



NVTC Work Plan

January 2024 to June 2025

The NVTC Work Plan serves as a guiding document for NVTC staff to support the mission of the Commission. This Work Plan identifies specific programs, projects and tasks that NVTC staff intend to perform during the period from January 2024 through June 2025 (FY 2025). It is intended to be a living document that can be updated as priorities and projects change.

This document supports NVTC’s Strategic Framework, Implementation Plan, and was developed in consultation with the Management Advisory Committee (MAC), the body of professional staff representing NVTC’s jurisdictions and partners. The MAC is a forum to facilitate cooperative regional solutions, to keep local governments informed and to solicit feedback on ongoing programs, projects and initiatives.

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NVTC'S Mission, Vision and Strategic Goals

Mission: As the premier transit organization in Northern Virginia, NVTC brings the region together to plan, coordinate and secure funding for transit systems that are financially sustainable and high performing.

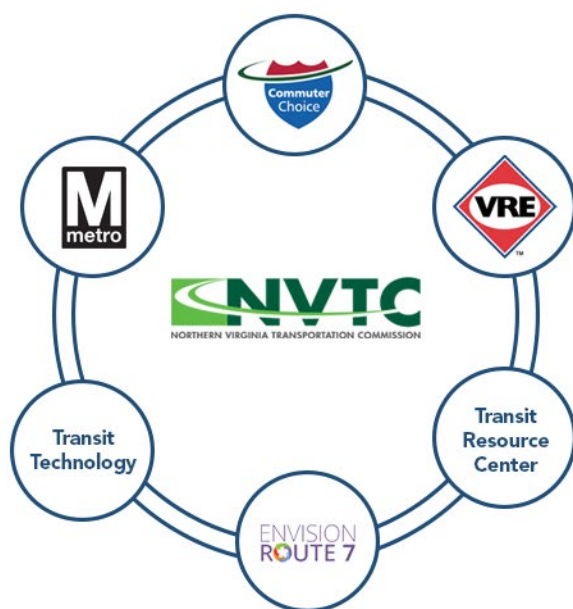
Vision: Northern Virginia businesses and residents are served by a high capacity, high quality network of transit systems that allows our diverse region to thrive economically.

Strategic Goals:

- Increase the capacity of the regional transit network by expanding and improving the quality, coverage and frequency of new and existing systems, including Metro, VRE, and new transit services.
- Improve access and mobility throughout Northern Virginia by connecting the regional and local transit systems.
- Promote safe, reliable and financially sound performance and management of regional transit systems.

Programs and Crosscutting Functions

NVTC has six programs that support the implementation of the Commission's mission and vision. These programs provide technical assistance, enable data collection and analysis, facilitate regional engagement and jurisdictional coordination as well as manage a groundbreaking funding program. It is important to note that these programs interact with and support each other on a regular basis, enabling NVTC to provide comprehensive support to member jurisdictions, partner agencies and the Commission. In addition, these programs provide the best representation for our jurisdictions and ensure NVTCs work adds value for Northern Virginia, the greater DC region and the Commonwealth.



A. Financial Analysis and Administration

Identify and implement cooperative strategies with member governments to maximize transit revenues aimed at achieving adequate, dedicated, stable and reliable financial support from the federal government, Commonwealth, region and private sector. Facilitate the fair and equitable allocation of transit assistance among governments. Manage grants, contracts and trust funds fairly and effectively, according to state and federal laws and NVTC's policies.

Support for Member Jurisdictions

- 1) Ensure the stability of the current sources of transit funding available to NVTC's local governments.
- 2) Serve as the central point of contact for Northern Virginia transit system financial information.
- 3) Analyze funding proposals produced by regional and statewide studies and identify policy issues for consideration by the Commission.
- 4) Identify and help obtain funding for new transit projects that are recommended by NVTC's jurisdictions.

Deliverables: Provide NVTC funding, local system and WMATA subsidy data to interested parties.

Financial Analysis

- 1) Regional Gas Tax Revenues
 - a. Monitor NVTC's regional gas tax receipts from the Division of Motor Vehicles (DMV) for reasonableness of collections in total and by jurisdiction.
 - b. Employ database and spreadsheet models to identify unanticipated discrepancies at the taxpayer level by jurisdiction and in total.
 - c. Maintain communications with the DMV regarding both unusual activities identified by NVTC and DMV audit activity. Make suggestions for improving the program.
 - d. Brief the MAC as needed on processes, issues and solutions.
- 2) State Transit Revenues
 - a. Participate in the Transit Service Delivery Advisory Committee (TSDAC) to assist DRPT in reviewing the distribution process for transit capital and operating funds.
- 3) Transit Funding Opportunities
 - a. Produce financial projections and an analysis of the growing gap between transit operating and capital needs versus available financial resources.

- b. Participate in regional and statewide efforts to define public transit needs and identify funding sources.
- c. Identify and seek to implement stable, reliable, permanent and dedicated funding sources for operating and capital expenses for WMATA, VRE and local transit systems.
- d. Coordinate regional efforts and prepare analytic tools, communication materials and editorials to promote such funding.

Deliverables: Annual formula allocation of gas tax revenue; input to the DRPT funding process; financial analysis and projections as needed

Financial and Grants Management, Trust Funds, Contracts and Compliance

1) State Assistance

- a. Review and monitor DRPT assistance calculations of WMATA assistance to NVTC as grantee for NVTC jurisdictions' share of WMATA operating subsidies and capital requirements.
- b. Report WMATA's annual system ridership and other information requested by DRPT as a requirement for receiving state assistance.
- c. Review and submit state operating and capital assistance applications for local systems through DRPT's WebGrants system as the agent for the NVTC jurisdictions.
- d. Manage state grants to NVTC and NVTC's jurisdictions, including the preparation, review and submission of timely grant invoicing.
- e. Track project funding activity, submit extension requests and de-obligate projects as needed.
- f. Participate with VRE and NVTC jurisdictions in quarterly project status review meetings with DRPT.
- g. Work with DRPT and grantees to achieve the maximum funding available.

