

NVTC Work Plan

January 2026 to June 2027

The Northern Virginia Transportation Commission (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 2026 through June 2027 (FY 2027). It is intended to be a living document that can be updated as priorities and projects change.

This document supports NVTC’s Strategic Framework and 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, keep local governments informed and solicit feedback on ongoing programs, projects and initiatives.

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About NVTC

Established in 1964, NVTC was founded to represent Virginia's interest during the formation of the Washington Metropolitan Area Transit Authority (WMATA). Over time, NVTC has evolved to be a regional forum for the discussion and analysis of transit issues that are critical to Northern Virginia's economy and quality of life. In addition to representing Virginia's interest in WMATA, the Northern Virginia Transportation Commission co-owns the Virginia Railway Express and serves as a unified voice and advocate for the six transit systems that serve NVTC jurisdictions.

To learn more about NVTC, our Commissioners and transit projects and research, please visit www.novatransit.org.

NVTC'S Mission, Vision and Strategic Goals

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.

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.

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.

2026-2027 Organizational Priorities and Key Initiatives

The evolution of transit funding and possible major changes to legislative priorities could provide an opportunity to review and revisit NVTC's current mission, vision and strategic goals. In addition, the maturity of NVTC as an organization provides the opportunity for NVTC to undertake some major initiatives in the coming 18 months that include:

1. Embarking on a NVTC strategic planning process to refine NVTC's vision, mission and strategic goals and identify specific and actionable objectives that support NVTC in its mission and goals. (See Strategic Planning, below)
2. Implementing changes to legislation and continue to build on the work of transit funding initiatives such as the Commonwealth's Northern Virginia Growing Needs of Public Transit Joint Subcommittee and the Metropolitan Washington Council of Governments and Metro's DMVMoves initiative. (See Work Towards Long Term Sustainable Funding, page 13)
3. Conduct long term planning and hiring to support successful career transitions at NVTC. (See Internal Operations, page 23)

NVTC Strategic Planning Process

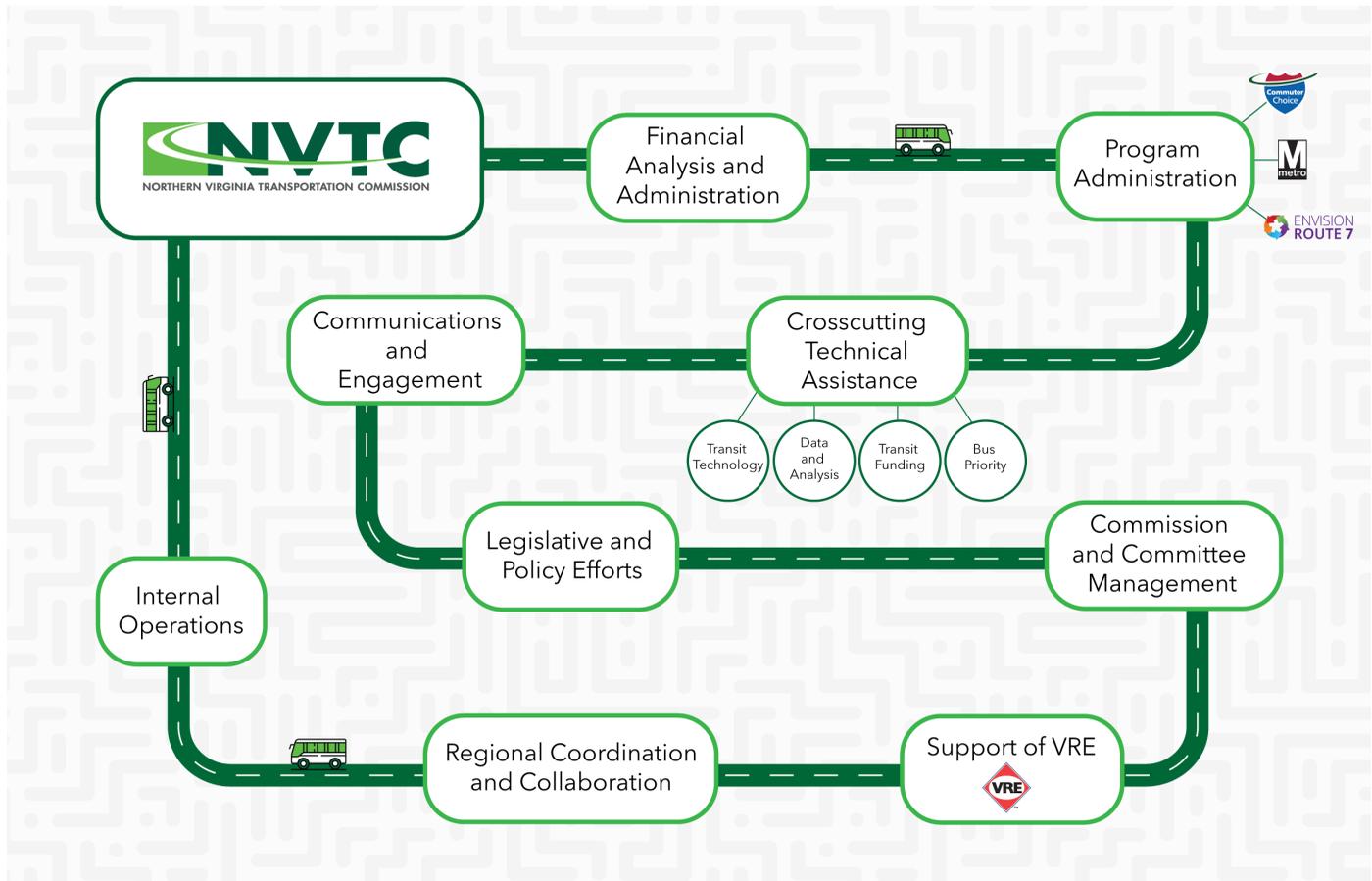
NVTC last conducted a strategic planning retreat following the enactment of the WMATA dedicated capital funding legislation; an effort that reexamined NVTC organizational structure, committee responsibilities, and engagement with WMATA and CTB on new legislative responsibility. That effort reaffirmed a more extensive effort conducted in 2014 to establish NVTC's current vision, mission and strategic goals.

