



PRELIMINARY BUDGET

**FISCAL YEAR
2024**

(July 1, 2023 – June 30, 2024)

November 3, 2022

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
SCHEDULE OF REVENUE
Preliminary Budget FY 2024

	FY 2022 Actual	Approved Revised Budget FY 2023	Preliminary Budget FY 2024	Increase (Decrease)
Local Share from State Aid (Note 1)	\$ 2,359,253	\$ 2,823,453	\$ 2,959,403	\$ 135,950
Local Direct Contributions (Note 1)				
Alexandria	41,964	44,387	43,665	(722)
Arlington	66,434	66,211	68,483	2,272
City of Fairfax	4,453	4,788	3,879	(909)
Fairfax County	160,006	160,532	160,796	264
Falls Church	2,064	2,067	2,087	20
Loudoun	9,325	6,262	5,337	(925)
Total Local Direct	284,246	284,247	284,247	-
Total Contributions	2,643,499	3,107,700	3,243,650	135,950
Interest and Other Revenue	881	3,000	22,000	19,000
Project Chargebacks (Note 2):				
Commuter Choice Program	551,400	754,300	691,200	(63,100)
VRE	80,000	80,000	80,000	-
Envision Route 7 BRT	-	-	157,800	157,800
Project Grant Billings (Note 3)	21,760	40,000	40,000	-
Appropriated Surplus (Note 4)	(199,686)	95,000	160,000	65,000
Total Revenue	\$ 3,097,854	\$ 4,080,000	\$ 4,394,650	\$ 314,650

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
SCHEDULE OF EXPENDITURES

Preliminary Budget FY 2024

		Approved Revised Budget FY 2023	Preliminary Budget FY 2024	Increase (Decrease)
	FY 2022 Actual			
<u>Personnel Costs</u>				
Salaries and Wages (Note 5)	\$ 1,829,411	\$ 2,246,500	\$ 2,594,000	\$ 347,500
Fellow Program (Note 5)	27,200	50,000	50,000	-
Total Personnel Costs	1,856,611	2,296,500	2,644,000	347,500
<u>Benefits</u>				
Employer's Contributions				
FICA and Medicare (Note 6)	133,967	155,300	180,700	25,400
Group Health Insurance (Note 7)	144,313	200,400	205,900	5,500
Retirement (Note 8)	166,483	170,000	170,000	-
Workers & Unemployment Comp.	4,827	5,100	6,000	900
Life Insurance	5,662	6,600	6,800	200
Long Term Disability Insurance	9,806	12,500	15,000	2,500
Total Benefit Costs	465,058	549,900	584,400	34,500
<u>Administrative Costs</u>				
Commissioners Per Diem (Note 9)	12,450	14,700	14,000	(700)
Rents:	388,831	419,100	433,000	13,900
Office Rent (Note 10)	387,045	394,900	408,800	13,900
Parking / Metrochek	1,786	24,200	24,200	-
Insurance:	7,344	7,300	8,000	700
Public Official Bonds	2,500	2,300	2,500	200
Liability and Property (Note 11)	4,844	5,000	5,500	500
Travel, Training and Development	31,016	65,800	64,800	(1,000)
Conferences / Prof. Devel (Note 12)	19,809	47,100	47,100	-
Non-Local Travel	701	2,500	2,500	-
Local Travel, Meetings (Note 13)	10,506	16,200	15,200	(1,000)
Communication:	16,614	17,200	17,800	600
Postage (Note 14)	1,289	1,400	1,400	-
Telephone and Data (Note 15)	15,325	15,800	16,400	600
Publications & Supplies	22,499	28,900	29,500	600
Office Supplies (Note 16)	2,504	2,500	2,500	-
Duplication and Printing (Note 17)	8,785	8,900	9,500	600
Public Engagement (Note 18)	11,210	17,500	17,500	-
Operations:	32,229	53,300	59,700	6,400
Furn.and Equip. (Capital) (Note 19)	13,123	25,500	25,500	-
Repairs and Maintenance	897	1,000	1,000	-
Computer Operations (Note 20)	18,209	26,800	33,200	6,400
Other General and Administrative	10,426	10,000	11,100	1,100
Memberships	1,534	1,600	1,600	-
Fees and Miscellaneous	8,170	6,900	8,000	1,100
Advertising (Note 21)	722	1,500	1,500	-
Total Administrative Costs	521,409	616,300	637,900	21,600
<u>Contracting Services and Other</u>				
Auditing (Note 22)	24,355	27,600	25,850	(1,750)
Contract Services & Support (Note 23)				
Commuter Choice	120,087	234,700	152,500	(82,200)
Research Support (Note 24)	-	200,000	200,000	-
Other Technical	80,334	120,000	120,000	-
Legal (Note 25)	30,000	35,000	30,000	(5,000)
Total Contract Services	254,776	617,300	528,350	(88,950)
Total Operating Program	\$ 3,097,854	\$ 4,080,000	\$ 4,394,650	\$ 314,650

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

1. Revenue: Jurisdictional Contributions

Revenue from Local Direct Contributions

Each NVTC jurisdiction is assigned a share of the local portion of NVTC's administrative budget based on its share of revenue received by NVTC on behalf of jurisdictions from all sources in the previous year. This procedure is required by state statute and results in changes in contributions from one year to another that vary for each jurisdiction depending on relative shares of revenue received. The allocation in this FY 2024 budget is based on the FY 2022 revenue and Subsidy Allocation Model (SAM) formula.

Revenue from State Assistance

NVTC receives state operating and capital assistance for its WMATA compact members' annual commitments to WMATA and those jurisdictions' local transit systems. NVTC allocates this revenue among the jurisdictions based on NVTC's SAM and holds the funds in trust for the jurisdictions' transit use. Before the funding is allocated, NVTC's SAM resolution states that amounts are to be applied to certain NVTC projects, and a portion of the general and administrative budget of NVTC. The amount used for NVTC's general and administrative expenses is determined each year by NVTC's approved budget.

2. Revenue: Project Chargebacks

Commuter Choice Program

The general and administrative budget is reimbursed by the Commuter Choice program for costs incurred in administering the program in both the I-66 and I-395/95 corridors.

Virginia Railway Express

NVTC receives revenue from VRE as reimbursement for staff support and other expenses.

