report, starting w/ 2017.</p>	<p>Triggered by the COVID-19 pandemic, NVTA staff has established an internal travel trends monitoring program and is expected to integrate this information into the NoVA Gateway dashboard.</p> <p>The NoVA Gateway, Transportation Tracking Survey Update, and COVID-19: Transportation Impacts and Opportunities, were unveiled in 2020 and promoted via various channels.</p>

Goal II: Mobility



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Strategy	Action	3-Year Status
	Conduct ongoing peer reviews w/ similar regions in U.S. to better understand performance of transportation in NoVA.	No current activity to report. Expected to address this as part of the upcoming TransAction Update. Gather insights from TTC members in the public and private sectors who follow transportation technology trends across the country.
	Expand analytical capabilities ranging from sketch planning to micro simulation and scenario analysis. <ul style="list-style-type: none"> • Travel demand forecasting • Model simulations 	The upcoming TransAction Update will in part lay the foundation for in-house modeling capabilities. The Authority took budget action in FY2020 and FY2021 to initiate the development of in-house modeling.
	Develop appropriate messaging based on above findings to specific target audiences: <ul style="list-style-type: none"> • NoVA residents and business community • General Assembly members • Local elected officials 	Participated in, or promoted, NVTA-funded project milestones, included updates in the Executive Director's Report, recapped in the NVTA Annual Report, and highlighted milestones as Project Spotlights in the NVTA Update monthly newsletter. Milestones demonstrating taxpayer dollars hard at work, included: Leesburg Park & Ride Lot completion in Loudoun Co.; groundbreaking on the W&OD Trail project in the City of Falls Church; the start of construction on the Rt. 9 traffic calming project in Loudoun County's Town of Hillsboro; start of construction on the 23rd St. segment of Crystal City Streets Improvements in Arlington Co.; and the zero-emissions, electric DASH bus unveiling in the City of Alexandria. Coordinated and participated in the mandatory Annual Northern Virginia Transportation Meeting, co-hosted with CTB, VDOT, DRPT, OIPI, NVTC, and VRE. This was hosted virtually for the first time due to COVID-19 precautions. NVTA staff prepared for and coordinated the Authority's Annual Organizational Meeting (Jan. 2021) and public comment, hosted virtually for the first time. NVTA staff and the Authority hosted a variety of other virtual events and meetings, including the Six Year Program Update Public Hearing and