The current vision, mission and strategic goals continue to align with NVTC's current efforts to secure long term sustainable funding for public transit and reflect our important role in the region. However, with the introduction of the Commuter Choice program, major technological and operational advances in public transit, and opportunities that may come from legislative direction, 2026 and 2027 may be the ideal time to embark on a strategic planning effort that will map out the next 5-7 years of NVTC activities. For this effort, NVTC will identify and secure external (DRPT) funding to support a comprehensive strategic planning effort. Based upon feedback from the Commission, the Plan could include the following components:

- Mission, Vision, and Values
- Regional Context and Environmental Scan
- Strategic Goals and Objectives
- Funding Strategy
- Implementation Plan
- Performance/Accountability and Evaluation
- Stakeholder Engagement
- Governance and Accountability
- Future Readiness

Programs and Crosscutting Functions

NVTC has programs and research initiatives that support the implementation of the Commission's mission and vision. These programs and research efforts 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 and research activities 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 and research efforts provide the best representation for our jurisdictions and ensure NVTC's work adds value to Northern Virginia, the greater DC region and the Commonwealth.



A. Financial Analysis and Administration

NVTC identifies and implements 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. Staff facilitate the fair and equitable allocation of transit assistance among governments. In addition, NVTC manages 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 financial information on Northern Virginia’s transit system.
3. Analyze funding proposals produced by regional and statewide studies and identify policy issues for consideration by the Commission.
4. Provide technical and strategic support for efforts in which NVTC staff represent jurisdictional interests or positions on external funding studies, workgroups, or proposals.

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.

Financial and Grants Management, Trust Funds, Contracts and Compliance

1. State Assistance

- a. Review and monitor DRPT calculations of WMATA assistance to NVTC as grantee for NVTC's 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 portal 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. I-66 and I-395/95 Commuter Choice

- 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 financial 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 NVTC's jurisdictions for planning purposes.

4. NVTC Jurisdiction Trust Funds

- a. Allocate revenue to NVTC's 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 NVTC's jurisdictions.
- c. Prepare quarterly reports of actual NVTC trust funds activities for use by NVTC's 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 reports to the Commission 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 discussion and analysis and supplementary information for the seven NVTC funds and on an entity-wide basis 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 grantee and designated recipient of federal grants for the city of Alexandria and is grantee for Federal Community Project Funding 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 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. Prepare and submit NVTC's DBE Goal in accordance with 49 CFR Part 26.
- 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.