2) Commuter Choice in the I-66 and I-395/95 Corridors

- a. Monitor and reconcile net toll revenue receipts from VDOT with actual collections and Commonwealth Transportation Board (CTB) approved project funding levels.
- b. Review reimbursement requests for adequate support of eligible expenses; approve and transfer funds.
- c. Ensure recipient compliance with project agreement provisions.
- d. Account for direct costs of administering the program.
- e. Account for and report toll revenue activity as separate Special Revenue funds for each corridor.

3) NVTC Subsidy Allocation Model

- a. Maintain NVTC's Subsidy Allocation Model (SAM) utilizing the most recent WMATA and local budget information on transit costs, revenues and subsidies.
- b. Determine each local government's share of NVTC assistance using the annual SAM percentages.
- c. Apportion shares of the direct local contributions to NVTC's administrative budget using the annual SAM percentages.
- d. Provide projections and other analysis of annual transit assistance to the NVTC jurisdictions for planning purposes.

4) NVTC Jurisdiction Trust Funds

- a. Allocate revenue to NVTC jurisdictions through the NVTC trust fund upon receipt using the annual SAM percentages.
- b. Prepare timely and accurate quarterly cash flow forecasts of available transit assistance sources and uses for the NVTC jurisdictions.
- c. Prepare quarterly reports of actual NVTC trust funds activities for use by NVTC jurisdictions.
- d. Manage and invest trust funds according to NVTC policy by safeguarding assets while maximizing liquidity and investment return.

5) Commuter Rail Operations and Capital Fund (CROC)

- a. Monitor and direct collections of CROC monies from the Department of Motor Vehicles (DMV).
- b. Provide periodic report to the Commissions about the funds in the CROC Fund, including monthly receipts, amounts expended, the amount of funds held and investment earnings.

6) Financial Reporting, Accounting, Audit, Compliance and Contracting

- a. Prepare the annual financial statements, disclosures, management's discussion and analysis and supplementary information for the seven NVTC funds and on an entity-wide bases for NVTC's annual audit.
- b. Prepare the Schedule of Expenditures of Federal Awards and related notes for NVTC's annual federal compliance audit.
- c. Manage a multi-year audit services contract.
- d. Accomplish unqualified auditors' opinions on the fair presentation of the financial statements, internal control over financial reporting and compliance and other matters, and compliance for each major federal program and internal control over compliance.
- e. Provide financial and compliance reports to the appropriate regulatory agencies.

- f. Maintain up-to-date compilations of state and federal grant regulations and ensure staff is adequately trained in grant, contract and project management.
- g. Attend procurement education seminars to remain apprised of state and federal purchasing techniques, theory, and best practices.
- h. Maintain NVTC's formal procurement and contracting process to ensure prompt procurements in compliance with state and federal laws.
- i. Perform internal accounting functions, including DRPT and FTA project tracking, Commuter Choice reimbursement request tracking, local match invoicing, accounts receivable, cash receipts, accounts payable, disbursements, internal fund transfers, payroll, general ledger and reconciliations.

7) Federal Grants

- a. Apply for federal grants on behalf of member jurisdictions and manage grants as the designated recipient for FTA funds. NVTC is the designated recipient of federal grants for the city of Alexandria and is anticipating a planning grant award in 2024 for the Envision Route 7 BRT project. For these grants, NVTC will:
 - i. Maintain any subrecipient agreements which outline terms, conditions and expectations.
 - ii. Ensure any subrecipient agreements include all the information required by FTA and 2 CFR 200.
 - iii. Review reimbursement requests to ensure costs are reasonable, allocable and allowable in accordance with 2 CFR 200 and terms of the award.
 - iv. Drawdown approved reimbursement requests and transfer funds to subrecipients, if applicable.
 - v. Host quarterly project management meetings with the subrecipient, if applicable, and FTA
 - vi. File quarterly financial and milestone reports (1/30, 4/30, 7/30, 10/30), semi-annual Disadvantaged Business Enterprise (DBE) reports (6/1, 12/1) and other required documentation in FTA's grants management system (TrAMS).
 - vii. Monitor subrecipients to ensure proper stewardship of federal funds and performance goal attainment.
 - viii. Provide technical assistance as needed.
 - ix. Close out completed grants.
- b. Report on NVTC's FFY 2024-2026 Overall DBE Goal attainment in accordance with 2 CFR 26.45.
- c. Administer and ensure NVTC's compliance with Title VI and DBE programs and provide technical assistance to subrecipients as needed.
- d. Ensure NVTC and subrecipients comply with all relevant FTA regulations and guidelines in numerous areas such as legal, financial management, technical

capacity, continuing control, maintenance, procurement, civil rights and the National Transit Database.

- e. Attend workshops and webinars presented by FTA to maintain awareness of changes in federal requirements and processes.
- f. Submit annual certifications and assurances to the FTA and maintain subrecipient's signed annual certifications and assurances on file.

Deliverables: DRPT grant applications and grant agreements for local and WMATA assistance; Commuter Choice program reimbursements; annual updates to SAM formula; Trust Fund revenue projections and reporting; annual audited financial statements and single audit reports

B. NVTC Program Administration

Commuter Choice

Commuter Choice is a groundbreaking program that reinvests toll revenue into transit service, transportation demand management and other multimodal improvements along the I-66 Inside the Beltway and I-395/95 toll corridors. NVTC, in partnership with the Potomac and Rappahannock Transportation Commission (PRTC), Virginia Department of Transportation (VDOT), Virginia Department of Rail and Public Transportation (DRPT) and the Commonwealth Transportation Board (CTB), manages this competitive funding program through the tasks outlined in the section below.