Goal II: Mobility



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		<p>the Virtual Press Briefing post-SYP adoption.</p> <p>NVTA staff leveraged its relationship with the Regional Joint PIO Group to help spread the word on transportation-related news related to NVTA funding or the transportation space as a whole.</p> <p>Ongoing communications and transparency offered through a regularly updated website, NVTA Update and Driven by InNoVation newsletters, social media platforms and engagement with the public, videos, graphics, photos, and Annual Report.</p>
<p>Advocacy/Education Increase awareness and understanding of the transportation impact of the NVTA's regional transportation investments.</p>		<p>NVTA presented at more than 25 events hosted around the region, including the Authority's Annual Transportation Roundtable, Women's Council of Realtors event, NOVA Chamber's "Annual State of Transportation," and the Alliance's "What You Need to Know about Transportation."</p> <p>Remained accessible to target audiences by hosting an array of virtual events and meetings during the pandemic.</p> <p>Highlighted NVTA-funded projected milestones and investments around the region to showcase taxpayer dollars hard at work, whether in the Annual Report, in newsletters, during presentations, on social media, etc. Worked with Regional Joint PIO Group to help communicate messages and milestones, including the FY2020-2025 Six Year Program Adoption and projects within the funding program.</p> <p>Met with NoVA, Commonwealth and Washington Metro regional leaders to discuss impacts of NVTA's investments and spoke at various events highlighting economic impacts.</p> <p>Continued sharing updates/project info with press and secure coverage.</p> <p>Updated Communication Plan and public outreach strategies.</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
<p>Regional Coordination</p> <ul style="list-style-type: none"> Promote multimodal initiatives such as Integrated Corridor Management (ICM). 	<p>Coordinate with VDOT and DRPT on implementation of ICM and associated regional components, including expanded regional Travel Demand Management (TDM.)</p>	<p>NVTA staff and the Commonwealth of Virginia continue to work together on the Regional Multi-Modal Mobility Program (RM3P) development, an initiative to improve mobility, travel predictability, accessibility, and safety.</p> <p>In January 2021, the Commonwealth's Director of Innovation and Research presented an update to the Authority on the RM3P. Jointly sponsored by the Commonwealth and NVTA, NVTA staff have been working closely with VDOT and DRPT to advance RM3P through its project development and procurement phases, with deployment activities beginning in 2021. In fall 2020, NVTA staff played a leading role in hosting an RM3P stakeholder summit. NVTA is also involved in the RM3P communications strategies, branding, website and newsletter development.</p> <p>Triggered by the COVID-19 pandemic, NVTA staff has established an internal travel trends monitoring program and is expected to integrate this information into the NoVA Gateway dashboard.</p> <p>The NoVA Gateway, Transportation Tracking Survey Update, and COVID-19: Transportation Impacts and Opportunities analysis, were unveiled in 2020 and promoted via various channels.</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
<p>Multimodal Regional Transportation Planning</p> <ul style="list-style-type: none"> Plan for emerging transportation technologies and related trends. 	<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 5th Annual Transportation Roundtable on transportation technology trends in Spring 2020 which gathered thought-leaders weighing in on emerging trends. NVTA conducted live-polling to encourage audience participation. A social media kit was developed for speakers as well and video and photos captured for promotion and incorporation into the NVTA 2020 Annual Report. The 2021 Roundtable will be hosted in a virtual format for the first time.</p> <p>Continued creation and regular distribution of the Driven by InNoVation newsletter focused on transportation tech trends and news occurring locally, nationally and across the globe. Added a COVID-19 callout box that featured how transportation technology is being impacted by the pandemic. Continued to build the distribution list via social promotion, presentation incorporation, and signup sheets at various events.</p> <p>This year, the Executive Director's Transportation Technology Committee (TTC), comprising thought leaders in the development, implementation, operation and impact of transportation technologies, have helped NVTA staff develop a draft Transportation Technology Strategic Plan (TTSP).</p> <p>The TTSP will be an important input to the development of the TransAction Update.</p> <p>Gather insights from TTC members in the public and private sectors who follow transportation technology trends across the country.</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
	<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.</p> <p>The compilation of objective, independent research is part of the TransAction update FY2020.</p> <p>In early 2020, NVTA staff briefed the Authority on the findings of the 2019 Tracking Survey of transportation perceptions, as part of the TransAction Update process. The survey provided interesting insights on topics such as online shopping trends and transportation technology.</p> <p>Gathered insights from TTC members in the public and private sectors who follow transportation technology trends across the country and conduct their own research.</p>
	<p>Conduct studies of regional deployments of emerging transportation technologies.</p>	<p>No activity to report; however, NVTA staff is tracking deployments of transportation technologies around the D.C. region and throughout Virginia and Maryland. NVTA attended the AV launch in the Fairfax County Mosaic District and electric bus fleet unveiling in the City of Alexandria in 2020.</p> <p>TTC members keep NVTA's Executive Director abreast of other emerging technology trends, and as a co-sponsor of the RM3P, working group updates are provided to the Executive Director and NVTA staff as well.</p>
	<p>Develop policy guidance as needed to support regional deployments of emerging transportation technologies.</p>	<p>The Transportation Technology Strategic Plan will include the development of policy guidance. Authority Vice Chair, David Snyder, is chairing the TTC, and Authority member, Jeanette Rishell, is co-chair of the TTC. Authority member, Jim Kolb, is also a TTC member.</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
<p>Multimodal Regional Transportation Planning Plan for emerging transportation technologies and related trends.</p>	<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>Hosted 5th Annual Transportation Roundtable on transportation technology trends in Spring 2020 which gathered thought-leaders weighing in on emerging trends. NVTA conducted live-polling to encourage audience participation. A social media kit was developed for speakers as well and video and photos captured for promotion and incorporation into the NVTA 2020 Annual Report. The 2021 Roundtable will be hosted in a virtual format for the first time.</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> <p>In fall 2020, NVTA staff played a leading role in hosting an RM3P stakeholder summit, which allowed for insights from stakeholders on opportunities and challenges ahead for transportation technology.</p>
<p>Advocacy/Education Develop and implement an advocacy and education strategy for emerging transportation technologies and shared mobility opportunities.</p>	<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 52% / Facebook page likes increased 6.7% through strategic marketing outreach), NVTA-hosted events such as the NoVA Transportation Roundtable, and panel participation at 25+ events such as the Alliance's What You Need to Know About Transportation and the World Bank's Urban Mobility Global Solutions Group.</p> <p>A member of the NVTA Transportation Planning and Programming team is also a member on the ITS Virginia Board.</p> <p>NVTA worked with jurisdictions and transportation agencies on planning or promoting NVTA-funded project milestones to show the public how their taxpayer money is being invested in multimodal improvements in their area. Despite COVID, there were 5 milestones total.</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
		<p>Regional Joint PIO Group Meetings were hosted by NVTA throughout the year.</p> <p>NVTA is shaping planning and policy discussions throughout the DMV, including involvement in RM3P development, Connected DMV participation, Virginia Secretary of Transportation's Sustainability Committee member, and WMATA's Bus Transformation Study stakeholder participant.</p> <p>NVTA also participated in the Greater Washington Partnership's Capital COVID-19 Survey, coordinated regional business participation, and helped promote the result of the survey and Transit Tracking Tool.</p> <p>The RM3P Stakeholder Focus Group and Summit meetings attracted 67 people to the four focus group meetings and more than 110 people attended the Summit, representing federal, state, and local governments; regional agencies and organizations; associations; transportation organizations; academia; military; public safety and the private sector.</p> <p>The NVTA Communication Plan and mission statement were updated for the first time in five years. Goals, overarching key messages, leveraging external channels, stakeholder audiences, tools for public outreach and engagement, metrics, TransAction and the consultant's role, were incorporated into the new Comms Plan.</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 3/10/21.</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 Vice Chair, David Snyder,</p>

