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 July 2021 through June 2022 (FY 2022). This document also includes reference to activities from January through June 2021 to provide continuity with NVTC’s approved 2020-2021 Work Plan. 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.

NVTC’s Mission, Vision and Strategic Goals

Programs and Crosscutting Functions

A. NVTC Committee Structure

B. NVTC Programs

Commuter Choice

NVTC Oversight of Washington Metropolitan Area Transit Authority

Transit Resource Center

Transit Technology

NVTC Support of Virginia Railway Express

C. Financial Analysis and Administration

Support for Member Jurisdictions

Financial Analysis

Grants Management, Trust Funds, Contracts and Compliance

D. Communications and Engagement

E. Legislative and Policy Efforts

Legislative and Policy Committee Support

Development of Legislative and Policy Agenda

F. Commission Management

G. Internal Operations

Approved on June 3, 2021
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 the 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 five 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 to the Commission. In addition, these programs provide the best representation for our jurisdictions and ensure NVTC’s work adds value for Northern Virginia, the greater DC region and the Commonwealth.
A. NVTC Committee Structure

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.

For all committees, NVTC staff is responsible for the development and distribution of Committee materials, meeting logistics (in coordination with the Commission Secretary) and all other responsibilities to support the needs of the Committee.

B. NVTC Programs

Commuter Choice

The Commuter Choice program is a groundbreaking program that invests 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 Commuter Choice program (I-66 inside the Beltway and I-395/95 corridors) to ensure compliance with relevant Memorandums of Agreement (MOAs).
      i. Work with staff and legal counsel on policy decisions governing future calls for projects and program administration.
ii. Coordinate with regional and state agencies that administer other competitive funding programs to align program milestones.

iii. Coordinate with PRTC (as needed) on the ongoing management and administration of the Commuter Choice in the I-395/95 Corridor Program.

iv. Work with financial counsel and financial advisors on financing issues as needed.

v. Maintain and update the Commuter Choice program website to provide relevant, timely information for applicants, grantees and stakeholders.

vi. Monitor program operations and communications with grantees to identify any needed policy changes or updates.

vii. Execution of Standard Project Agreements (SPA) and ongoing monitoring and reporting to ensure compliance with all SPA requirements.

viii. Coordinate with NVTC’s WMATA program to develop policy guidance to enable WMATA-operated / Commuter Choice-funded projects to be considered WMATA’s annual budget process, including potential adoption of policy guidance by the WMATA Board and/or Commission(s).

b) Prepare Commuter Choice annual report and program updates

i) Prepare and submit the fiscal year report to the CTB as required by the MOA.

ii) In coordination with NVTC’s Transit Resource Center, prepare Corridor Transit Reports (subject to data availability) for presentation to the PAC and Commission(s).

iii) Update (as needed) grantee handbook that provides a comprehensive guide to Commuter Choice program eligibility, policies and procedures.

**Deliverables**: Supplemental I-66 Round Four Selection; I-395/95 Round Two Project Evaluation and Program Development and Selection; Commuter Choice Annual Report to the CTB; Corridor Transit Reports; I-66 Round Five Call for Projects

2) Project Selection Process

a) Prepare Commuter Choice application materials received from the calls to secure Commission(s) approval.

b) Hold briefings with eligible applicants. Provide technical assistance and guidance during application process.

c) Lead technical consultants (in coordination with DRPT) in the initial eligibility screening, evaluation and scoring of project applications.

d) Provide program updates at Commission(s) meetings and present final program of projects for Commission(s) 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 (JCGW) and consideration by the Commission(s).

g) Hold public hearing and facilitate online public outreach efforts to explain projects to the public and answer questions about the program.
Deliverables: Eligibility screening workshop with DRPT; Workshops with eligible applicants; PAC and JCWG briefings

3) Reimbursement and Financial Reporting

a) Host quarterly meetings with grantees 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, grantee, etc.

d) Coordinate with NVTC financial team to develop policy/programmatic solutions for financial-related questions/issues.