1) Program Management and Administration

- a. Provide ongoing administration of the I-66 Commuter Choice and I-395/95 Commuter Choice to ensure compliance with relevant Memorandums of Agreement (MOAs).
 - i. Work with staff and legal counsel on policy changes and decisions governing future calls for projects and program administration.
 - ii. Coordinate with PRTC as needed on the ongoing management and administration of I-395/95 Commuter Choice.
 - iii. Work with the NVTC finance team and, if applicable, financial counsel and financial advisors to ensure sufficient cash flow for projects and address any financing arrangements should NVTC issue debt to fund projects.
 - iv. Coordinate with VDOT as needed on I-66 Inside the Beltway revenue projections and monitor VDOT's quarterly payments to NVTC. Coordinate with DRPT to ensure that concessionaire payments from I-66 Outside the Beltway and I-395/95 are transmitted to NVTC in a timely manner.
 - v. Maintain and update the Commuter Choice program website to provide relevant, timely information for applicants, recipients and stakeholders.

- vi. Monitor program operations and communications with recipients to identify any needed policy changes or updates.
 - vii. Execute Standard Project Agreements (SPA) and ensure the projects comply with all SPA requirements.
 - viii. Coordinate with NVTC's WMATA program to develop policy guidance as needed to enable WMATA to operate and/or construct Commuter Choice-funded projects to be considered in WMATA's annual budget process, including potential adoption of policy guidance by the WMATA Board and/or Commissions.
 - ix. Support and participate in recipient-led events highlighting major project milestones, such as groundbreakings and ribbon-cuttings.
 - x. Ensure that, for completed projects, Commuter Choice-funded assets remain in use in a manner benefiting corridor toll payers by obtaining annual asset management certifications from the corresponding funding recipients.
- b. Prepare Commuter Choice annual report and program updates.
- i. Prepare and submit the fiscal year report to the CTB as required by the MOAs.
 - ii. Coordinate with the Metropolitan Washington Council of Governments Transportation Policy Board staff to obtain biennial counts of I-66 and I-395 travel volumes and with NVTC's Transit Resource Center to analyze the resulting data as needed. Incorporate findings into fiscal year reports to the CTB and produce accompanying technical memoranda detailing the analysis.
 - iii. Update recipient handbook that provides a comprehensive guide to Commuter Choice program eligibility, policies and procedures, as needed.

Deliverables: Commuter Choice Annual Report to the CTB; updated program guidance materials as applicable; SPAs distributed to recipients for funded projects

2) Call for Projects and Project Selection Process

- a. Prepare Commuter Choice application materials and secure Commission(s) approval to open calls for projects.
- b. Hold workshops with eligible applicants while calls for projects are open. Provide technical assistance and guidance during application process.
- c. Conduct the initial eligibility screening, evaluation and scoring of project applications in coordination with DRPT.
- d. Provide program updates at Commission meetings and present final Program of Projects for Commissions' approval.

- e. Coordinate with DRPT to receive Commonwealth Attorney General project eligibility concurrence and to prepare project list and supporting materials for CTB consideration.
- f. Develop staff-recommended Program of Projects for consideration by the Program Advisory Committee (PAC)/Joint Commission Working Group (JCWG) and consideration by the Commission(s).
- g. Facilitate public outreach efforts that meet the MOAs' requirements, with materials available in English, Spanish and potentially other languages, to detail proposed projects for the public, answer questions about the program and maximize public input.

Deliverables: I-66 Commuter Choice FY 2025-2026 Project Evaluation and Scoring, and Program Development and Selection, including eligibility screening workshop with DRPT and PAC briefings; I-395/95 Commuter Choice FY 2026-2027 Call for Projects, Project Evaluation and Scoring, and Program Development and Selection, including eligibility screening workshop with DRPT and JCWG briefings

3) Reimbursement and Financial Reporting

- a. Host quarterly meetings with recipients to receive required project level reports and ensure projects are meeting implementation, reporting and financial milestones.
- b. Review and approve project reimbursement requests.
- c. Track expenses and reimbursements by corridor, fiscal year program, project, recipient, etc.
- d. Coordinate with NVTC financial team to develop policy/programmatic solutions for financial-related questions/issues.

NVTC Oversight of Washington Metropolitan Area Transit Authority

NVTC exercises leadership through the appointment and support of Virginia's members of the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors to promote safe, reliable and financially sound performance, management and oversight of WMATA. Staff support the NVTC WMATA Committee to facilitate and represent jurisdictional interests and to ensure access to NVTC's WMATA principal director.

1) WMATA Committee Support

- a. Work with the Committee Chair to develop and implement the committee's annual work plan.
- b. Manage and staff the NVTC WMATA Committee to facilitate committee guidance and feedback on NVTC's priorities for WMATA, leading to committee endorsement and recommendation for the full Commission to approve of the Annual Report on the Performance and Condition of WMATA

- c. Manage and staff the NVTC WMATA Committee to provide a venue for discussion of WMATA issues directly affecting the NVTC region and NVTC jurisdictions, including but not limited to, annual WMATA budget comments, fare policy and comments on any major WMATA studies.
- d. Manage and lead a jurisdictional staff team to provide staff support for NVTC's WMATA Board principal member and members of NVTC's WMATA Committee.
- e. Inform NVTC Commissioners of pending WMATA Board decisions of regional significance.