Envision Route 7 BRT

Included in the general and administrative budget is a line for reimbursements from the Envision Route 7 BRT project budget for payroll and related expenses that are expected to be incurred in managing the next phase of the project. The project budget includes Federal, state and local funding sources, although it is expected only state and local sources will be available to reimburse the general and administrative budget.

3. Revenue: Project Grant Billings

The FY 2024 budget assumes a grant from DRPT's Intern Program that provides funding at 80% of payroll and related costs of NVTC's Transit Fellows program.

4. Revenue: Appropriated Surplus

Included as a source of revenue in the FY 2024 budget is projected excess accumulated surplus that is available to offset the budget expenses, which is the result of prior year

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

favorable budget variances. This available surplus is in excess of the Commission's anticipated minimum operating requirements.

5. Personnel Costs

Salaries and Wages

The FY 2024 budget adds a new Program Analyst position to provide additional program support to WMATA, transit technology and the transit resource center, as well as NVTC's policy research efforts. In addition, a new Project Manager position is included to manage the next phase of the Envision Route 7 BRT project. That position will be funded entirely through the Envision Route 7 BRT project budget. The salaries and wages line includes a provision for Merit and COLA increases for existing staff.

Fellows Program

The budget continues the NVTC Fellows Program, which began in FY 2015, by building NVTC's technical capacity and strengthening its ties with members of the research network. The budget assumes grant funds from DRPT's Intern Program will be available to provide 80% of payroll and related costs of this program.

The Fellows Program provides a cost efficient and flexible way to employ new graduates and mid-career professional to complete specific short-term projects generally over a one- to six-month period. While the primary purpose is to provide high-priority technical expertise for specific projects and products, it has also served as a valuable recruitment tool and created opportunities to connect with university programs within Virginia and nationally.

6. FICA and Medicare

NVTC's budgeted share of FICA and Medicare taxes is a function of budgeted payroll and the current tax rates.

7. Group Health Insurance

A provision for health insurance coverage is included for all NVTC staff positions, with the exception of the executive director position, regardless of whether or not the current employees in those positions participate in NVTC's health insurance plan. Unless all eligible employees participate in NVTC's health insurance program, actual expenditures will be less than budgeted. The budgeted amount is based on actual rates with a provision for increasing premiums.

8. Retirement

The budgeted amount of employer pension contributions for the NVTC Target Benefit Pension Plan is based on actuarial formulas using budgeted staff and salary levels for FY 2024. Because the formulas take into account factors in addition to payroll costs, such as years to

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

retirement and investment return, changes in budgeted contributions do not necessarily change directly with budgeted payroll. The estimated liability is reduced by non-vested funds that were forfeited by former plan participants and are expected to be available during the fiscal year. The plan functions as a defined contribution plan and is fully funded each fiscal year.

9. Commissioners' Per Diem

The FY 2024 budget is based upon the FY 2022 actual expenditures with a provision for increased Commission and committee meeting attendance. Commissioners, other than senators and delegates, are paid by NVTC at the statutory rate of \$50.

10. Office Rent

The administrative office lease was renewed during FY 2019 for a larger space effective March 15, 2019 to accommodate NVTC's increasing staff levels. Rent expense included in the FY 2023 budget is based upon the fixed costs of the lease, which increase at 2.5% per year, plus an estimate of pass-through expenses and real estate taxes. The lease contains a provision for the abatement of the first month's rent for the first seven years of the lease, and the additional abatement of approximately 29% of the leased space for the balance of the first lease year ending March 14, 2020. Off-site file storage is also included in this budget line.

11. Insurance: Liability and Property

The FY 2024 budget is based on the most recent premium year with a provision for increasing costs and coverage.

12. Conference / Professional Development

Included in this line for FY 2024 are the estimated registration fees for conferences, professional development, in-house training, and accreditation and related travel costs. The budget assumes NVTC staff will participate in training opportunities and speaking engagements at the Governor's Transportation Conference, the Virginia Transit Association Conference, the Transportation Research Board, and the Virginia chapter of the American Planning Associations, as well as represent the Commission at events hosted by a variety of organizations. These funds will also allow our professional staff to maintain the required trainings to keep their professional accreditations as well as funding for executive development and special opportunities. Wherever possible, NVTC will continue to minimize travel expenditures through locally sponsored events, online conferences, and events where the registration fee is discounted or waived.

13. Local Travel, NVTC and Other Meetings

This line includes the costs of NVTC Commission meetings, hosting regional meetings and events, and the costs of NVTC staff traveling to meetings elsewhere in the region.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

14. Postage

This item is based on an average of prior years' actual costs.

15. Telephone and Data

This line includes the fixed contracted cost for phone and data service at NVTC's office, and mobile and data service for staff.

16. Office Supplies

The FY 2024 budget for this item is based on the average of prior years' actual costs.

17. Duplication and Printing

During FY 2016, NVTC negotiated a five-year copier lease and service contract. The FY 2024 budget is based on these agreements and projected usage levels.

18. Public Engagement

The budget includes a provision for costs related to public engagement on WMATA matters as required by HB1539, costs related to public engagement as required by HB1285, the costs to produce NVTC's annual report, and other public outreach costs such as social media.

19. Furniture and Equipment

This budget category provides for the replacement and acquisition of office furniture and equipment, including computer hardware, and the migration of NVTC's server to a cloud-based structure.

20. Computer Operating Expense

Computer operating expenses include outside network consulting and services, software licensing fees, software upgrades and supplies, web hosting fees, hosted email, video conferencing services, cyber security assessment, and a provision for disaster recovery efforts. The FY 2024 budget is based on an average of prior year actual costs, recognizing an increase in NVTC's subscriptions for software and virtual meeting services, with a provision for increased third party network support.

21. Advertising (Personnel/Procurement)

The FY 2024 budget includes a provision for personnel and procurement advertising.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

22. Auditing

NVTC entered into a three-year contract for auditing services beginning with the audit of FY 2022, with two, two-year options. The FY 2024 budget is based on the costs included in this contract.

23. Contract Services and Support

Commuter Choice Programs

I-66 Commuter Choice Program

As part of a 40-year agreement with the Commonwealth of Virginia, NVTC has been assigned the authority to administer a program of projects to be funded using revenue generated by the tolling of I-66 Inside the Beltway. In FY 2017 NVTC launched the initial year of the I-66 Commuter Choice Program.