Internal Coordination: Transit Resource Center, NVTC’s WMATA program, Financial Analysis and Management, Communications and Engagement, Legislative and Policy, Commission Management and Internal Operations

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 supports 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) Develop and implement the committee’s annual work plan.

b) Manage and staff the NVTC WMATA Committee to facilitate committee guidance and feedback, 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.

d) Manage and lead a jurisdictional staff working group 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 an annual report on the performance and condition of WMATA that includes the following:

   a. The safety and reliability of the rapid heavy rail mass transportation system and bus network.

   b. 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.
c. 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.

d. Potential strategies to reduce the growth in such costs and to improve the efficiency of WMATA operations.

e. Use of the funds provided from the Mass Transit Fund to improve the safety and condition of the rapid heavy rail mass transportation system.

f. Ridership of the rapid heavy rail mass transportation system and the bus mass transportation system.

b) Manage technical staff to ensure that the report will meet expectations of the Commission, the General Assembly and the Administration.

c) Communicate and present this report to the Commonwealth Transportation Board, Governor’s Office, General Assembly and other interested stakeholders.

d) Publish the report and associated information on NVTC’s website.

3) Annual Certification of WMATA Documents

a) Request the following documents from WMATA annually:

   a. Annual capital budget; annual independent financial audit;
   b. National Transit Data annual profile; and
   c. Single audit report issued in accordance with the Uniform Administrative Requirements, Cost Principals and Audit Requirements for Federal Awards (2 C.F.R Part 200).

b) Certify the receipt of these documents to Commonwealth Comptroller no later than June 30 of each year.

4) Virginia WMATA Board Member Support

a) Facilitate the annual appointment of Virginia’s two principal and two alternate members of the WMATA Board of Directors (January).

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 member preparation calls in advance of WMATA Board and committee meetings. Participate in WMATA-run Board meeting preparation calls and provide input as necessary.

d) Ensure communication and facilitation between the Commonwealth and NVTC’s principal WMATA Board members.

e) Provide staff support to WMATA Board members prior to NVTC Commission meetings.

f) Participate on WMATA’s Jurisdictional Coordinating Committee (JCC).

   a. Monitor and report on the development of WMATA’s annual operating and capital budgets and multi-year CIP.
b. Coordinate with jurisdictional staff and DRPT on WMATA’s compliance with CTB policy guidelines for the implementation of governance and funding reforms for WMATA.

c. Actively participate in the development of the Capital Funding Agreement.

5) **Support for Northern Virginia Jurisdictions**

a) Participate and provide reports on JCC deliberations and WMATA Board actions to Northern Virginia jurisdictions, as requested.

b) Facilitate jurisdictional issues with WMATA that rise to the attention of the NVTC WMATA Board principal member.

c) Assist Loudoun County as it transitions to full participation in WMATA leading up to the completion of the Silver Line Phase 2.

d) Participate in WMATA-led planning studies, including but not limited to the Metrobus Transformation Project, Blue-Orange-Silver Corridor Study, etc.

6) **3% Cap Working Group Supplemental Analysis**

a) Re-convene Working Group to continue 3% cap discussion based on Commission guidance provided in 2020.

b) Develop work plan, schedule, and prepare meeting materials for Working Group and coordinate with NVTC WMATA Commission.

c) Prepare Draft and Final supplemental report for Working Group, NVTC WMATA Committee and Commission endorsement/acceptance.

7) **Spring 2021 Arlington Cemetery Station Closure Coordination**

a) Facilitate regional calls with WMATA and affected stakeholders to coordinate mitigation efforts and communications strategies.

b) Track and resolve issues identified during planning meetings and coordination calls.

c) Brief the Commission prior to and throughout the shutdown (as requested or needed) and document lesson learned.

**Deliverables:** Annual Report on the Performance and Condition of WMATA; Annual certification letter to Commonwealth; Supplemental Report from the 3% Cap Working Group

**Internal Coordination:** Transit Resource Center, Transit Technology, Commuter Choice, VRE, Legislative and Policy Efforts, Financial Analysis and Management and Internal Operations

---

**Transit Resource Center**

The Transit Resource Center provides technical assistance to member jurisdictions; collects, analyzes and reports data from all NVTC’s programs; manages the Envision Route 7 Bus Rapid Transit (BRT) project; and supports coordination with other regional transportation organizations. An overview of the tasks within the Transit Resource Center are outlined below.

