



**Pre Proposal Conference Meeting Summary
RFP 26-02 Consultant Services for a Five-Year Strategic Plan
Via Electronic Participation
September 8, 2026**

Overview

The Northern Virginia Transportation Commission (NVTC) RFP 26-02 Pre-Proposal Conference began at 12:00 PM EDT via Zoom. The purpose of the meeting was to provide an overview of the request for proposals and create an opportunity for potential offerors to ask questions.

The meeting began with introductions of NVTC staff present at the meeting. For a full list of pre-proposal conference attendees see the attendee list attachment. A disclaimer was also read, which stated that this presentation is for informational purposes only. Any changes to the solicitation can only be made in writing. All times noted in the presentation are Eastern Time.

About NVTC

NVTC Project Manager, Genoveva Cutrell, began by providing a brief overview of NVTC. The Northern Virginia Transportation Commission was founded by the Virginia General Assembly in 1964, in part to represent Virginia's interests during the establishment of the Washington Metropolitan Area Transit Authority (WMATA) and to serve as a regional body focused on public transit coordination, funding oversight and policy leadership in Northern Virginia. In the 60 years since its founding, NVTC's role has expanded to include co-ownership of the Virginia Railway Express (VRE), spearheading transformational projects and initiatives such as the Envision Route 7 BRT project and the Commuter Choice Grant Program. In that time, NVTC emerged as the definitive voice for public transit in the region with a focus on coordination, research and analysis to continue supporting its mission and vision.

NVTC's governing body is composed of 21 Commissioners and 5 Alternates, most of whom are elected officials. NVTC jurisdictions include Arlington County, Fairfax County, Loudoun County, the City of Falls Church, City of Alexandria and the City of Fairfax. In addition, the Virginia General Assembly appoints 6 Commissioners, and the Virginia Secretary of Transportation appoints one Commissioner.

NVTC Strategic Framework

NVTC's Mission, Vision and Goals makeup NVTC's Strategic Framework, a two-page governing document which can be found on NVTC's website. NVTC last conducted a comprehensive strategic planning effort in 2014 which was followed by a strategic retreat in 2018 – due in part as a response to the enactment of the WMATA dedicated capital funding legislation that

happened that same year. What resulted from the 2014 effort and was reaffirmed in 2018 is NVTC's Strategic Framework. In the intervening decade, NVTC has expanded, not only in terms of staffing but also in responsibilities. While the region has continued to build out its public transit network, NVTC has also been given additional legislative and administrative authorities.

Ms. Cutrell referred to a slide showcasing a few major milestones since the 2014 Strategic Framework was implemented. Key events include the launch of the Commuter Choice grant program, the creation of three new committees and enhanced involvement with WMATA. Ms. Cutrell encouraged potential offerors to familiarize themselves with NVTC's work by visiting novatransit.org to get the full picture of NVTC's efforts.

Ms. Cutrell stated the slide is just a glimpse of the myriad policy initiatives, research projects, analysis and technical assistance that NVTC has supported over the past decade and further highlights the need to revisit a strategic planning effort which will guide NVTC into the future.

Project Tasks

Ms. Cutrell then briefly walked through the project tasks outlined in the RFP Statement of Work.

NVTC expects the initiation phase to take approximately one month and will include an in-person kick off meeting. NVTC is looking to collaborate closely with the consultant team to figure out a coordination approach that works well for everyone. NVTC is looking to have biweekly check-ins to discuss project deliverables, invoicing, areas of concern, opportunities for efficiency, etc. The Deliverables in task one includes a final project management plan and a stakeholder engagement plan.

The assessment phase is expected to take 2-3 months to complete. This phase will closely examine and review NVTC's current governance structure, organizational documents and frameworks (bylaws, state code, workplans, etc.). NVTC is looking for a consultant team that is experienced at assessing external trends and will identify opportunities and gaps in relation to other regional entities. Deliverables for task 2 include a draft SWOT analysis (which will be finalized in phase 3) and includes findings from an organizational assessment and a regional trends and needs assessment.

The engagement phase NVTC expects will be the most robust of the phases – NVTC expects this phase to take approximately 6 months to complete. NVTC is specifically looking for a team that is experienced and confident in conducting stakeholder interviews and focus groups with a diverse group of participants. These stakeholders will include Commissioners, staff, member jurisdictions, regional and state partners and peer organizations. This task can be broken down into an interview phase and a focus group phase. Cross cutting focus groups will draw from information learned during the interviews and the consultant team will design, facilitate and document findings from the focus groups. The deliverables for task 3 include draft and final interview questions, a stakeholder engagement report (including a focus group summary and thematic analysis), a final SWOT analysis, and an opportunity to present to NVTC senior staff and the NVTC Executive Committee.

The strategic framework and organizational design phase is focused on revisiting NVTC's Strategic Framework (completed in 2014) and identifying any potential changes to its governance. This task includes a half-day, in-person workshop with NVTC leadership and Commissioners. During this half-day workshop, NVTC expects the consultant team to present the findings from the organizational SWOT analysis and solicit feedback from the Commissioners about strategic vision and goals. Deliverables for task 4 include an updated Strategic Framework (if needed), a Bylaws and Organizational Structure Options Report, and a workshop summary memo. NVTC staff will handle event logistics, including food and securing a venue for the workshop in-house.

Strategic Plan Development is the second to last task. NVTC expects this phase to take approximately 4-5 months in total. While self-explanatory, NVTC expects a draft strategic plan that aligns with NVTC's key roles as well as a phased implementation roadmap for the 5-year period.

Last is the final plan and adoption support. This task could include presenting to NVTC, producing final plan materials and documents, and being available to answer questions from NVTC staff and Commissioners. NVTC requires the draft final strategic plan and supporting documents to be provided in a Word document – NVTC staff will handle any final report design in-house.

Evaluation Criteria

Ms. Cutrell referred attendees to slide 10 of the presentation, which detailed evaluation criteria. She repeated that demonstrated experience with interviews and focus groups, and a knowledge of Virginia transit systems and governance are paramount.

Procurement Schedule

Ms. Cutrell referred to slide 11 of the presentation, which shows important project dates. She stated that from start to finish, NVTC expects this project to take approximately a year and a half. She noted important dates including a deadline for written questions by Friday, September 11 at close of business. Proposals are due on October 9. NVTC expects to post a notice of award to novatransit.org on or about December 14th and the project will kick-off, most likely, in January 2027.

Questions

Ms. Cutrell then opened the presentation to questions. The questions asked during the pre-proposal conference are included in the Questions and Answers document posted to NVTC's website on September 23, 2026.

