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 2019 through June 2020 (fiscal years FY2019 – 2020). This document supports NVTC’s Strategic Framework, Implementation Plan, and Regional Bus Agenda, and was developed in consultation with the Management Advisory Committee. It is intended to be a living document that can be updated as priorities and projects change.

NVTC’s activities in the Work Plan are categorized into the following focus areas:

A. Planning & Programs
B. Financial Analysis
C. Grants Management, Trust Funds, Contracts & Compliance
D. Information & Engagement
E. Legislative & Policy Efforts
F. Virginia Railway Express
G. WMATA
H. NVTC Internal Operations
I. Commission Management

Northern Virginia Transportation Commission

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.

NVTC Strategic Goals

1. 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.
2. Improve the access and mobility throughout Northern Virginia by connecting the regional and local transit systems.
3. Promote safe, reliable, and financially sound performance and management of regional transit systems.

NVTC Work Plan

A. PLANNING & PROGRAMS

Support and facilitate safe and reliable transit in Northern Virginia through transit planning, research, data analysis and regional coordination.

Actions:

Data & Research

1) Regional Transit Performance Data Collection and Analysis
   a) Collect and analyze transit data and publish the annual Transit Performance Update. Provide jurisdictional and regional transit performance data through materials and presentations, and on NVTC’s website. 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.
   d) As requested, provide ad hoc data analysis for NVTC jurisdictions and the Commission on regional and national issues that impact transit planning, operations, organizations and ridership. Use technical tools to perform in-depth, regional and multijurisdictional analyses in support of Northern Virginia transit systems.

2) Regional Bus Agenda 2.0
   a) Continue development and validation of jurisdictional transit network models for demand projection and operational planning analyses.
   b) Collect necessary data from sources including jurisdictions and effectively manage them to enable implementation of the demand projection model.
   c) In consultation with jurisdictions, 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.
   d) Disseminate findings through authoring reports and presentations.
   e) Enhance the model and conduct regionwide analyses.
   f) Document implementation procedure so any NVTC analyst can implement the model in the Northern Virginia context.
3) Commuter Choice Analyses
   a) Report on Transit Performance in the Corridor
      i) Conduct annual analysis on the transit ridership and other metrics to understand the
         performance of transit along the I-66 Inside the Beltway Corridor.
      ii) Scope potential transit performance analyses in support of the I-395 Express Lanes project and
          implementation of the I-395 Commuter Choice Program.
   b) Quantification of Transit Access and Transportation Demand Management Projects
      i) Scope opportunities to quantify the impact of regional pedestrian, bike share, bicycle and TDM
         efforts on transit ridership and other outcomes on the Commuter Choice program.

Commuter Choice Program (I-66 and I-395/95)

1) I-66 Program Management and Administration
   a) Provide ongoing administration of funded projects to ensure performance and compliance with
      terms of project agreement.
   b) Continue to work with staff and legal counsel on policy decisions governing future calls for projects
      and project administration.
   c) Coordinate with eligible applicants and regional and state agencies that administer other
      competitive funding programs to align program milestones.
   d) Manage submission and evaluation of annual performance reports from grant recipients and
      reporting to the Commission and the Commonwealth Transportation Board (CTB).
   e) Continue to work with financial counsel and financial advisors on financing issues as needed.
   f) Review and approve requisitions for project reimbursements.

2) I-395/95 Commuter Choice Program Development
   a) Coordinate with PRTC and NVTC jurisdictional staff in the development of a memorandum of
      agreement between NVTC and PRTC on the selection and administration of the I-395 Commuter
      Choice Program.
   b) Scope and initiate implementation of the first round of project selections.
   c) Align program management and administration activities with the I-66 Commuter Choice Program,
      where appropriate.

3) Project Selection Process
   a) Prepare application materials received from the calls to secure Commission approval.
   b) Hold educational briefings with eligible applicants. Provide technical assistance and guidance
      during application process.
   c) Lead technical and jurisdictional working group and consultants in the eligibility determination,
      evaluation and scoring of project applications.
d) Provide program updates at Commission meetings and present final program of projects for Commission approval. Forward Commission-approved projects to CTB for final approval.

e) Facilitate development of a regional priority list to be used in project selection. Develop project list scenarios for presentation to the staff and Commissioner working groups and consideration by the Commission.

f) Hold public meetings to explain projects to the public and answer questions about the program.

g) Prepare project list and supporting materials for Commission and CTB consideration.

h) Evaluate opportunity to transition Commuter Choice to multi-year programs.

4) Project Agreements

a) Work with legal counsel, staff, MAC, and jurisdictional working group on updates to project agreements as needed.

b) Upon program approval, develop performance measures for each funded project. Work with recipients and MAC for concurrence on measures.

c) Work with funding recipients on performance and financial elements of project agreements (Appendix A and B).

d) Facilitate execution of agreements for approved projects with awarded jurisdictions and the Commission.

5) Outreach & Marketing

a) Create, maintain and update the Commuter Choice website to explain the program to the public as well as provide application materials to entities.
   i) Establish a web presence for the I-395 Commuter Choice Program in advance of the program launch anticipated in late-2019.

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

c) Plan and implement groundbreaking events in collaboration with local jurisdictions and transit providers.

d) Prepare a fiscal-year annual report to the CTB as required by the MOA.

e) Promote the Commuter Choice program and events through NVTC’s social media and other venues.

f) Conduct a needs assessment to identify duplication of and/or gaps in existing marketing and outreach efforts and identify best practices among jurisdictions, transit agencies and transportation demand management programs in the corridor.