2) Annual Report on the Performance and Condition of WMATA

- a. Develop and submit to the General Assembly and the Governor by December 15 an annual report on the performance and condition of WMATA that includes information on the following:
 - i. The safety and reliability of the rapid heavy rail mass transportation system and bus network.
 - ii. The financial performance of WMATA related to the operations of the rapid heavy rail mass transportation system, including farebox recovery, service per rider and cost per service hour.
 - iii. The financial performance of WMATA related to the operations of the bus mass transportation system, including farebox recovery, service per rider and cost per service hour.
 - iv. Potential strategies to reduce the growth in such costs and to improve the efficiency of WMATA operations.
 - v. Use of the funds provided from the Mass Transit Fund to improve the safety and condition of the rapid heavy rail mass transportation system.
 - vi. Ridership of the rapid heavy rail mass transportation system and the bus mass transportation system.
 - vii. Any other areas of WMATA Committee interest of priority for that year's annual report. In 2024-2025 this is anticipated to include NVTC's WMATA funding, accountability and reform recommendations.
- b. Manage technical staff to ensure that the report will meet the expectations of the Commission, the General Assembly and the administration.
- c. Support executive director's presentation of this report to the Commonwealth Transportation Board, Governor's Office, General Assembly and other interested stakeholders.
- d. Coordinate with the Communications team to publicize (press, social media, etc.) the recommendations and other relevant elements of the report.
- e. Publish the report and associated information on NVTC's website.

3) Annual Certification of WMATA Documents

- a. Request the following documents annually from WMATA:
 - i. Annual capital budget;
 - ii. Annual independent financial audit;
 - iii. National Transit Data annual profile; and
 - iv. Single audit report issued in accordance with the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 C.F.R Part 200).
- b. Certify the receipt of these documents to the Commonwealth Comptroller no later than June 30 of each year.

4) Virginia WMATA Board Member Support

- a. Support the Executive Director's role in facilitating the Commission's annual appointment of Virginia's two principal and two alternate members of the WMATA Board of Directors.
- b. Provide primary staff support on WMATA related meetings and issues to NVTC's WMATA Board principal member or their designated alternate.
- c. Facilitate and lead NVTC WMATA Board members staffing calls in advance of or after WMATA Board and committee meetings.
- d. Ensure communication and coordination between the Commonwealth and NVTC's Principal WMATA Board members and between jurisdictional and DRPT staff as necessary.
- e. Provide staff support and talking points to the WMATA Board members prior to the NVTC Commission meetings.
- f. Provide staff support to NVTC's WMATA Board appointee in preparation for legislatively required annual CTB briefing.
- g. Participate on WMATA's Joint Coordinating Committee (JCC).
 - i. Monitor and report on the development of WMATA's annual operating and capital budgets and multi-year CIP.
 - ii. Provide feedback to WMATA consistent with NVTC positions and/or Board member guidance.
 - iii. Coordinate with jurisdictional staff and DRPT on WMATA's compliance with CTB policy guidelines for the implementation of governance and funding reforms for WMATA as needed.
 - iv. Actively participate in the development, negotiations and any updates to the Capital Funding Agreement (CFA). The next CFA update is not expected during the period of this workplan.

5) Support for Northern Virginia Jurisdictions

- a. Participate in JCC meetings and follow WMATA Board actions and share key items/actions with Northern Virginia jurisdictional staff in conjunction with recurring WMATA Board member/staff calls.
- b. Facilitate jurisdictional issues with WMATA that rise to the attention of the NVTC WMATA Board principal member.
- c. Represent NVTC's interests and coordinate internal communications and comments at key points of WMATA-led planning studies, including but not limited to the Bus Network Redesign and the Blue/Orange/Silver Capacity and Reliability Study.

6) Implement NVTC-focused Recommendations from the 2023 Report on the Performance and Condition of WMATA

- a. Develop a scope of work, framework, list of deliverables and schedule for the continuation or additional phase of effort of the WMATA Funding and Reform Working Group. Some of the topics may include, but are not limited to:
 - i. Continuing to develop permanent operating and/or capital funding solutions
 - ii. Recommending operating reporting requirements
 - iii. Advancing audit concepts
 - iv. Refining revenue structure recommendations, and
 - v. Any additional, relevant policy topics.
- b. Participate in MWCOC WMATA funding related working groups to integrate NVTC's work into regional efforts.
- c. Brief the WMATA Committee, Legislative and Policy Committee and Commission at key milestones and deliverables.

Deliverables: NVTC Report on the Performance and Condition of WMATA; Annual certification letter to the Commonwealth; Letters of Comment from the Commission; Working Group report as necessary

Envision Route 7

1) Envision Route 7 Bus Rapid Transit (BRT) Study

- a. Support development of materials and documentation needed to execute FTA grant and access Community Project Funding
- b. Lead procurement efforts for the Envision Route 7 Phase 4-2 Mobility Study
 - i. Develop scope of work and seek Commission approval for release.
 - ii. Coordinate with Procurement Manager to review, score and select consultant team.

- iii. Seek Commission approval to award contract.
- iv. Manage consultant contract and coordinate with NVTC staff regarding study related public outreach efforts.
- v. Identify stakeholders to serve on Phase 4-2 Technical Advisory Committee (TAC).
- c. Complete the Envision Route 7 BRT Strategic Implementation Plan
 - i. Complete the Envision Route 7 BRT strategic framework that identifies key policy, governance and funding steps necessary to successfully design, construct and operate the system.
 - ii. Maintain outreach efforts with key jurisdictional partners, FTA and WMATA
 - iii. Seek Commission approval for the Plan as well as endorsement from City Councils (Alexandria and Falls Church) and County Boards (Arlington and Fairfax)
- d. Identify external resources needed to advance the project through the remaining planning phases through the National Environmental Policy Act (NEPA) analyses.
- e. Brief the MAC, PAC and Commission at key milestones and decision points, preparing written updates as needed.
- f. Coordinate with the NVTC Communications team to promote and publicize Route 7 progress, milestones and outreach efforts.
- g. Publish reports and associated information on NVTC's website.