B. NVTC Program Administration

NVTC Oversight of the 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 Board of Directors and NVTC 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 about 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 and long term planning initiatives.
- 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 for that year's annual report. In 2026-2027, this is anticipated to include a long term funding solution for WMATA developed by DMVMoves and SJ 28 with input from the Commission.
- 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 as necessary.

- 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 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 member 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 in WMATA's Joint Coordinating Committee (JCC).
 - i. Monitor and report on the development of WMATA's annual operating and capital budgets and multi-year Capital Improvement Program
 - 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).
 - v. Work with NVTC leadership to provide input in regional conversations regarding future jurisdictional audits

5. Support for Northern Virginia Jurisdictions

- a. Participate in JCC meetings and follow WMATA Board actions and share key information with Northern Virginia jurisdictional staff in conjunction with recurring WMATA Board member/staff calls.
- b. Facilitate discussion of 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.

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 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. As needed, prepare and execute any SPA amendments to reflect changes in a project's scope, schedule, and/or budget.
 - ix. Coordinate with NVTC's WMATA program to ensure the appropriate policy framework, integration with WMATA's budget process, and smooth implementation of Commuter Choice funded WMATA projects where WMATA is the primary applicant.
 - x. Support and participate in recipient-led events highlighting major project milestones, such as groundbreakings and ribbon-cuttings.

- xi. 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 annual report to the CTB as required by the MOAs.
 - ii. Collect ridership and user data from grantees for all active Commuter Choice projects for use in the annual report.
 - iii. Biennially, present an analyses of broader travel trends, such as travel volumes and mode shares, in the I-66 and I395 corridors as part of fiscal year annual reports to the CTB.
- c. Update recipient handbook that provides a comprehensive guide to Commuter Choice program eligibility, policies and procedures, as needed.
- d. Serve as a resource and provide technical guidance on other opportunities to leverage express lane revenues for transit.
- e. As the Washington region explores opportunities to expand express lanes, NVTC will provide guidance and technical assistance on investing toll revenues into transit to partners or other jurisdictions that may be exploring similar opportunities

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 the 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 MOA's requirements, with materials available in English and Spanish to detail proposed projects for the public, answer questions about the program and maximize public input.

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.

4) I-66 Corridor Needs Assessment Study

- a. Continue development and completion of the I-66 Needs Assessment, in partnership with DRPT, to identify short-and-long term future projects for potential funding in subsequent NVTC I-66 Commuter Choice and DRPT I-66 Outside the Beltway funding rounds.
- b. Synthesize the major components informing the I-66 Needs Assessment, including existing plans and project review, origin-destination pairs with promising travel demand, jurisdictional and transit agency feedback and financial scenarios to create an investment pipeline of projects that are good candidates for funding from one or both funding programs.
- c. Identify potential policy changes for implementation to best support the short- and long term projects identified for funding.
- d. Continued engagement with I-66 corridor jurisdictions and transit operators to ensure local priorities are reflected in the development of eligible projects.
- e. Review and obtain feedback from the Program Advisory Committee (PAC) and Commission prior to acceptance of the Needs Assessment report and adoption of any policy recommendations.
- f. After adoption of the Needs Assessment, review opportunities for policy changes and/or revisions to the MOAs to support Needs Assessment recommendations.
- g. Coordinate with DRPT staff as needed for briefing of the Commonwealth Transportation Board (CTB).

Envision Route 7

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

- a. Support development of materials and documentation needed to maintain FTA grant and matching DRPT Grant.
 - i. Lead procurement efforts for the Envision Route 7 BRT study.
 - A. Develop scopes of work for various project phases to fully utilize grant funds.
 - B. Engage with NVTC jurisdictions to obtain stakeholder agreement on full utilization of the grant.
 - ii. Coordinate with Procurement and Grants Manager on grant management.
 - A. Maintain and update grant status for FTA and DRPT.
- b. Manage consultant contract for Phase 4-2 Mobility Study.
 - i. Manage consultant contract and track progress.
 - A. Track consultant progress and contract utilization.
 - B. Ensure timely completion of project deliverables.
 - C. Ensure coordination between consultants and project partners
 - ii. Coordinate with NVTC and jurisdictional staff regarding study related public outreach efforts.
 - A. Work with project partners on open houses and bus stop outreach.