1) **Regional Transit Performance Data Collection and Analysis**

a) Support required data collection efforts.
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.

c. Report the Washington Metropolitan Area Transit Authority’s (WMATA) monthly ridership and parking utilization to comply with the Department of Rail and Public Transportation’s (DRPT) OLGA reporting requirements and report to NVTC Commissioners. Ensure that the data are consistent, timely and accurate.

b) Conduct and Support Regional Transit Analysis

a. Use technical tools to perform in-depth, regional and multijurisdictional analyses in support of Northern Virginia transit systems.

b. Analyze various operational scenarios including additions, eliminations and modifications of bus routes, service level changes (e.g., increases and cuts) and changes in external circumstances, including demographic changes, macroeconomic shocks and changes in networks of complementing transit systems (as requested by jurisdictions or transit providers).

c. Conduct additional post-COVID and recovery-related analysis for presentation to the MAC and Commission.

d. Provide jurisdictional and regional transit performance data through materials and presentations, and post standardized, downloadable data on NVTC’s website.

e. Provide data analysis for NVTC jurisdictions and the Commission on regional and national issues that impact transit planning, operations, organizations and ridership.

f. Disseminate findings through authoring reports and presentations.

**Deliverables:** Annual Transit Performance Report; Post-COVID Transportation Analysis Reports; Regional Bus Assessment Report; TBEST Analysis Reports

2) Commuter Choice Corridor Analyses

a) Report on Transit Performance in Commuter Choice Corridors

a. Conduct regular 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, including the impacts of COVID-19 and recovery efforts.

b. Coordinate with VDOT, Transurban and TPB to collect corridor-based data necessary for analyses.

**Deliverables:** Corridor Transit Reports (subject to data availability)

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

a) Procure consultant services for Phase IV (pending grant and local match approval).

a. Continue to coordinate with relevant jurisdictional and stakeholder staff to further the study of high-quality transit on Route 7.

b. Assist in identifying financial resources for continued study and programing for BRT along the Route 7 corridor.
b) Continue advocating for high quality transit in the Route 7 corridor and inclusion of transit options for the corridor in regional planning studies.

**Deliverables**: Scope of work and budget for Phase IV; RFP for Phase IV

4) **Regional Coordination and Collaboration**
   
a) Provide technical support to the NVTA (Northern Virginia Transportation Authority) on regional planning efforts in order to better provide for regional transit needs in their regional transportation plan (TRANSACTION).

b) Participate regionally focused technical, program or study committees assisting in planning, funding, preliminary engineering and environmental analysis for transit in the region, including but not limited to:

   a. Transportation Planning Board
   b. Potomac and Rappahannock Transportation Commission
   c. Northern Virginia Transportation Authority
   d. Northern Virginia Regional Commission
   e. Virginia Department of Rail and Public Transportation
   f. Virginia Department of Transportation
   g. Virginia Railway Express
   h. Metropolitan Washington Council of Governments
   i. Washington Metropolitan Area Transit Authority

**Internal Coordination**: NVTC’s WMATA program, Grants Management, Commuter Choice, Communications and Engagement, Legislative and Policy Efforts and Internal Operations

**Transit Technology**

The Transit Technology program oversees the implementation of NVTC’s Regional Fare Collection Strategic Plan and 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) **Implementation of the NVTC’s 2021 Regional Fare Collection Strategic Plan**

   a) Provide updates to the Program Advisory Committee and the Commission on the status of milestones in the 2021 Strategic Plan.

   b) Facilitate regional coordination through the Fare Collection Working Group.

   c) Support efforts to market WMATA’s SmarTrip mobile apps and other fare payment initiatives to users.

   d) Manage existing DRPT technical assistance grant to support jurisdictions’ and transit providers fare collection efforts.

   e) Manage consultant support provided through DRPT’s technical assistance grant, including approving work products and annual work plans, reviewing and approving invoices, coordinating with Northern Virginia DRPT grant staff, etc.

   f) Prepare for potential FY 2023 DRPT Technical Assistance Grant to support the efforts identified in the 2021 Regional Fare Collection Strategic Plan.
Internal Coordination: NVTC’s WMATA program, NVTC’s VRE Support, Financial Analysis and Management, Communications and Outreach and Internal Operations

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 Coordination 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 (C-ROC) Fund. Participate and provide technical support at budget review sessions.
   b) Apply and receive state and regional assistance on behalf of VRE, including DPRT transit capital and operating funding, Rail Enhancement Funds, SmartScale and NVTA funds.
   c) Assist VRE planning staff on ridership, travel forecasting, 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 customer service surveys each spring by assisting with on-board survey distribution.
   b) Provide staff and technical support to VRE for the Master Agreement Annual Ridership Survey each fall by assisting with on-board survey distribution and conducting the survey address verification process using GIS technology.