Deliverables: Phase 4-2 Project Deliverables; Envision Route 7 BRT Strategic Implementation Plan deliverables.

Transit Resource Center

The Transit Resource Center provides technical assistance to member jurisdictions; collects, analyzes and reports data from all NVTC's programs and supports coordination with other regional transportation organizations. An overview of the tasks within the Transit Resource Center are outlined below.

1) Regional Transit Data Collection, Analysis, and Visualization

- a. Collect and manage regional transit and related data, with work including:
 - i. Cataloging, collecting and cleaning data that can be shared with stakeholders and archived for future use.
 - ii. Identifying opportunities to use data sources to communicate NVTC's transit policies, policy positions and storytelling.
 - iii. Updating and maintaining the NoVaTransit Dashboard which serves as a repository of historical and current transit data metrics and allows

users to interact with the data to identify trends and conduct analysis. Ensure the NoVaTransit Dashboard is accurate, has up-to-date data available, and is easy to use by the public and regional partners.

- iv. Reporting the Washington Metropolitan Area Transit Authority's (Metro) monthly system ridership and service data to comply with the Department of Rail and Public Transportation's (DRPT) reporting requirements.
 - v. Coordinating with NVTC's Communications team and external communications partners to share data analysis and visualization through reports, presentation, etc.
- b. Complete NVTC's Strategic Transit Policy Research Roadmap. The study aligns with NVTC's 60th Anniversary Celebration in 2024 and will lay out NVTC's plan for regional transit research and analysis into the future.
- i. Develop a strategic vision to guide NVTC regional transit policy research over the next 4-6 years.
 - ii. Develop a research idea pipeline to assist NVTC staff with identifying and developing regional transit policy research ideas.
 - iii. Produce reference materials to help support future work, including research partnerships, new or alternative funding sources and additional opportunities for disseminating work.
 - iv. Coordinate with NVTC jurisdiction and transit agency staff regarding study-related stakeholder engagement.
 - v. Manage the consultant contract for the project.
 - vi. Provide updates to the MAC, Program Advisory Committee and Commission at key milestones.
- c. Conduct and Support Regional Transit Analysis
- i. Develop scope of work, budget and funding plan to support NVTC-led transit policy analysis efforts, contingent on funding.
 - ii. Provide data analysis for NVTC jurisdictions and the Commission on regional and national issues that impact transit planning, operations, organizations and ridership.
 - iii. Disseminate findings through reports and presentations.

2) Commuter Choice Corridor Analyses

- a. Coordinate with the Commuter Choice Program team to conduct annual analysis on the transit ridership and other metrics to understand the performance of transit along the I-66 Inside the Beltway and I-395/95 corridors.
- b. Coordinate with VDOT, Transurban, and the Transportation Planning Board to collect corridor-based data necessary for analyses.

3) Manage NVTC NTD Technical Assistance

- a. Work with local governments to coordinate collection of performance data for the Federal Transit Administration's (FTA) National Transit Database (NTD).
- b. Manage the contract for NTD data collection on behalf of Northern Virginia's transit systems. Oversee data collection efforts to facilitate the receipt of federal funds to the region.

4) Regional Coordination and Collaboration

- a. Ensure NVTC transit performance research complements and does not duplicate other regional analyses, through participation in regionally focused technical, program or study committees assisting in planning and funding preliminary engineering and environmental analysis for transit in the region, including, but not limited to:
 - i. Transportation Planning Board
 - ii. Potomac and Rappahannock Transportation Commission
 - iii. Northern Virginia Transportation Authority
 - iv. Virginia Department of Rail and Public Transportation
 - v. Virginia Department of Transportation
 - vi. Virginia Railway Express
 - vii. Metropolitan Washington Council of Governments, and;
 - viii. Washington Metropolitan Area Transit Authority.

Deliverables: NoVaTransit Dashboard Updates; Data and Policy Analysis Reports; Strategic Transit Policy Research Roadmap Final Report

Transit Technology

The Transit Technology program engages with regional, state and national transit technology stakeholders to build Commission knowledge about innovative transit mobility services and emerging technologies. An overview of the tasks within the Transit Technology program are outlined below.

1) Regional Zero-Emission Bus Coordination

- a. Implement the recommendations of the NVTC Regional Zero-Emission Bus (ZEB) Strategic Plan, including procuring contractor support, as needed, and working closely with the NVTC Zero-Emission Bus Working Group and Northern Virginia transit providers in implementing zero-emission buses and the associated technology and infrastructure.
- b. Seek additional grant support (ex. FHWA SMART Grant, DRPT Technical Assistance, DRPT Demonstration) to implement the ZEB Strategic Plan.
 - i. Develop scope of work and seek Commission approval for release.