- iii. Maintain two-month meeting cadence for Phase 4-2 Project Technical Advisory Committee (PTAC).
 - A. Update jurisdictional staff on contract progress and project developments.
 - B. As a follow up to the commission's adoption of the Envision Route 7 Strategic Implementation Plan in the Fall of 2024, jurisdictions will be asked to come to future PTAC meetings with updates to keep focus on the project corridor.
- iv. Work with jurisdictions on advancing bus priority on the project corridor.
 - A. Coordinate with Arlington County on bus priority around East Falls Church Metro station.
 - B. Coordinate on bus priority treatments for City of Falls Church.
 - C. Provide technical assistance and expertise to City of Falls Church staff.
 - D. Coordinate with Fairfax County on two geographically distinct portions of Envision Route 7 within jurisdiction.
 - E. Work with FCDOT on analysis of center or curb bus lanes between seven corners and Bailey's Crossroads.
 - F. Work with FCDOT on advancing area plan for BRT from Tyson's to West Falls Church Metro station.
 - G. Coordinate with FCDOT on NEPA to obtain Federal funding.
 - H. Coordinate on Envision Route 7 alignment within City of Alexandria
 - ❖ Meet with key stakeholders about additional bus service to best serve community.
 - ❖ Work with City of Alexandria staff for inclusion of Envision Route 7 in West End Transitway.
- v. Update principal regulatory agencies including VDOT, DRPT and FTA on contract progress.
- b. Advance bus priority treatments on Route 7
 - i. Coordinate with jurisdictions on feasibility of queue jumps.
 - ii. Advocate for Transit Signal Priority to improve bus operation in near term.
 - iii. Advocate for improved bus stop amenities including bus shelters and seating.
- c. Identify external funding resources needed to advance the project through the remaining planning phases and implementation.
- d. Work with jurisdiction partners and regulatory agencies on National Environmental Policy Act (NEPA) analysis for Federal funding of construction.
- e. Brief the MAC, PAC and Commission at key milestones and decision points, preparing written updates as needed.
- f. Brief jurisdictional boards and commissions on adoption of bus priority treatments to improve bus service on project corridor.
- g. Coordinate with the NVTC Communications team to promote and publicize Route 7 progress, milestones and outreach efforts.
- h. Publish reports and associated information on NVTC's website.

C. NVTC Crosscutting Technical Assistance

Work Toward Long Term Sustainable Transit Funding

NVTC is leading and/or participating in several key efforts to support the Commission's work to develop long term sustainable funding for Northern Virginia's transit agencies. This work is closely coordinated with the WMATA Program and the development of NVTC's Annual Legislative Agenda.

Senate Joint Resolution 28 Growing Needs of Public Transit in Northern Virginia (SJ 28) was created by the General Assembly on March 5, 2024. The resolution establishes a joint subcommittee to study long term, sustainable, dedicated operating and capital funding as well as cost-containment controls and strategies for the Washington Metropolitan Area Transit Authority (WMATA), the Virginia Railway Express and the public transit systems that serve the NVTC and Potomac and Rappahannock Transportation Commission (PRTC) transportation districts. It also created a Technical Working Group, led by NVTC's Director of Programs and Policy, to support the joint subcommittee. The Subcommittee's effort will formally end with the adoption of recommendations at the end of 2025. Implementation of those recommendations by legislative action in the General Assembly could be achieved in 2026 and/or take additional years to accomplish.

DMVMoves is a joint initiative by the Metropolitan Washington Council of Governments (COG) and WMATA to develop a unified vision and sustainable funding model for public transit in our region. The goal is to build a better transportation network that ultimately serves the region's mobility, sustainability and economic needs for generations to come. The DMVMoves taskforce is anticipated to take action on final recommendations in late 2025, while the work of various staff level workgroups will continue into 2026 and beyond.

Given the volume and frequency of SJ28 and DMVMoves elevated level, staff level, and working group level meetings, NVTC staff will facilitate jurisdictional and transit agency input on SJ28 and DMVMoves related funding and coordination efforts in an ad hoc manner and in coordination with existing meetings, committees, and feedback structures.