I-395 Commuter Choice Program

In 2017, NVTC and the Potomac and Rappahannock Transportation Commission (PRTC) entered into a 66-year agreement with the Commonwealth of Virginia to fund a program of projects to be funded by revenues generated by the tolling of I-95/I-395.

Other Technical

The FY 2024 budget includes a provision for technical support efforts, specialized analysis, related publications, contracted human resource support, and strategic planning efforts. NVTC's state liaison contract is also funded in this line item.

Whenever possible, NVTC intends to leverage other funding sources and utilize contracts of other agencies in an effort to reduce costs.

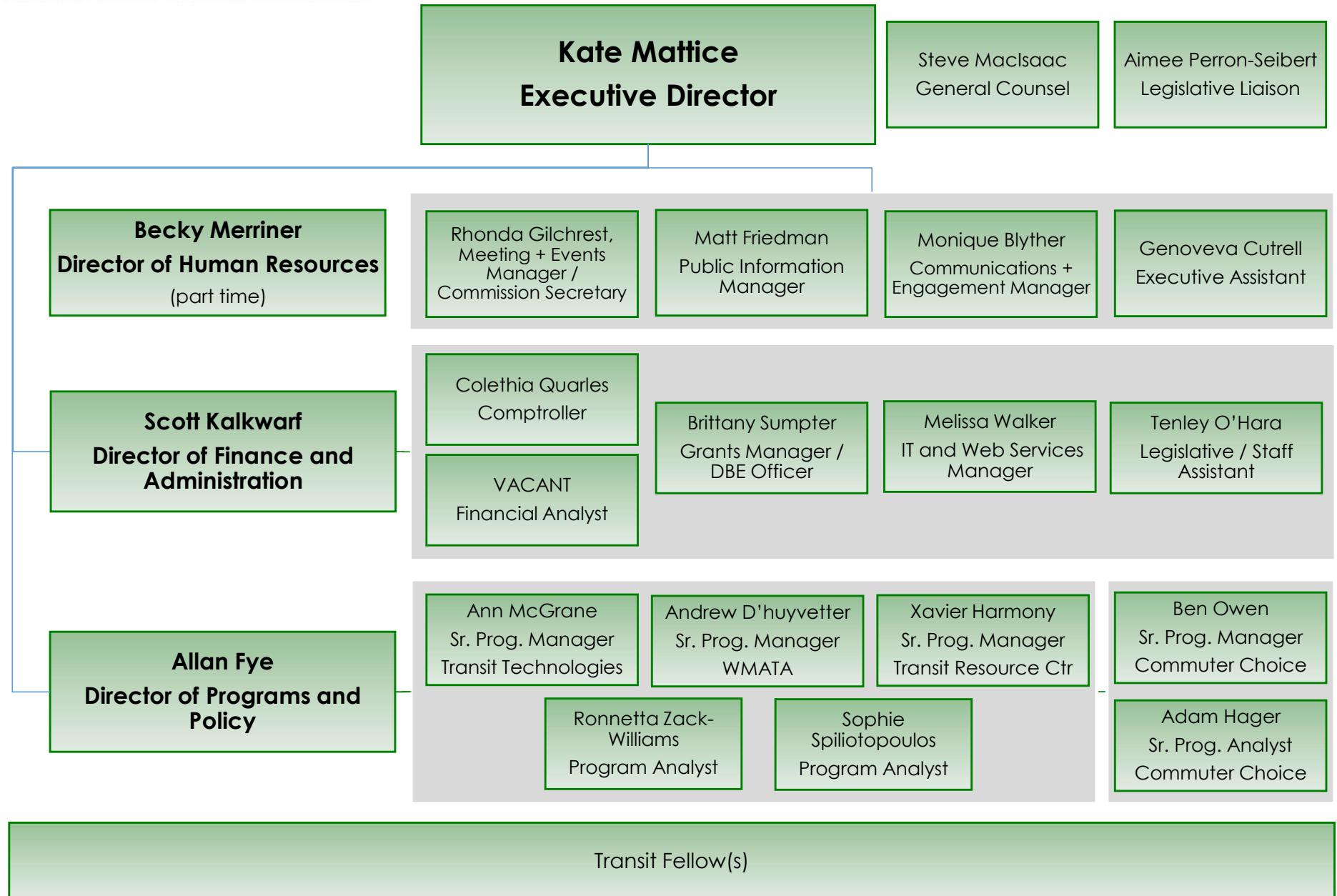
24. Research Support

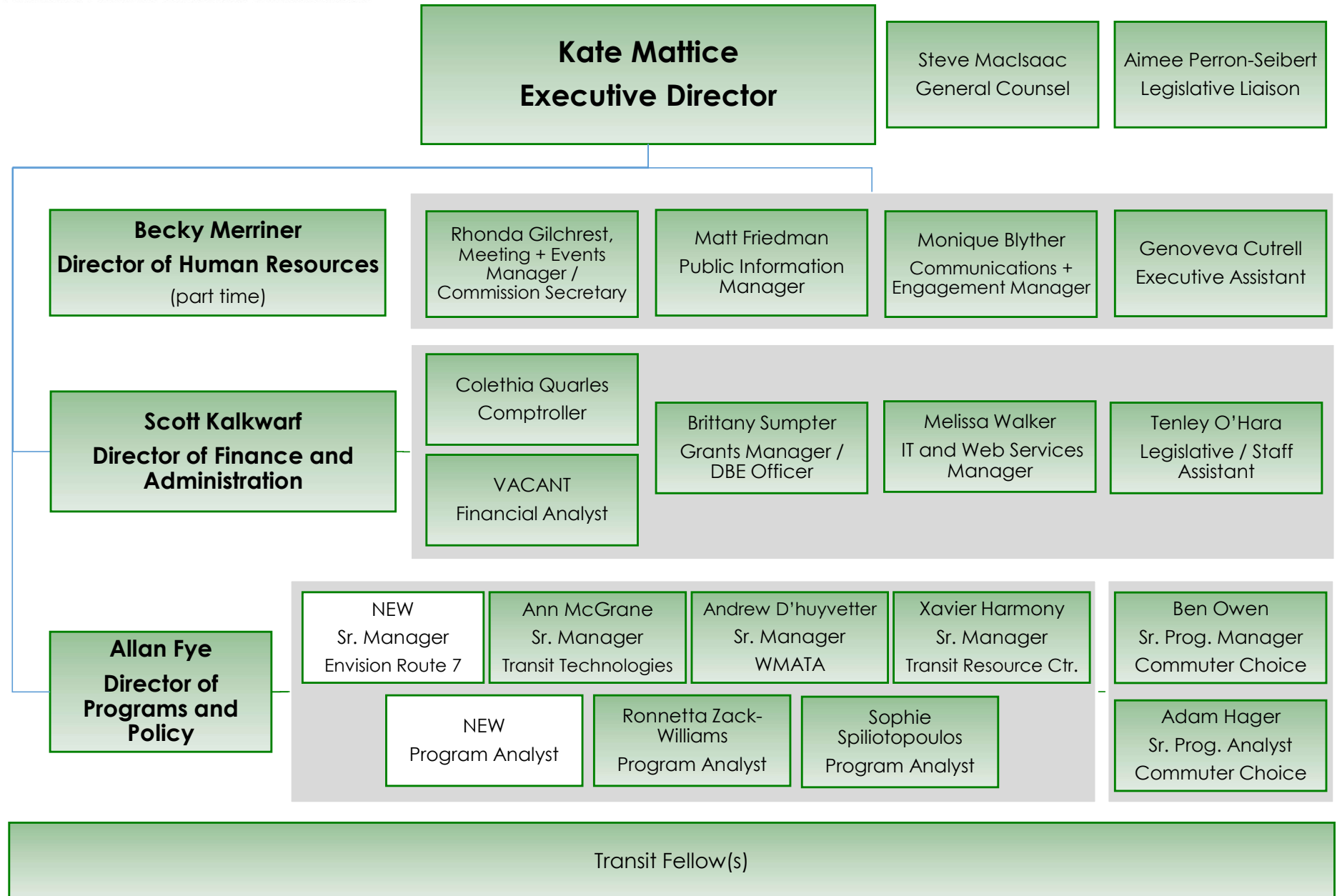
This budget line added in FY2023 includes a provision for NVTC funded policy research and required local match for grants funded projects. Staff will seek approval from the Commission for these projects. FY 2023 efforts include: 1) an update to the *Value of the Northern Virginia Transit Network to the Commonwealth* study, 2) the *Role of Metrobus in Northern Virginia* white paper, and 3) technical support and analysis for the New Financial Model for WMATA Working Group. Projects planned for FY 2024 potentially include additional policy and industry research related to zero-fare and reduced-fare transit as well as other topics identified during Commission discussions.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