- ii. Coordinate with Procurement Manager to review, score and select consultant team.
 - iii. Seek Commission approval to award contract.
 - iv. Manage consultant contract and coordinate with NVTC staff regarding study related efforts.
 - c. Provide updates to the MAC, PAC, and Commission on the status of milestones in the Regional ZEB Strategic Plan. Continue to educate and engage with stakeholders about ZEB technology, including challenges and opportunities.
 - d. Facilitate NVTC's Zero-Emission Bus Working Group to assist regional partners in low/zero-emission bus implementation, including coordination, technical assistance and/or procurement coordination.
 - e. Attend regional meetings on low/zero-emission bus efforts, including but not limited to TPB, WMATA, PRTC, APTA, DRPT and NVTA.
- 2) Zero/Reduced Fare Research
- a. Continue to track zero and reduced fare policies within the region and nationally. Identify additional research and analysis opportunities that are related to and build off NVTC's existing work.
- 3) Regional Fare Collection Coordination
- a. Provide updates to the MAC, PAC and Commission on the status of milestones in the 2021 Regional Fare Collection Strategic Plan.
 - b. Support Northern Virginia transit operators by participating in WMATA-led working groups related to SmarTrip and fareboxes. Assist with coordination, planning, exchange of information as well as facilitating future plans.
- 4) Technology-related Symposia
- a. Plan, implement and deliver at least one symposium per year on transit technology topics that are timely and relevant to the mission of the Commission.
 - b. Provide regular updates to the MAC, PAC and Commission on technology-related topics.
 - c. Attend regional meetings on transit technology, including but not limited to the TPB, WMATA, DRPT and NVTA.

Deliverables: Scopes of work, budgets, and grant application materials (for DRPT-funded efforts); Annual Work Plan for Transit Technology Program

NVTC Support of Virginia Railway Express

NVTC as co-owner (with the Potomac and Rappahannock Transportation Commission) of the Virginia Railway Express (VRE), provides oversight of the railway to promote safe, reliable and financially sound performance and management.

1) VRE Operations Board Support

- a. Facilitate the annual appointment of NVTC's principal and alternate members of the VRE Operations Board.
- b. Provide staff support in coordination with jurisdictional staff, when necessary, to NVTC-appointed VRE Board members.
- c. Participate on VRE's Coordinating Committee (VCC) and Chief Administrative Officer's Task Force and attend VRE Operations Board meetings.

2) Budget and Financial Management

- a. Facilitate NVTC's approval of VRE's annual operating and capital budgets, including the prioritization of the Commuter Rail Operation and Capital (CROC) Fund. Participate and provide technical support at budget review sessions.
- b. Apply and receive state and regional assistance on behalf of VRE, including Rail Enhancement, VPRA Funding, SMART SCALE and NVTA funds.
- c. Assist VRE planning staff on planning studies, federal funding programs and other technical items.

3) VRE Customer Service and Annual Ridership Surveys

- a. Provide staff and technical support to VRE for the Master Agreement Annual Ridership Survey each fall, as needed.

4) Technical and Communications Support

- a. Amplify and actively share VRE public communications through NVTC social media.
- b. Serve on technical and legislative advisory committees (as requested).
- c. Review Operations Board materials for consistency with the Master Agreement and approved budgets. Maintain close communications with PRTC and VRE staff to coordinate the writing and presentation of VRE action items to the two Commissions.

Deliverables: Audited annual survey report and maps

C. Communications and Engagement

Develop and execute communications strategies that support the Commission, NVTC programs and initiatives and improve the public's understanding of transit's role in Northern Virginia and the Commonwealth.

1) Partnerships

- a. Identify opportunities to host or participate in transit-related events with Northern Virginia's chambers of commerce and other business representatives.
- b. Identify and apply for grants, in partnership with local jurisdictions and transit agencies, to support multi-faceted marketing campaigns designed to increase bus and rail ridership in Northern Virginia.
- c. Identify opportunities to host one or more transit tours of Northern Virginia for state legislators.
- d. Partner with WMATA, VRE, and local transit agencies to promote advances in fare collection and innovative transit technology initiatives.
- e. Leverage network of jurisdictional and agency public information officers to facilitate the sharing of information, collaborate on projects of mutual benefit and leverage mutual resources.
- f. Serve on the Virginia Transit Association's (VTA) annual awards and conference planning committees.

2) Internal and External Relations

- a. Serve as the point of contact for the news media, interest groups, U.S. Congress, Virginia General Assembly and the public for transit issues in Northern Virginia.
 - i. Inform the news media, interest groups and local jurisdictions of Commission meetings, hearings, actions, analysis, research, reports and events.
 - ii. Share transit-related information from external sources - print/broadcast media, online publications and bloggers, transit agencies and state/local governments - with Commissioners, MAC, agency public information officers, transit advocacy groups, staff and through social media channels.
 - iii. Participate and speak at chamber of commerce events, homeowner association meetings and jurisdictional governing body and committee meetings as requested.
- b. Develop and distribute information and resources necessary for Commissioners to fulfill their responsibilities, including the annual member manual, NVTC website, newsletters and monthly Executive Director reports.
- c. Develop and distribute written and visual communications, such as project fact sheets, issue briefs, web content, frequently asked questions, news releases

and targeted e-mail communications on transit-related topics, as well as testimony for Commissioners and NVTC senior leadership.

- d. Provide experts for news media interviews on regional transportation and transit topics and conduct media training to support leadership and staff.

3) Commuter Choice Outreach and Marketing

- a. Plan and implement public meetings and public input processes.
- b. Plan and implement groundbreaking events in collaboration with local jurisdictions and transit providers.
- c. Promote the Commuter Choice program and events through NVTC's social media and other venues.
- d. Support ongoing updates and maintenance of the Commuter Choice sections of NVTC's website to provide both programmatic information as well as marketing resources for grantees, stakeholders, etc.

4) Envision Route 7 Outreach and Marketing

- a. Work closely with the Envision Route 7 senior program manager and contractors to implement public meetings and public input process.
- b. Promote Envision Route 7 events and public comment periods through NVTC's social media and other venues.
- c. Support ongoing updates and maintenance of the Transit Resource Center section of NVTC's website to provide both programmatic information as well as marketing resources for grantees, stakeholders, etc.