1) Implementation of SJ 28 Joint Subcommittee Recommendations (TWG)

- a) Manage consultant resources to provide staff support to General Assembly members during the 2026 General Assembly session.
- b) Inform and facilitate Jurisdictional and Transit Agency feedback as legislation advances through the General Assembly.
- c) Where legislation provides additional funding and programmatic responsibilities to the Commission, stand up the appropriate programs, policies, and structures to manage additional funding and program responsibilities.
- d) For any recommendations that remain unfinished in 2026, continue to serve as a technical subject matter expert and convener to lead development of legislation in future years.

2) Support DMVMoves Action Groups

- a) Ensure DMVMoves Action Group efforts reflect and incorporate the priorities, concerns, and voices of Northern Virginia transit providers.
- b) Participate in DMVMoves Working Group meetings to continue discussion and advancement of regional integration action plan.
- c) Where consistent with NVTC's adopted guidance and role, advance adopted DMVMoves policies and action plan recommendations.

Transit Data and Analysis

The Transit Data and Analysis program provides timely research and visualizations to support Commission priorities. The program manages both ongoing data collection and reporting as well as ad-hoc work to support NVTC programs and projects. An overview of the tasks within Transit Data and Analysis are outlined below.

1) Regional Transit Data Collection, Analysis and Visualization

- a. Provide timely research, visualizations and presentations for relevant audiences based on current policy or program needs
 - i. Anticipate needs and interests of the Commission to develop research priorities. Current priorities include:
 - A. Work towards long term sustainable transit funding
 - B. Current transit ridership trends
 - C. Bus priority, evaluating the funding and maintenance of the region's bus stops.
 - ii. Coordinate with NVTC programs and Communications team to provide research, analysis and static and interactive maps, one-pagers, presentations and other products for visualizing transit data and information to support current work.
 - iii. Develop visualizations and conduct research for ad-hoc requests across programs and departments to support Commission activities.
 - iv. Following guidance from the NVTC Strategic Transit Policy Research Roadmap, coordinate with jurisdictions via the Management Advisory Committee to identify emerging policy research needs.
- b. Collect and manage regional transit data, including:
 - i. Catalog, collect and clean data that can be shared with stakeholders and archived for future use.
 - ii. Update and maintain the NoVaTransit Dashboard. The dashboard 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. Data from the dashboard is always available for download.
 - iii. Report 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.

2) National Transit Database (NTD) Data Collection Technical Assistance Contract

- a. Manage the FY 2026 contract for NTD data collection on behalf of Northern Virginia's transit systems.
- b. Oversee data collection efforts to facilitate the receipt of federal funds to the region.
- c. Manage the closeout of the FY 2018-2025 contract

Transit Technology

The Transit Technology program engages 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 Northern Virginia 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 to implement zero-emission buses and the associated technology and infrastructure.
- b. Use FY 2025 DRPT technical assistance grant to support ongoing NVTC ZEB Working Group meetings and associated research tasks.
 - i. Manage consultant contracts and coordinate with NVTC and jurisdictional staff regarding study-related efforts.
- c. Seek additional grant support (ex. FTA Low-No, DRPT Demonstration), as needed, to implement the actions of the Northern Virginia ZEB Strategic Plan.
- d. Provide updates to the MAC, PAC and Commission on the status of milestones in the Northern Virginia ZEB Strategic Plan. Continue to educate and engage with stakeholders about ZEB technology, including challenges and opportunities.
- e. 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.
- f. Attend regional meetings on low/zero-emission bus efforts, including but not limited to TPB, WMATA, PRTC, APTA, DRPT and NVTA.