Notes to Fiscal Year 2024 Preliminary Budget

25. Legal

In FY 2021, NVTC entered into an agreement with VRE to receive counsel services on all legal matters.







NVTC Work Plan

January 2023 to June 2024

The NVTC Work Plan serves as a guiding document for NVTC staff to support the mission of the Commission. This Work Plan identifies specific programs, projects and tasks that NVTC staff intend to perform during the period from January 2023 through June 2024 (FY 2024). 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	2
Programs and Crosscutting Functions	2
A. NVTC Committee Structure	3
B. NVTC Programs	3
Commuter Choice	3
NVTC Oversight of Washington Metropolitan Area Transit Authority	5
Envision Route 7	8
Transit Resource Center	9
Transit Technology	10
NVTC Support of Virginia Railway Express	11
C. Financial Analysis and Administration	12
Support for Member Jurisdictions	13
Financial Analysis	14
Financial and Grants Management, Trust Funds, Contracts and Compliance	14
D. Communications and Engagement	17
E. Legislative and Policy Efforts	20
Legislative and Policy Committee Support	20
Development of Legislative and Policy Agenda	20
F. Commission Management	22
G. Internal Operations	23

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.

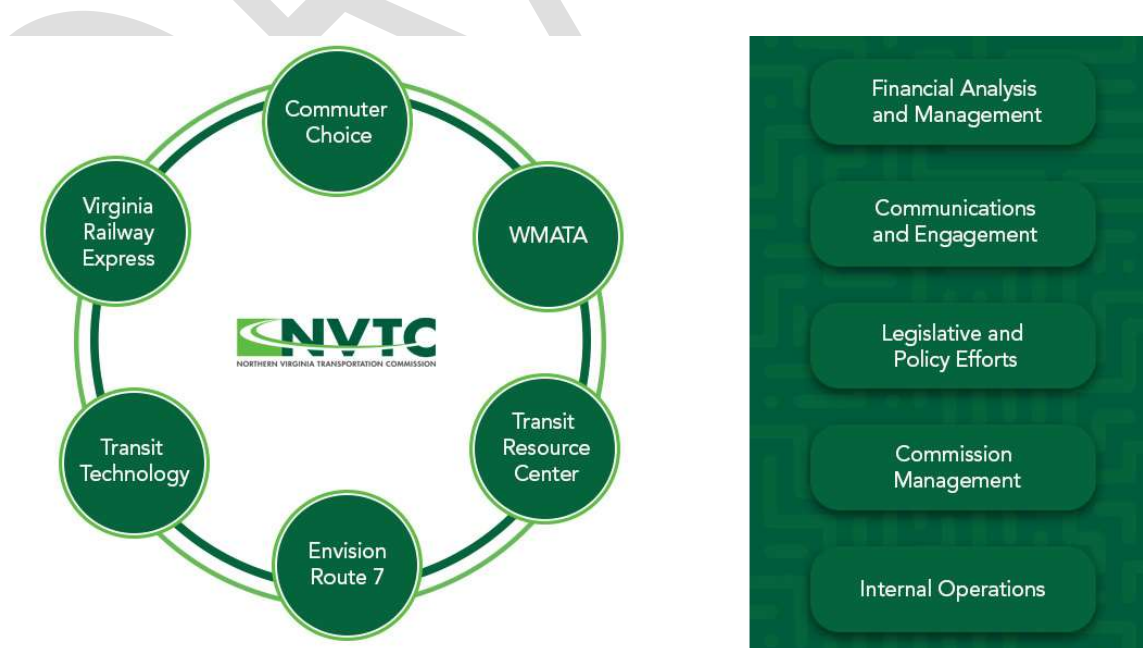
Vision: Northern Virginia businesses and residents are served by a high capacity, high quality network of transit systems that allows our diverse region to thrive economically.