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

Internal Coordination: NVTC’s WMATA program, Legislative and Policy, Financial Analysis and Management, Transit Resource Center, Transit Technology and Internal Operations

Approved on June 3, 2021
C. 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 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 on 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 for allocation of gas tax revenue; Input to the DRPT funding process; Financial analysis and projections, as needed.

**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 annual 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 Online Grant Administration (OLGA) system as agent for the NVTC jurisdictions.
   d) Manage NVTC and NVTC jurisdiction state grants, including the preparation and review of timely grant invoicing.
   e) Participate with VRE and NVTC jurisdictions in quarterly project status review meetings with DRPT.
   f) 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 disburse 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 a separate Special Revenue fund.

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**
NVTC Work Plan (July 2021 to June 2022)

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 activity 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 (C-ROC)

a) Monitor collections of all C-ROC Funds from the Department of Motor Vehicles (DMV).

b) Provide periodic reports to the Commissions about the funds in the C-ROC 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 and supplementary information for NVTC's annual audit.

b) Manage a multi-year audit services contract.

c) Accomplish unqualified auditors' opinions and provide financial and compliance reports to the appropriate regulatory agencies.

d) Maintain up-to-date compilations of state and federal grant regulations and ensure staff is adequately trained in grant, contract and project management.

e) Maintain current documents and policies to facilitate prompt procurement in compliance with state and federal laws.

f) Perform internal accounting functions, including invoicing, accounts receivable, cash receipts, accounts payable, disbursements and 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. Currently, NVTC is the designated recipient of federal grants for the cities of Alexandria and Falls Church. For these grants, NVTC will:

i. Maintain 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. Host quarterly project management meetings with the subrecipient and FTA.
v. 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).

vi. Monitor subrecipients to ensure proper stewardship of federal funds and performance goal attainment.

vii. Provide technical assistance as needed.

viii. Close out completed grants.

b) Report on NVTC’s FY 2021-2023 DBE Overall Goal in accordance with 2 CFR 26.45.

c) Administer Title VI and DBE Programs and provide technical assistance to subrecipients as needed.

d) Ensure NVTC and subrecipients are in compliance with all relevant FTA regulations and guidelines in numerous areas such as legal, financial management, technical capacity, continuing control, maintenance, procurement, civil rights and 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.

8) Title VI Civil Rights Compliance

a) Ensure NVTC’s compliance with the federal Title VI program.

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 including reporting by funds; annual Title VI certification to FTA

Internal Coordination: Commuter Choice, Transit Resource Center, Transit Technology, NVTC’s VRE support, NVTC’s WMATA program, Legislative and Policy Efforts, Commission Management and Internal Operations

D. Communications and Engagement

Improve the public’s understanding and appreciation of transit’s role in Northern Virginia and the Commonwealth and increase participation in transit-related decision-making.

2) 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 a multi-faceted marketing campaign 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 government agencies, business groups and national, state and local associations to promote transit through educational programs, complementary messaging and attendance at conferences, seminars and workshops.

e) Partner with WMATA, VRE and local transit agencies to promote advances in fare collection and innovative transit technology initiatives.

f) Leverage network of jurisdictional and agency public information officers to facilitate the sharing of information, work on projects of mutual benefit and leverage resources.

g) Serve on the Virginia Transit Association’s (VTA) annual awards and conference planning committees.

3) Internal and External Relations

a) Serve as the point of contact for the news media, interest groups, U.S. Congress and Virginia General Assembly, and public for transit issues in Northern Virginia.

i. Keep the news media, interest groups and local jurisdictions apprised of Commission meetings and hearings, actions, analyses, 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, e-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.

4) Commuter Choice Outreach and Marketing

a) Plan and implement public meetings and public input process.