2) Regional Fare Collection and Policy Coordination

- a. Support Northern Virginia transit operators by participating in WMATA-led working groups related to SmarTrip, Tap Ride Go and fareboxes. Assist with coordination, planning, exchange of information as well as facilitation of future plans.
 - i. Coordinate among local agencies as they procure and install new fareboxes.
 - ii. Track WMATA's open payment effort to ensure regional partners can also take advantage of credit card-based open payments on their systems.
 - iii. Provide support to regional efforts, such as DMVMoves, that seek to make fare payment and collection a more seamless experience for customers.
- b. 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) Transit Technology Coordination

- a. Identify opportunities to share transit technology advancements and opportunities via webinars, facilitated working groups, and other venues.
- b. Provide regular updates to the MAC, PAC and Commission on technology-related topics that may affect the operation of public transit.
- c. Coordinate among agencies on transit technology contracts and lessons learned to ensure operational and cost efficiencies across Northern Virginia.
- d. Attend and participate in regional meetings on transit technology, including but not limited to the TPB, WMATA, DRPT and NVTA.
 - i. Serve as a member of NVTA's Transportation Technology Committee.
- e. Support DMVMoves and other regional efforts for the coordinated procurement of transit technologies, where relevant.

Bus Priority

NVTC's bus priority program, currently embedded within the Envision Route 7 Program, engages regional, state, local and transit agency partners to educate Commissioners and other stakeholders on bus priority and BRT. Regional conversations, primarily through DMVMoves have elevated bus priority as a way to achieve WMATA objectives related to Blue/Orange/Silver Metrorail Core Capacity and finding operating cost efficiencies by speeding up buses. As these conversations are expected to continue into 2026 and beyond, NVTC staff have identified gaps in regional efforts that NVTC is uniquely positioned to fill within existing staff resources.

- 1) Collect, maintain and publish regional data on bus priority infrastructure, both existing and planned.
- 2) Engage on transit signal priority (TSP) and other bus priority technologies.
 - a. Support updates to and alignment of TSP infrastructure among agencies, jurisdictions and roadway owners across the region.
 - b. Convene Northern Virginia stakeholders on a WMATA-led regional procurement for TSP.
 - c. Coordinate with regional bus operators to ensure regional alignment on solutions.
 - d. Inventory and assess opportunities for joint or cooperative procurements, in coordination with DMVMoves procurement working group.
- 3) Coordinate and convene jurisdictional partners and bus operators on bus priority in Northern Virginia, including Virginia corridors specifically identified by DMVMoves and its bus priority working group.
- 4) Represent region on emerging bus priority trends and advance Commission priorities in the transit space

With additional resources, NVTC will seek to address additional unmet regional needs and emerging trends to help advance bus priority in Northern Virginia.

D. Communications and Engagement

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

- 1) External Communications

- a. Serve as the point of contact for the news media, interest groups, U.S. Congress, Virginia General Assembly and community members for transit issues in Northern Virginia.
- b. Inform the news media, interest groups and local jurisdictions of Commission meetings, hearings, actions, analysis, research, reports and events.
- c. 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 and staff through NVTC communication channels.
- d. Participate in chamber of commerce events, homeowner association meetings and jurisdictional governing body and committee meetings and identify opportunities for program staff to speak at such events.
- e. Develop and distribute written and visual communications, including fact sheets, issue briefs, web content, news releases, a monthly newsletter and targeted e-mail communications on transit-related topics.
- f. Provide staff experts for news media, governmental and transit advocacy organization interviews on regional transportation and transit topics and conduct media training to support leadership and staff.

2) Commission Communications

- a. Develop and distribute information and resources necessary for Commissioners to fulfill their responsibilities, including the annual member manual, NVTC website, email updates, and monthly Executive Director reports.
- b. Develop and distribute testimony for Commissioners and NVTC senior leadership.
- c. Coordinate news media requests for Commissioner interviews and comment.

3) Partnerships

- a. 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. Partner with WMATA, VRE and local transit agencies to promote transit initiatives.
- d. 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.
- e. Serve on the Virginia Transit Association's (VTA) annual awards and conference planning committees.

4) Online Communication

- a. Continue to 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.
- b. Leverage NVTC's social media channels to drive traffic to program pages and raise NVTC's profile and promote discussion of regional transit issues.

- c. Maintain up-to-date project information on the website to inform the public and Commissioners of the latest project news.
- d. Use online analytics and surveys to monitor the effectiveness of online communication and outreach efforts and compile information in quarterly metrics reports.
- e. Develop content, such as videos and infographics, to enhance NVTC's reputation as the primary source of transit-related information in Northern Virginia and improve understanding of both transit and NVTC's role in the region.