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 WMATA, VRE and new transit services.
- Improve access and mobility throughout Northern Virginia by connecting the regional and local transit systems.
- Promote safe, reliable and financially sound performance and management of regional transit systems.

Programs and Crosscutting Functions

NVTC has six programs that support the implementation of the Commission's mission and vision. These programs provide technical assistance, enable data collection and analysis, facilitate regional engagement and jurisdictional coordination as well as manage a groundbreaking funding program. It is important to note that these programs interact with and support each other on a regular basis, enabling NVTC to provide comprehensive support to member jurisdictions, partner agencies and 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 Washington 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

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. Maintain and update the Commuter Choice program website to provide relevant, timely information for applicants, recipients and stakeholders.
 - v. Monitor program operations and communications with recipients to identify any needed policy changes or updates.
 - vi. Execute Standard Project Agreements (SPA) and ensure that projects comply with all SPA requirements.
 - vii. Coordinate with NVTC's WMATA program to develop policy guidance as needed to enable WMATA-operated/Commuter Choice-funded projects to be considered in WMATA's annual budget process, including potential adoption of policy guidance by the WMATA Board and/or Commission(s).
 - viii. Support and participate in recipient-led events to highlight major project milestones, such as groundbreakings and openings.

- ix. Ensure that, for completed projects, Commuter Choice-funded assets remain in use in a manner benefitting corridor toll payers by obtaining annual asset management certifications from the corresponding funding recipients.
- b) Prepare Commuter Choice annual report and program updates
 - i. Prepare and submit the fiscal year report to the CTB as required by the MOAs.
 - ii. In coordination with NVTC's Transit Resource Center, prepare Corridor Transit Reports (subject to data availability) describing travel trends in the two program corridors for presentation to the PAC and Commission(s).
 - iii. Update (as needed) recipient handbook that provides a comprehensive guide to Commuter Choice program eligibility, policies, and procedures.

Deliverables: Commuter Choice Annual Report to the CTB; biennial Corridor Transit Report updates (in even calendar years) reflecting the latest fall traffic volume and transit ridership data; updated program guidance materials as applicable; SPAs distributed to recipients for funded projects

2) Call for Projects and Project Selection Process

- a) Prepare Commuter Choice application materials and secure Commission(s) approval to open calls for projects.
- b) Hold workshops with eligible applicants while calls for projects are open. Provide technical assistance and guidance during application process.
- c) Conduct (in coordination with DRPT) 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 (JCWG) and consideration by the Commission(s).
- g) Hold a public meeting or hearing, in person or online, and facilitate online public outreach efforts in English and Spanish to explain proposed projects to the public, answer questions about the program and maximize public input.

Deliverables: I-395/95 Commuter Choice FY 2024-2025, Project Evaluation and Scoring, and Program Development and Selection, including eligibility screening workshop with DRPT and JCWG briefings; I-66 Commuter Choice FY 2025-2026 Call for Projects, Project Evaluation and Scoring, and Program Development and Selection, including eligibility screening workshop with DRPT and PAC briefings.

3) Reimbursement and Financial Reporting

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

NVTC Oversight of Washington Metropolitan Area Transit Authority

NVTC exercises leadership through the appointment and support of Virginia's members of the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors to promote safe, reliable and financially sound performance, management and oversight of WMATA. Staff 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) Work with the Committee Chair to develop and implement the committee's annual work plan.
- b) Manage and staff the NVTC WMATA Committee to facilitate committee guidance and feedback on NVTC's priorities for WMATA, leading to committee endorsement and recommendation for the full Commission to approve of the annual *Report on the Performance and Condition of WMATA*.
- c) Manage and staff the NVTC WMATA Committee to provide a venue for discussion of WMATA issues directly affecting the NVTC region and NVTC jurisdictions including but not limited to: annual WMATA budget comments, fare policy and comments on any major WMATA studies.
- d) Manage and lead a jurisdictional staff working group to provide staff support for NVTC's WMATA Board principal member and members of NVTC's WMATA Committee.
- e) Provide the WMATA Committee with a summary of the NVTC Peer Transit Agency Operating Funding Models research done by Summer 2022 Transit Fellow.
- f) 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 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 or priority for that year's annual report.
- b) Manage technical staff to ensure that the report will meet expectations of the Commission, the General Assembly and the administration.
 - c) Support Executive Director's presentation of this report to the Commonwealth Transportation Board, Governor's Office, General Assembly and other interested stakeholders.
 - d) Coordinate with 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 from WMATA annually:
 - i. Annual capital budget; annual independent financial audit;
 - ii. National Transit Data annual profile; and
 - iii. 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 (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 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.

- e) Provide staff support and talking points to WMATA Board members prior to NVTC Commission meetings.
- f) Participate on WMATA's Joint Coordinating Committee (JCC).
 - i. Monitor and report on the development of WMATA's annual operating and capital budgets and multi-year CIP.
 - ii. 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.
 - iii. Actively participate in the development, negotiations and any updates to the Capital Funding Agreement. The next CFA update is not expected during the period of this work plan.

5) Support for Northern Virginia Jurisdictions

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

6) Facilitate Northern Virginia Transit Response Coordination Group

- a) Facilitate regional calls with WMATA and affected stakeholders to coordinate mitigation efforts and communications strategies around large transit disruptions due to planned Metrorail work.
- 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 lessons learned from Major Blue and Yellow Line Construction.

7) Implement NVTC-focused Recommendations from the 2022 *Report on the Performance and Condition of WMATA*

- a) Develop a scope of work, identify funding, and procure consultant support for the *Role of Metrobus and Local Transit Operators in Northern Virginia* study.
- b) Develop a scope of work, framework, list of deliverables and schedule for the creation of a *WMATA Operating Funding and Reforms Working Group*.
- c) Brief the WMATA Committee, Legislative and Policy Committee and Commission at key milestones and deliverables.