5) Online Communication

- a. Maximize NVTC's online presence to further the mission of the Commission.
 - i. Provide regular updates to the information, data and tools on NVTC's website to maintain it as a research and information resource.
 - ii. Expand NVTC's social media presence to drive traffic to novatransit.org and program pages, raise NVTC's profile and promote discussion of regional transit issues.
 - iii. Maintain up-to-date project information on the website to inform the public and Commissioners on the latest project news.
 - iv. Use online analytics and surveys to monitor the effectiveness of online communication and outreach efforts.
 - v. Develop new content, such as podcasts and videos, to enhance NVTC's reputation as the primary source of transit-related information in Northern Virginia and improve the public's understanding of both transit and NVTC's role in the region.

6) Public Outreach

- a. Develop and implement communications plans and budgets for transit studies and multimodal grant programs.
 - i. Publicize and solicit public comment through multiple channels, such as meetings and hearings, advertising, pop-up events, online crowdsourcing, email, mail and telephone.
 - ii. Plan and promote public meetings and hearings in consultation with local jurisdictions, transportation agencies and transit providers.
 - iii. Design and create materials, such as flyers, handouts, infographics, email blasts, display boards, PowerPoint presentations and videos.
- b. Plan and implement activities that engage the public and promote NVTC programs and initiatives.
- c. Manage NVTC 60th Anniversary Celebration efforts
 - i. Execute promotion, branding and event marketing materials for the 60th anniversary of the founding of NVTC to include, but not limited to, a symposium on NVTC's work and future, a celebration event, including a documentary premiere, social media engagement, news releases and paid marketing efforts.
 - ii. Continue seeking out paid sponsorship opportunities to support event planning, marketing, and other outreach activities.
- d. Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).
- e. Support and coordinate with the Commuter Choice program outreach and marketing efforts.
- f. Update and streamline NVTC website to ensure user friendliness and adherence to usability standards.
- g. Unify NVTC outreach materials to ensure consistent branding and messaging across all platforms.
- h. Expand in-person outreach efforts through networking and attendance at public events.

Deliverables: Public outreach report for I-66 and I-395/95 Programs of Projects; public outreach for Envision Route 7; daily headlines email; weekly updates for Commissioners and jurisdictional staff; monthly newsletter; annual organizational report; news releases and media relations; website and social media posts; marketing campaign(s) scope and budget; presentations and handouts

D. Legislative and Policy Efforts

Legislative and Policy Committee Support

Per the Commission's By-Laws, the Legislative and Policy Committee is responsible for the development of the annual legislative and policy agenda and serves as a venue for discussion of the legislative and policy matters that directly affect NVTC programs, the NVTC region and transit in Northern Virginia. The committee is typically convened regularly between October and March.

NVTC staff is responsible for the development and distribution of committee materials, meeting logistics (in coordination with the Commission Board Administrator), and all other responsibilities to support the needs of the committee.

Legislative and Policy Agenda

Devise, coordinate and implement legislative and policy strategies based on sound policy analysis in coordination with legislative staff from relevant jurisdictions, agencies and partner organizations.

- 1) State and Federal Legislative Policy Agenda
 - a. Assist NVTC's Legislative and Policy Committee with adopting a state and federal legislative and policy agenda to guide NVTC's legislative support in the coming year.
 - b. Develop strategies to effectively implement NVTC's annual legislative and policy agenda in collaboration with NVTC jurisdictions' legislative liaisons and the Virginia Transit Association (VTA).
 - c. Work with delegations in Richmond and Washington, D.C. (as needed) to promote NVTC's approved agenda.
 - d. Identify transit issues that require policy decisions. Assemble data and perform policy analyses to facilitate those decisions (e.g., fare integration, development of new technology, service expansion, customer safety, system security and the business case for and value of public transit).
 - e. Plan and implement an annual joint NVTC, PRTC and VRE legislative forum.
 - f. Maintain messaging and education efforts about the need for transit funding in Virginia as well as the benefits of public transit throughout the Commonwealth.
- 2) Virginia General Assembly
 - a. Prepare and support NVTC legislative and policy efforts before and during the General Assembly.

- b. Reach out to legislators to garner support for NVTC's legislative agenda and educate them about the benefits of public transportation, including identifying opportunities for tours of Northern Virginia transit investments.
- c. Conduct NVTC's February meeting at the General Assembly in Richmond.
- d. Maintain membership in an online legislative monitoring service and share access with member jurisdictions.
- e. Provide legislative alerts to Commissioners and local staff during the General Assembly Session.

3) Commonwealth Transportation Board

- a. If requested by the Commission, prepare written statements and deliver testimony at relevant CTB's hearings.
- b. Advocate for NVTC's policies, including balanced transportation and stable and reliable funding.
- c. Support DRPT's Transit Service Delivery Advisory Committee (TSDAC) by following the Commonwealth transit funding reform process, facilitating discussions by jurisdictional staff and relaying feedback from the transit agencies to TSDAC for discussions.

4) Transit Industry Groups and Trade Associations

- a. Participate in analysis and dialogs on local, state and national transit issues with state and national transit industry associations and other bodies.
- b. Virginia Transit Association (VTA)
 - i. Contribute to VTA's state legislative strategy for the transit industry and strengthen VTA's response to Northern Virginia's concerns.
 - ii. Provide technical and communications support regarding the economic benefits of transit.
 - iii. Co-chair VTA events and encourage NVTC Commissioners to serve as VTA officers.
 - iv. Serve as VTA's member of the Transit Service Delivery Advisory Committee (TSDAC), providing technical guidance on performance-based funding for transit capital and operations.
 - v. Serve on VTA's awards and conference planning committees.
- c. American Public Transportation Association (APTA)
 - i. Provide technical assistance and feedback to APTA on federal transit program implementation issues.
 - ii. Participate in APTA technical and legislative committees to further NVTC expertise and share/learn best industry practices including but not limited to Bus Rapid Transit Committee, Legislative Steering Committee, Zero Emission Bus and Program and Policy Committee.