Goal III: Innovation



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

Strategy	Action	3-Year Status
		<p>and co-chaired by Authority member, Jeanette Rishell, and includes transportation and technology industry leaders from the private and public sectors.</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 meeting regularly, a Stakeholder Summit has been held and various presentations about the RM3P given by NVTA's Executive Director and staff, a Communications Plan was developed and will continually update, a website for the Program launched, and key messages and a one-pager was developed.</p> <p>Continue to keep the Regional Joint PIO Group informed of RM3P and ITS project updates so they can help amplify our messages in a streamlined, strategic approach.</p> <p>Updated audiences on transportation technology news/emerging trends via the Driven by InNoVation newsletter.</p> <p>The RM3P Stakeholder Focus Group and Summit meetings attracted 67 people to the four focus group meetings and more than 110 people attended the Summit.</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.

Strategy	Action	3-Year Status
<p>Transparency/Stewardship/Accountability</p> <ul style="list-style-type: none"> • Ensure NVTA's funding information is transparent and available. • Cement the NVTA's reputation as a predictable long-term funding partner. • Protect and enhance the NVTA's credit rating. • Protect the NVTA's regional transportation investments. • Streamline the Six Year Program project application process. 	<p>Disseminate accurate financial information amongst member jurisdictions and the public with clarity and transparency.</p>	<p>Continued to receive unmodified (clean) audit opinions.</p> <p>Incorporated project funding details into the Financial Statements for transparent presentation that the Authority is putting all available resources to work improving regional transportation.</p> <p>Regularly live-streamed Finance Committee Meetings and Authority Meetings discussing financial information, investments, balance sheets and budgets.</p> <p>Hosted Regional Investment Conversations, allowing investment professionals from member jurisdictions and NVTA to share insights.</p> <p>Post up-to-date financial reports.</p> <p>Include expanded project financial information in the Annual Report and audited financial statements.</p>
	<p>Develop and implement multi-year funding strategies in support of NVTA Programs.</p>	<p>Despite a projected \$240M revenue reduction due to COVID-19 for FY2020-23, through smart fiscal planning and investments, the Authority was able to preserve all prior project funding programs and commitments, and adopt a two-year update (FY2024-25) to the SYP, with \$539M in regional multimodal project investments in NoVA.</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.

Strategy	Action	3-Year Status
		<p>Maintaining General Assembly awareness of the need to fully restore funding to the Authority pre-2018 levels.</p> <p>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.</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>
	<p>Work regionally in the development of conservative revenue estimates.</p>	<p>Current estimate collaboration is focused on quantifying the regional impact of taxable internet and remote sales and incorporating the impact of COVID-19.</p> <p>Despite a projected \$240M revenue reduction due to COVID-19 for FY2020-23, through smart fiscal planning and investments, the Authority was able to preserve all prior project funding programs and commitments, and adopt a two-year update (FY2024-25) to the SYP, with \$539M in regional multimodal project investments in NoVA.</p>
	<p>Achieve clean audit opinions.</p>	<p>Achieved in 2020. This is an ongoing annual goal for the purposes of transparency and maintaining an AA+ credit rating.</p>
	<p>Exercise prudent use of debt capacity, recognizing the impact on annual PayGo availability.</p>	<p>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.</p>
	<p>Ensure compliance of all current and proposed activities with:</p> <ul style="list-style-type: none"> • Investment Policy • Debt Policy • Post Issuance 	<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"> • Changes to the investment ratings permitted by the General Assembly in 2020.

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.