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

Envision Route 7

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

a) Complete the *Envision Route 7 Phase 4-1 Mobility Study*

- i. Engage public stakeholders in Spring 2023 to solicit feedback on the impacts of BRT in the City of Falls Church.
- ii. Brief elected officials and other official stakeholder groups (Commissions, Councils, Advisory Boards, etc.) along the entire project corridor.
- iii. Present findings to the MAC, Program Advisory Committee, Commission and other elected bodies. Prepare written updates as needed.
- iv. Complete Phase 4-1 Final Report for Commission acceptance (Summer/Fall 2023).
- v. Continue to coordinate with relevant jurisdictional and stakeholder staff to further the study of high-quality transit on Route 7.
- vi. Manage consultant contract and coordinate with NVTC staff regarding study-related public outreach efforts.
- vii. Assist in identifying financial resources for continued study and programming for BRT along the Route 7 Corridor.

b) Conduct the *Envision Route 7 BRT Project Strategic Framework*

- i. Develop the Envision Route 7 BRT strategic framework that identifies key policy, governance and funding steps necessary to successfully design, construct and operate the system.
- ii. Facilitate one-on-one and regional workshops with senior leadership from jurisdictions along the corridor and other key stakeholders (DRPT, VDOT, WMATA).
- iii. Brief elected officials and other official stakeholder groups (Commissions, Councils, Advisory Boards, etc.) along the entire project corridor.
- iv. Present findings to the MAC, Program Advisory Committee, Commission and other elected bodies. Prepare written updates as needed.
- v. Complete Strategic Framework Final Report for Commission acceptance (Summer/Fall 2023).
- vi. Manage consultant contract to ensure all deliverables are met.
- vii. Identify staff, technical, and financial resources to implement the Strategic Framework.

c) Initiate Next Project Phase of Route 7 (Phase 2 of the Mobility Study, Preliminary Design, and Environmental Efforts)

- i. Secure Congressional Community Project Funding Grant and coordinate with Finance and Administration team to execute the grant.

- ii. Apply for FY 2024 DRPT Technical Assistance Grant as part of the local match to the Federal grant and coordinate with local jurisdictions for local match to the DRPT grant.
- iii. Prepare scope of work and budget for the next phase of analysis (complete mobility analysis, preliminary design and environmental efforts) and identify staffing needs.
- iv. Lead procurement of technical consultant services and seek Commission approval to award a contract for the next phase of analysis in coordination with the Finance and Administration team.
- v. Coordinate with relevant jurisdictional and stakeholder staff to advance Route 7 BRT to implementation.
- vi. Initiate discussions with FTA to identify the appropriate level of environmental review.
- vii. Develop scope of work for specific project phases to align with available funding and phases
- viii. Identify staff resources needed to advance the project through
 - ix. the next phase of analysis (complete mobility analysis, preliminary design, and environmental efforts) and identify staffing needs.
- d) Brief the MAC, PAC and Commission at key milestones and decision points; prepare written updates as needed.
- e) Coordinate with the NVTC Communications team to promote and publicize Route 7 progress, milestones, and projects.
- f) Publish reports and associated information on NVTC's website.

Deliverables: Phase 4-1 Deliverables (per scope), Envision Route 7 BRT Project Roadmap deliverables (per scope), Phase 4-2 Project Deliverables (per scope), Preliminary Design and Environmental deliverables (per scope)

Transit Resource Center

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

1) Regional Transit Data Collection, Analysis, and Visualization

- a) Launch the NoVaTransit Dashboard which serves as a repository of historical and current transit data metrics and allows users to interact with the data to identify trends and conduct analysis.
 - i. Regularly update and maintain the dashboard to ensure accurate, up-to-date data is available, reliable operation, and ease of use for the public and partners.
 - ii. Collect and manage regional transit and related data, with work including:

- (1) Cataloging, collecting, and cleaning data that can be shared with stakeholders/archived for future use; and,
 - (2) Identifying opportunities to use data sources to communicate NVTC's transit policies, positions and storytelling.
- iii. 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.
- iv. Coordinate with NVTC's communications team and external communications partners to share data analysis and visualization through reports, presentations, etc.
- b) *Complete NVTC's Regional Bus Analysis Study*
 - i. Assess and analyze the regional impact of individual jurisdictional and transit system strategic plans, including WMATA, DASH, Fairfax Connector, CUE, ART, Loudoun County Transit and OmniRide (services in the NVTC district).
 - ii. Identify regional bus transit gaps and opportunities, including potential for high-capacity transit corridors that may require additional analysis in the future.
 - iii. Identify opportunities for shared infrastructure and opportunities to leverage DRPT's TRIP funding related to interjurisdictional services.
 - iv. Coordinate with NVTC, jurisdiction, and transit agency staff regarding study-related stakeholder engagement, including the creation of a Technical Advisory Committee (TAC).
 - v. Manage the DRPT grant and consultant contract.
 - vi. Provide updates to the MAC, Program Advisory Committee and Commission at key milestones.
- c) *Conduct and Support Regional Transit Analysis*
 - i. Develop scope of work, budget and funding plan to support NVTC-led transit policy analysis efforts, contingent on funding. FY 2024 efforts may include a study on the environmental benefits of Northern Virginia transit and/or a study on bicycle and transit connections in Northern Virginia.
 - ii. Conduct additional post-COVID and recovery-related analysis for presentation to the MAC, PAC and Commission.
 - iii. Provide jurisdictional and regional transit performance data through materials and presentations, and post standardized, downloadable data on NVTC's website.
 - iv. Provide data analysis for NVTC jurisdictions and the Commission on regional and national issues that impact transit planning, operations, organizations and ridership.
 - v. Disseminate findings through authoring reports and presentations.

2) Commuter Choice Corridor Analyses

- a) Coordinate with Commuter Choice Program team to conduct annual analysis on the transit ridership and other metrics to understand the performance of transit along the I-66 Inside the Beltway and I-395/95 Corridors, including the impacts of COVID-19 and recovery efforts (pending data availability).
- b) Coordinate with VDOT, Transurban and Transportation Planning Board to collect corridor-based data necessary for analyses.