5) Outreach and Events

- a. Plan and implement activities and events that engage transit stakeholders and promote NVTC programs and initiatives.
- b. Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).
- c. Support and coordinate with the Commuter Choice and the Envision Route 7 program outreach and marketing efforts.
- d. Plan and promote public meetings and hearings in consultation with local jurisdictions, transportation agencies and transit providers.
- e. Design and create materials, such as flyers, handouts, infographics, email blasts, display boards, PowerPoint presentations and videos.
- f. Ensure all outreach materials related to NVTC projects and initiatives adhere to consistent branding and messaging across all platforms.
- g. Expand in-person outreach efforts through networking and attendance at events.
- h. Work with program staff and administrative staff to plan, organize, host and market the annual Legislative Forum and other in-person and online events.

6) Program-Specific Outreach and Marketing

- a. Commuter Choice Outreach and Marketing
 - i. Plan and implement public meetings and public input processes.
 - ii. Plan and implement groundbreaking events in collaboration with local jurisdictions and transit providers.
 - iii. Promote the Commuter Choice program and events through NVTC's social media and other venues.
 - iv. 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.
- b. Envision Route 7 Outreach and Marketing
 - i. Work closely with the Envision Route 7 senior program manager and contractors to implement public meetings and public outreach and input process.
 - ii. Promote Envision Route 7 events and public comment periods through NVTC's social media and other venues.
 - iii. Support ongoing updates and maintenance of the Envision Route 7 website to provide programmatic information as well as outreach and educational materials for project stakeholders.

E. Legislative and Policy Efforts

Plan, 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. In coordination with NVTC's Legislative and Policy Committee, create an annual legislative and policy Agenda that guides NVTC's legislative work each year. The Agenda identifies policy changes that support the mission and goals of the Commission as well as transit operators in Northern Virginia and the Washington region.
- b. Develop strategies to effectively implement NVTC's annual legislative and policy agenda in collaboration with NVTC jurisdictions' legislative liaisons and partners such as the Virginia Transit Association (VTA).
- c. Work with delegations in Richmond and Washington, D.C. to promote NVTC's Legislative Agenda.
- d. Plan and implement an annual joint NVTC, PRTC and VRE legislative forum.
- e. Support efforts to secure sustainable, long term dedicated funding for Northern Virginia transit agencies and those across the Commonwealth while continuing to demonstrate the value of transit

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.
 - i. If appropriate, conduct NVTC's February meeting at the General Assembly in Richmond.
- c. Maintain membership in an online legislative monitoring service and share access with member jurisdictions.
- d. Provide legislative alerts to Commissioners and local staff weekly 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. Support DRPT's Transit Service Delivery Advisory Committee (TSDAC) by 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.
- d. Promote policies and funding levels that support public transit nationally ahead of the reauthorization of surface transportation programs prior to the expiration of the Infrastructure Investment and Jobs Act (IIJA).
- e. 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.

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 complying 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.

F. NVTC Support of the 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 in VRE's Coordinating Committee (VCC) and Chief Administrative Officer's Task Force and attend VRE Operations Board meetings.
- d. Represent NVTC at VRE Operations Board Meetings through attendance of the Executive Director or her designee.

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. 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 information and action items to the two Commissions.

G. Regional Coordination and Collaboration

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:

- 1) NVTC Management Advisory Committee
- 2) Metropolitan Washington Council of Governments
 - a. Transportation Planning Board
 - i. TPB Technical Committee
 - ii. Regional Public Transportation Subcommittee
- 3) Potomac and Rappahannock Transportation Commission
- 4) Northern Virginia Transportation Authority
 - a. Regional Jurisdiction and Agency Coordinating Committee (RJACC)
 - b. Transportation Technology Committee
- 5) Virginia Department of Rail and Public Transportation
- 6) Virginia Department of Transportation
- 7) Virginia Railway Express
- 8) Washington Metropolitan Area Transit Authority

H. 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. Identify positions with retirement potential and develop succession plans to ensure smooth transition.
- c. Leverage human resources support assistance to enhance human resources functions.
- d. Administer NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.
- e. Refine and implement a professional development plan for staff, including offering appropriate training.

- f. Continue to refine the staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC's jurisdictions.
- g. Administer a performance management system that aligns individuals with organizational performance in a meaningful and transparent manner.
- h. 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.).