Strategy	Action	3-Year Status
	and Tax Compliance Policy <ul style="list-style-type: none"> State, Federal and IRS Regulatory Requirements 	<ul style="list-style-type: none"> Adopted policy changes to ensure the equitable and transparent Local Distribution Fund (30%) distribution to member localities. Implemented use of Regional Revenue Funds for the Operating budget, saving localities \$2.9 million in FY2020.
	Build capacity to receive, administer and account for federal and state grants.	No current activity to report.
	Build capacity to ensure fulfillment of project scope of approved regional projects, including implementation of a monitoring system.	<p>Continued development of Program Management and Monitoring System (PMMS), unveiled as NoVA Gateway.</p> <p>Phase II Project Analytics and Dashboard received budget appropriation in FY2020; phase was completed and delivered on schedule. For the first time, jurisdictions were offered a streamlined online portal to submit projects for SYP Update consideration.</p> <p>Worked on developing a TransAction RFP and establishing scope of work for budgeting purposes. NVTA staff completed proposal evaluations in early 2021, with the help of member jurisdictions, and are now working on negotiations for technical and public engagement services.</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.	Via the new NoVA Gateway dashboard unveiled in mid-2020, for the first time, jurisdictions were offered a streamlined process via an online portal to submit projects for SYP Update consideration.

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.

Strategy	Action	3-Year Status
<p>Regional Coordination Coordinate across the region to enhance funding of transportation infrastructure.</p>	<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. Continue to develop the RM3P with the Commonwealth and regional stakeholders.</p> <p>Continued to advance federal CMAQ and RSTP through assessing and making project funding recommendations on appropriate projects.</p>
	<p>Pursue grant opportunities on behalf of the region.</p>	<p>Originally submitted SMART SCALE application for 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. Continue to develop the RM3P with the Commonwealth and regional stakeholders.</p>
<p>Advocacy/Education</p> <ul style="list-style-type: none"> Protect and increase the Authority's fiscal strength. 	<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>Presented before the NoVA Delegation at the start of the 2020 session, and held a NVTA Work Session for new Authority members/elected officials at the beginning of the year. Presented before newly elected officials at Annual NOVA Leaders Policy Event at George Mason University. Presented at Alliance Breakfast at which GA members attended and the Alliance's Policymakers Webinar on transportation funding. NVTA Executive Director was a panelist for the NVTC and PRTC Annual Legislative Briefing, which also featured Virginia Secretary of Transportation and U.S. Senators Mark Warner and Tim Kaine.</p> <p>The Authority hosted a mandatory Northern Virginia Joint Transportation Meeting (as established by GA legislation) with the CTB, VDOT, DRPT, OIPI, NVTC, and VRE, for the public to learn about the regional collaboration it takes to keep NoVA moving.</p>

Goal IV: Funding



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Strategy	Action	3-Year Status
		<p>Provide GA NOVA Delegation Annual Reports summarizing NVTA activities, initiatives and funding.</p> <p>Regularly share updates on social media platforms so that GA members can access real-time updates and stay in the know on Authority activities.</p> <p>NVTA staff has attended and/or made presentations at jurisdiction public meetings and regional Chamber events throughout the year.</p> <p>Worked effectively with General Assembly Members during the 2020 Session to continue efforts of funding restoration achieving approximately \$43.3M in additional restoration. This leaves a remaining target of \$38.7M from the \$122M directed to WMATA.</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> <p>Followed COVID-19 Analysis on transportation impacts, conducted around the region. Assisted the Greater Washington Partnership with promotion of their Capital COVID-19 Survey/Transit Tracker, filled out the survey and asked member jurisdictions and agencies to participate as well.</p> <p>Stakeholder participant for Greater Washington Partnership's Capital Rail Vision; MWCOG/TPB's Market Assessment and Technical Feasibility for VRE-MARC Run-Through Service; WMATA's Blue, Orange, and Silver Capacity and Reliability Study; and Virginia Department of Rail and Public Transportation's I-495 American Legion Bridge Transit and Transportation Demand Management Study.</p> <p>Renewed membership to American Association of State Highway and Transportation Officials (AASHTO).</p> <p>Participated in the Greater Washington Board of Trade's Connected</p>

Goal IV: Funding



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Strategy	Action	3-Year Status
		<p>DMV initiative working groups that focus on innovation in the entire DMV.</p> <p>This year, the Executive Director’s Transportation Technology Committee (TTC), comprising thought leaders in the development, implementation, operation and impact of transportation technologies, have helped NVTA staff develop a draft Transportation Technology Strategic Plan (TTSP).</p> <p>The TTSP will be an important input to the development of the TransAction Update.</p> <p>Ongoing publication of Driven by InNoVation technology trends newsletter and NVTA Update recapping the latest Authority activities and funding/ project milestones.</p>
	<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’s Annual State of Transportation and Loudoun County Chamber’s State of Transportation virtual events, 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>Reached Chamber members at a variety of additional events in the region, such as the Alliance’s Annual What You Need to Know About Transportation and Women’s Council of Realtors – NoVA webinar.</p> <p>The Authority issued a RFP in search of a contractor to administer an update to the previous NVTA Economic Impact Analysis, which will be conducted in 2021.</p>