3) Manage NVTC NTD Technical Assistance

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

4) Regional Coordination and Collaboration

- a) Ensure NVTC transit performance research complements and does not duplicate other regional analyses through the participation in 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:
 - i. Transportation Planning Board
 - ii. Potomac and Rappahannock Transportation Commission
 - iii. Northern Virginia Transportation Authority
 - iv. Virginia Department of Rail and Public Transportation
 - v. Virginia Department of Transportation
 - vi. Virginia Railway Express
 - vii. Metropolitan Washington Council of Governments
 - viii. Washington Metropolitan Area Transit Authority

Deliverables: NoVaTransit Dashboard; Data and Policy Analysis Reports; Regional Bus Analysis Final Report (per scope)

Transit Technology

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

1) Regional Low/Zero-Emission Bus Coordination

- a) Manage the development of the NVTC Regional Zero-Emission Bus Strategic Plan including procuring contractor support and working closely with the NVTC Zero-

Emission Bus Working Group and Northern Virginia transit providers in implementing zero-emission buses and associated technology and infrastructure.

- b) 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.
- c) Attend regional meetings on low/zero-emission bus efforts, including but not limited to TPB, WMATA, PRTC, APTA, DRPT and NVTA.

2) Zero/Reduced Fare Research

- a) Identify additional research and analysis opportunities that are related to and build off NVTC's existing work.
- b) Identify potential funding opportunities and other necessary resources.

3) Implementation of the NVTC's Regional Fare Collection Strategic Plan

- a) Provide updates to the MAC, PAC and Commission on the status of milestones in the 2021 Strategic Plan.
- b) Support Northern Virginia transit operators by facilitating regional coordination through the Regional Fare Collection Working Group, including coordination, planning, exchange of information as well as facilitating future plans.

4) Technology-related Symposia

- a) Plan, implement and deliver at least two symposia per year on transit technology topics that are timely and relevant to the mission of the Commission.
- b) Provide regular updates to the MAC, PAC and Commission on technology-related topics.
- c) Attend regional meetings on transit technology, including but not limited to TPB, WMATA, DRPT and NVTA.

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

NVTC Support of Virginia Railway Express

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

1) VRE Operations Board Support

- a) Facilitate the annual appointment of NVTC's principal and alternate members of the VRE Operations Board.
- b) Provide staff support, in coordination with jurisdictional staff when necessary, to NVTC-appointed VRE Board members.
- c) Participate on VRE's 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, VPRA Funding, SmartScale and NVTAF funds.
- c) Assist VRE planning staff on planning studies, federal funding programs and other technical items.

3) VRE Customer Service and Annual Ridership Surveys

- a) Provide staff and technical support to VRE for the 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 software.

4) Technical and Communications Support

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

Deliverables: Audited annual survey report and maps

C. 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 in the Transit Service Delivery Advisory Committee (TSDAC) to assist DRPT in reviewing the distribution process for transit capital and operating funds.

3) Transit Funding Opportunities

- a) Produce financial projections and an analysis of the growing gap between transit operating and capital needs versus available financial resources.
- b) Participate in regional and statewide efforts to define public transit needs and identify funding sources.
- c) Identify and seek to implement stable, reliable, permanent and dedicated funding sources for operating and capital expenses for WMATA, VRE and local transit systems.
- d) Coordinate regional efforts and prepare analytic tools, communication materials and editorials to promote such funding.

Deliverables: Annual formula for allocation of gas tax revenue; Input to the DRPT funding process; Financial analysis and projections, as needed

Financial and Grants Management, Trust Funds, Contracts and Compliance

1) State Assistance

- a) Review and monitor DRPT assistance calculations of WMATA assistance to NVTC as grantee for NVTC jurisdictions' share of WMATA operating subsidies and capital requirements.
- b) Report WMATA 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, review and submission of timely grant invoicing.

- e) Track project funding activity, submit extension requests and de-obligate projects as needed.
 - f) Participate with VRE and NVTC jurisdictions in quarterly project status review meetings with DRPT.
 - g) Work with DRPT and grantees to achieve the maximum funding available.
- 2) Commuter Choice in the I-66 and I-395/95 Corridors
- a) Monitor and reconcile net toll revenue receipts from VDOT with actual collections and Commonwealth Transportation Board (CTB) approved project funding levels.
 - b) Review reimbursement requests for adequate support of eligible expenses; approve and transfer funds.
 - c) Ensure recipient compliance with project agreement provisions.
 - d) Account for direct costs of administering the program.
 - e) Account for and report toll revenue activity as separate Special Revenue funds for each corridor.
- 3) NVTC Subsidy Allocation Model
- a) Maintain NVTC's subsidy allocation model (SAM) utilizing the most recent WMATA and local budget information on transit costs, revenues and subsidies.
 - b) Determine each local government's share of NVTC assistance using the annual SAM percentages.
 - c) Apportion shares of the direct local contributions to NVTC's administrative budget using the annual SAM percentages.
 - d) Provide projections and other analysis of annual transit assistance to the NVTC jurisdictions for planning purposes.
- 4) NVTC Jurisdiction Trust Funds
- a) Allocate revenue to NVTC jurisdictions through the NVTC trust fund upon receipt using the annual SAM percentages.
 - b) Prepare timely and accurate quarterly cash flow forecasts of available transit assistance sources and uses for the NVTC jurisdictions.
 - c) Prepare quarterly reports of actual NVTC trust funds 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 (CROC)
- a) Monitor and direct collections of CROC Funds from the Department of Motor Vehicles (DMV).
 - b) Provide periodic reports to the Commissions about the funds in the CROC Fund, including monthly receipts, amounts expended, the amount of funds held and investment earnings.

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

- a) Prepare the annual financial statements for the seven NVTC funds and on an entity-wide basis, disclosures, Management's Discussion and Analysis and supplementary information 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 current documents and policies to facilitate prompt and competitive procurement 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. Currently, NVTC is the designated recipient of federal grants for the cities of Alexandria and Falls Church and is anticipating a planning grant award in 2023 for the Envision Route 7 BRT project. For these grants, NVTC will:
 - i. Maintain any subrecipient agreements which outline terms, conditions and expectations.
 - ii. Ensure any subrecipient agreements include all the information required by FTA and 2 CFR 200.
 - iii. Review reimbursement requests to ensure costs are reasonable, allocable and allowable in accordance with 2 CFR 200 and terms of the award.
 - iv. Drawdown approved reimbursement requests and transfer funds to subrecipients, if applicable.
 - v. Host quarterly project management meetings with the subrecipient, if applicable, and FTA.
 - vi. File quarterly financial and milestone reports (1/30, 4/30, 7/30, 10/30), semi-annual Disadvantaged Business Enterprise (DBE) reports (6/1, 12/1) and other required documentation in FTA's grants management system (TrAMS).