- iii. Participate in defining and implementing a federal legislative strategy as part of a broad, nationwide pro-transit coalition.
- d. Provide technical assistance and policy analysis support to state and national boards and committees, including, but not limited to:
 - i. DRPT's Transit Service Delivery Advisory Committee (TSDAC)
 - ii. VTA Executive Committee
 - iii. The General Assembly's Joint Committee on Transportation Accountability
 - iv. APTA Legislative Committee
 - v. APTA Policy and Planning Committee
 - vi. APTA Public Private Partnership Committee
 - vii. APTA Commuter Rail Committee, and
 - viii. Transit Cooperative Research Program (TCRP) Dissemination and Implementation of Research Findings Project Panel.

Deliverables: Joint NVTC/PRTC/VRE Legislative Forum; policy briefs and supporting information to support legislative priorities; NVTC Legislative and Policy Agenda; legislative tracking reports

E. Commission and Committee Management

Provide staff support and execute duties to ensure the smooth running of the day-to-day operations of the Commission. NVTC has three standing committees. In addition to the Executive Committee, NVTC has the Program Advisory Committee (PAC), the WMATA Committee and the Legislative and Policy Committee. The scope of each of these committees is articulated in NVTC's By-Laws.

1) Day to Day Commission Management

- a. Develop and distribute information and resources necessary for Commissioners to fulfill their responsibilities, including the annual member manual, NVTC website, newsletters and monthly Executive Director reports.
- b. Plan strategically Commission actions, meetings and events throughout the year using a meeting schedule, annual agenda and other planning tools.
- c. Prepare materials for monthly Commission meetings. Coordinate with external speakers to present to the Commission when appropriate.
- d. Schedule, oversee and record minutes of Commission meetings, as well as other NVTC events.
- e. Provide accurate and timely responses to Commissioners, jurisdictional staff and the public.

- f. Support NVTC's committees, through the development of agendas, meeting summaries and handouts
 - g. Ensure the issuance of per diem payments to Commissioners.
 - h. Verify Commissioner compliance with state regulations regarding economic and financial disclosure statements.
 - i. Conduct new Commissioner orientations.
 - j. Maintain archival Commission materials and provide access to archival documentation when requested.
 - k. Respond to Freedom of Information Act (FOIA) requests.
 - l. Ensure NVTC is compiling with Code requirements regarding Freedom of Information Act (FOIA) and records management.
- 2) NVTC Committee Support
- a. Develop and distribute committee materials, meeting logistics (in coordination with the Board Administrator) and all other responsibilities to support the needs of the committee.

Deliverables: Annual Commission and Committee Meeting Schedule; Monthly Commission materials; Annual Agenda

F. Internal Operations

Strengthen NVTC as an organization through improvements of internal policies to ensure a rewarding and equitable work environment.

- 1) Human Resources and Administration
- a. Develop the annual NVTC General and Administrative (G&A) budget, in coordination with jurisdictional staff, for consideration by the Commission.
 - b. Leverage human resources support assistance to enhance human resources functions.
 - c. Administer NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.
 - d. Refine and implement a professional development plan for staff, including offering appropriate training.
 - e. Continue to refine the staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC's jurisdictions.
 - f. Administer a performance management system that aligns individuals with organizational performance in a meaningful and transparent manner.

- g. Manage employee benefit programs, including retirement plan, 457 plan, group health insurance, group life insurance, disability insurance, flex benefit plan, bike share and Zip Car.

2) Procurement

- a. Administer a competitive procurement process, which includes, but is not limited to, the following:
 - i. Develop the Requests for Proposals (RFP) indicating the services that will be procured, the factors that will be used to evaluate proposals, and the applicable contractual terms and conditions.
 - ii. Distribute the RFP to the NVTC website and other public platforms to maximize public interest and participation.
 - iii. Host a Pre-proposal Meeting to allow potential Offerors an opportunity to ask questions and receive answers about the solicitation.
 - iv. Conduct an initial administrative review of the proposals received to ensure that they are timely and responsive to the requirements set forth in the RFP.
 - v. Oversee and protect the integrity of the formal evaluation of proposals by ensuring that the evaluation team renders impartial, technically sound, and objective advice throughout the selection process.
 - vi. Prepare the final binding contractual documents and present the award to the selected firm.
- b. Ensure strict compliance with the Virginia Public Procurement Act and federal laws throughout the procurement process.
- c. Implement and maintain internal procurement policies and procedures and ensure staff are adequately trained on procurement requirements, contract administration, and project management.
- d. Conduct public outreach to engage and inform small and disadvantaged businesses about current and upcoming contract opportunities at NVTC.

3) Telework and Office Space

- a. Provide technical support to staff to enable telework and other remote work activities.
- b. Resolve issues related to the office space (lease, maintenance, facilities, etc.).

4) Information Technology

- a. Provide ongoing strategy, operation, maintenance and enhancement of computer, communication and information systems as an essential support function to enable NVTC to accomplish its objectives.
- b. Acquire, implement and maintain new information technology systems, software and services to support business operations and programs.

- c. Manage a third-party support contract to ensure security of NVTC's systems, assistance in following industry best practices, and additional user support.
- 5) Procedures Manual
 - a. Implement, maintain and regularly update a procedures manual for on-boarding new staff of procedures for office (Style Guide, safety procedures, templates, contacts, etc.).

Deliverables: NVTC General and Administrative Budget; NVTC Work Plan.