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) Create and maintain a Commuter Choice website focused on marketing of projects and programs to toll facility users and the general public (upon completion of the Needs Assessment Study).
Deliverables: Public outreach report for Supplemental I-66 Round Four and I-395/95 Round Two Programs of Projects; Content development for Commuter Choice Marketing website

5) Online Communication
   a) Maximize NVTC’s online presence to further its mission.
      a. Build NVTC’s website as a research and information resource.
      b. 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.
      c. Maintain up-to-date project information on the website to inform the public and Commissioners on the latest project news.
      d. Use online analytics and surveys to monitor the effectiveness of online communication and outreach efforts.
      e. 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.
      a. Publicize and solicit public comment through multiple channels, such as meetings and hearings, advertising, pop-up events, online crowdsourcing, email, mail and telephone.
      b. Plan and promote public meetings and hearings in consultation with local jurisdictions, transportation agencies and transit providers.
      c. 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) Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).
   d) Support and coordinate with Commuter Choice program outreach and marketing efforts.
   e) Complete COVID-rebound marketing effort to return riders to transit; analyze results to gain insights for potential future campaigns.
   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:** 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; COVID-rebound marketing campaign scope and budget; Presentations and handouts

**Internal Coordination:** NVTC Programs, Legislative and Policy Efforts, Financial Analysis and Management and Internal Operations

### E. 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 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 Secretary), and all other responsibilities to support the needs of the committee.

**Development of 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. Focus should include, but not be limited to long term, sustainable transit capital funding and maintenance of existing NVTC programs and authorities.

   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) Conduct an annual joint NVTC and PRTC legislative briefing.

   f) Develop messaging and a plan to educate the public about the need for transit funding in Virginia as well as the benefits of public transit throughout the Commonwealth.

2) **Virginia General Assembly Session**
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.

c) Prepare informative district-specific legislative maps showing transit service and performance for all members of the Northern Virginia delegation.

d) Conduct NVTC’s February meeting at the General Assembly in Richmond, pending an in-person General Assembly has resumed.

e) Use an online legislative monitoring service and share access with member jurisdictions.

f) Provide legislative alerts to Commissioners and local staff during the General Assembly Session.

3) Commonwealth Transportation Board

a) Prepare written statements and deliver testimony at the CTB’s semi-annual hearings on transit funding priorities and other hearings as appropriate.

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 feedbacks of transit agencies to TSDAC 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 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
viii. Institute for Transportation Engineers
ix. Transit Cooperative Research Program (TCRP) Dissemination and Implementation of Research Findings Project Panel

**Deliverables:** Joint NVTC/PRTC Legislative Briefing; policy briefs and supporting information to support legislative priorities; legislative tracking reports

**Internal Coordination:** NVTC Programs, Communications and Engagement, Financial Analysis and Management, Commission Management and Internal Operations

### F. Commission Management

Provide staff support and execute duties to ensure the smooth running of day-to-day operations of the Commission.

1) Develop and distribute information and resources necessary for Commissioners to fulfill their responsibilities, including the annual member manual, NVTC website, e-newsletters and monthly Executive Director reports.

2) Prepare materials for monthly Commission meetings. Coordinate with external speakers to present to the Commission when appropriate.

3) Schedule, oversee and record minutes of Commission meetings, as well as other NVTC events.

4) Provide accurate and timely responses to Commissioners, jurisdictional staff and the public.

5) Support NVTC’s committees, through the development of agendas, meeting summaries and handouts.

6) Ensure the issuance of per diem payments for Commissioners.

7) Verify Commissioner compliance with state regulations regarding economic and financial disclosure statements.

8) Conduct new Commissioner orientations.

9) Maintain archival Commission materials and provide access to archival documentation when requested.

10) Respond to Freedom of Information Act (FOIA) requests.

**Deliverables:** Annual Commission Meeting Schedule; Monthly Commission kit
Internal Coordination: NVTC Programs, Financial Analysis and Management, Communications and Engagement, Legislative and Policy Efforts and Internal Operations
G. 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 in the fall.
   b) Continue to leverage human resources support assistance to enhance and support human resource functions.
   c) Continue NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.
   d) Develop and implement a professional development plan for staff, including appropriate training.
   e) Develop and implement a staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC’s jurisdictions.
   f) Administer 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) 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.).

3) Information Technology
   1) Provide ongoing staff support, troubleshooting for all office software and hardware.
   2) Provide ongoing information technology improvements to ensure a productive and secure working environment for staff, virtually and in the office.
   3) Research, order or work with contractors to obtain staff equipment as requested.
   4) Set up all new IT equipment for current or additional staff.

Deliverables: NVTC General and Administrative Budget; NVTC Work Plan

Internal Coordination: NVTC Programs, Communications and Engagement, Financial Analysis and Management; Commission Management