- vii. Monitor subrecipients to ensure proper stewardship of federal funds and performance goal attainment.
- viii. Provide technical assistance as needed.
- ix. Close out completed grants.
- b) Report on NVTC's FFY 2024-2026 Overall DBE Goal attainment in accordance with 2 CFR 26.45.
- c) Administer and ensure NVTC's compliance with Title VI and DBE Programs and provide technical assistance to subrecipients as needed.
- d) Ensure NVTC and subrecipients comply with all relevant FTA regulations and guidelines in numerous areas such as legal, financial management, technical capacity, continuing control, maintenance, procurement, civil rights and National Transit Database.
- e) Attend workshops and webinars presented by FTA to maintain awareness of changes in federal requirements and processes.
- f) Submit annual certifications and assurances to the FTA and maintain subrecipient's signed annual certifications and assurances on file.

Deliverables: DRPT grant applications and grant agreements for local and WMATA assistance; Commuter Choice program reimbursements; annual updates to SAM formula; Trust Fund revenue projections and reporting; annual audited financial statements and single audit reports; submit NVTC's FFY 2024-2026 Triennial DBE Goal to FTA

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.

1) Partnerships

- a) Identify opportunities to host or participate in transit-related events with Northern Virginia's chambers of commerce and other business representatives.
- b) Identify and apply for grants, in partnership with local jurisdictions and transit agencies, to support 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.

2) 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, newsletters and monthly Executive Director reports.
- c) Develop and distribute written and visual communications, such as project fact sheets, issue briefs, web content, frequently asked questions, news releases and targeted e-mail communications on transit-related topics, as well as testimony for Commissioners and NVTC senior leadership.
- d) Provide experts for news media interviews on regional transportation and transit topics and conduct media training to support leadership and staff.

3) Commuter Choice Outreach and Marketing

- a) Plan and implement public meetings and public input 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) Support ongoing updates and maintenance of the Commuter Choice sections of NVTC's website to provide both programmatic information as well as marketing resources for grantees, stakeholders, etc.

4) Envision Route 7 Outreach and Marketing

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

Deliverables: Public outreach report for I-66 and I-395/95 Programs of Projects; Public outreach for Envision Route 7.

5) Online Communication

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

6) Public Outreach

- a) Develop and implement communications plans and budgets for transit studies and multimodal grant programs.
 - i. Publicize and solicit public comment through multiple channels, such as meetings and hearings, advertising, pop-up events, online crowdsourcing, email, mail and telephone.
 - ii. Plan and promote public meetings and hearings in consultation with local jurisdictions, transportation agencies and transit providers.
 - iii. Design and create materials, such as flyers, handouts, infographics, email blasts, display boards, PowerPoint presentations and videos.
- b) Plan and implement activities that engage the public and promote NVTC programs and initiatives.
- c) NVTC 60th Anniversary
 - i. Develop promotional and potential marketing plan for the 60th anniversary of the founding of NVTC in 2024 to include, but not limited to, pop-up events, historical lookbacks, social media engagement, news releases and paid marketing efforts.
 - ii. Seek out paid sponsorship opportunities, if appropriate, to support event planning, marketing and other outreach activities.
- d) Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).
- e) Support and coordinate with Commuter Choice program outreach and marketing efforts.

- f) Update and streamline NVTC website to ensure user friendliness and adherence to usability standards.
- g) Unify NVTC outreach materials to ensure consistent branding and messaging across all platforms.
- h) Expand in-person outreach efforts through networking and attendance at public events.

Deliverables: Daily headlines email; Weekly updates for Commissioners and jurisdictional staff; Monthly newsletter; Annual organizational report; News releases and media relations; Website and social media posts; Marketing campaign(s) scope and budget; Presentations and handouts

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 forum.
- 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) Value of Northern Virginia's Transit to the Commonwealth

- a) Publish and distribute NVTC's latest study to quantify and visualize the overall economic benefits and revenue that bolster the Commonwealth due to investments in Northern Virginia's transit systems.
- b) This update to NVTC's 2016 study will expand the scope of analysis to include the economic benefit to the Commonwealth of the entire transit network in Northern Virginia - Metrorail, VRE, Metrobus, DASH, ART, CUE, Fairfax Connector and Loudoun County Transit. (Spring/Summer 2023)
- c) Manage consultant contract.
- d) Provide updates to MAC, Legislative and Policy Committee, and Commission at key milestones.

3) 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, including identifying opportunities for tours of Northern Virginia transit investments (as noted in D.1.c above).
- c) Conduct NVTC's February meeting at the General Assembly in Richmond.
- d) Use an online legislative monitoring service and share access with member jurisdictions.
- e) Provide legislative alerts to Commissioners and local staff during the General Assembly Session.

4) Commonwealth Transportation Board

- a) If requested by the Commission, 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 feedback from transit agencies to TSDAC discussions.

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

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

F. Commission Management

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

- 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 an 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 for 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 60th Anniversary/Strategic Visioning Exercise
 - a) Scope and implement strategic planning and/or visioning effort to align with NVTC's 60th anniversary celebration

Deliverables: Annual Commission Meeting Schedule; Monthly Commission materials

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.

- b) Leverage human resources support assistance to enhance and support human resource functions.
- c) Administer NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.
- d) Refine and implement a professional development plan for staff, including offering appropriate training.
- e) Continue to refine the staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC's jurisdictions.
- f) Administer a performance management system that aligns individuals with organizational performance in a meaningful and transparent manner.
- g) Manage employee benefit programs, including retirement plan, 457 plan, group health insurance, group life insurance, disability insurance, flex benefit plan, bike share and Zip Car.

2) Procurement

- a) Solicit Proposals and implement a multiyear on-call consulting contract to support policy and other research.
- b) 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.

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.

5) Procedures Manual

- a) Implement, maintain and regularly update a procedures manual for on-boarding new staff of procedures for office (Style Guide, safety procedures, templates, contacts, etc.).

Deliverables: NVTC General and Administrative Budget; NVTC Work Plan

DRAFT