Envision Route 7

1) Conceptual Engineering Study: Complete the technical and financial feasibility of a bus rapid transit (BRT) option in the Route 7 corridor in coordination with member jurisdictions.

a) Continue to coordinate with relevant jurisdictional staff to further the study of high quality transit on Route 7.
b) Complete the conceptual engineering study to help facilitate continued study in the corridor, identify right-of-way needs, as well as preserve existing rights-of-way as redevelopment in the corridor occurs.

c) Assist in identifying financial resources for continued study and programming for BRT along the Route 7 corridor.

d) Continue advocating for high quality transit in the Route 7 corridor and inclusion of transit options for the corridor in regional planning studies.

Regional Fare Collection Program

1) Farebox/Driver Control Unit (DCU) Upgrade Support:
   a) Coordinate with WMATA and local jurisdictions on design, testing and procurement to deliver hardware and software upgrades for buses and bus garages.
      i) Gather functional and technical requirements.
      ii) Review plans and submittals, overseeing testing and evaluation.
      iii) Support coordination with WMATA and NVTC jurisdictions through regular updates on activities, progress and analysis and actively seeking input on the entities’ needs.
      iv) Work with the jurisdictions to identify integration capabilities and to review the preferred integration approach from technical and contractual perspectives.
      v) Identify and negotiate integration capabilities of existing fareboxes to the new Regional Fare Collection program.
      vi) Review integration conceptual designs and contractual change documents related to this integration.
      vii) Review pilot and testing activities, plans and results.

2) Off-Board Fare Collection:
   a) Work with jurisdictions to coordinate regional off-board payment activities.
      i) Analyze vendors and technologies.
      ii) Assist in evaluation and selection of a strategy considering issues such as networking requirements, payment card industry data security standard compliance, and backend integration with the Regional Fare Collection program.
      iii) Support procurement of selected technologies to include vendor oversight and coordination, design reviews, backend integration, testing and installation.

3) Next Generation Regional Fare Collection:
   a) Collaborate with jurisdictions to plan a future fare collection system and keep the existing system operational.
      i) Work with jurisdictions to understand future fare collection vision, needs and timelines.
      ii) Communicate emerging fare collection technology.
iii) Lead discussions of a long-term fare collection strategy to include fare collection as a service, mobile payments, payment convergence with other services as needed and other account-based approaches.

iv) Examine the capabilities to leverage existing fare collection capabilities within the region including mobile ticketing applications.

v) Coordinate discussions with WMATA and regional partners on fare collection initiatives including reporting system upgrades, new farebox procurement, retail network improvements, and new farebox procurement.

vi) Coordinate with WMATA and regional partners on the expansion of WMATA’s University Pass (U-Pass) Program including revenue sharing model, agreements, and rollout.

vii) Represent the needs of Northern Virginia transit systems during the development and implementation of WMATA’s mobile application initiative, including monitoring the progress of software development and testing, participating in user interface reviews, and assist with regional partner testing.

**Northern Virginia Transit Response Coordination** (formerly NVTC’s Emergency Preparedness program)

1) Northern Virginia Bus Bridge Plans
   a) Finalize Northern Virginia Bus Bridge plans with Transit Response Coordination Group and jurisdictional emergency preparedness personnel.
   b) Facilitate meetings on future multijurisdictional bus bridge operation on completion of major capital projects such as Silver Line Phase 2.
   c) Work with WMATA and jurisdictional partners to ensure NVTC plans are consistent with WMATA’s Emergency Response and Evacuation plans.

2) Service Disruption Mitigation Planning
   a) Facilitate the Northern Virginia Transit Response Coordination Group to discuss the impacts and mitigation efforts of WMATA’s planned capital work or other major service disruption events on an as-need basis.
   b) Conduct or participate in regularly scheduled after-action review from Metrorail service disruption mitigation activities with WMATA and jurisdictional staff.
   c) Document lessons learned and improvements of post-service disruption mitigation efforts. Compile an after-action summary for Commissioners and staff.
   d) Maintain database of all Northern Virginia transit facilities and operations to serve as a resource for planners and stakeholders in Metrorail disruption coordination efforts.
   e) Provide technical and planning assistance to jurisdictions and WMATA on regional service disruption mitigation coordination efforts.
Regional Collaboration

1) Use NVTC’s Management Advisory Committee (MAC) as a forum to facilitate cooperative regional solutions and keep local governments informed.

2) Participate with the Northern Virginia Transportation Authority (NVTA) on regional planning efforts in order to better provide for regional transit needs.

3) Participate and provide regionally focused contributions to technical committees assisting in planning, funding, preliminary engineering and environmental analysis for transit in the region, including but not limited to:
   a) Transportation Planning Board (TPB) Technical Committee
   b) TPB Long Range Planning Task Force
   c) TPB Travel Forecasting Subcommittee
   d) TPB Regional Public Transportation Subcommittee
   e) NVTA’s Regional Jurisdiction and Agency Coordinating Committee
   f) DRPT’s I-395 Transit/Transportation Demand Management Study Key Stakeholder Technical Advisory Group
   g) VDOT/DPRT Transform 66 Inside and Outside the Beltway Stakeholder Technical Advisory Groups
   h) VDOT VTrans, the Commonwealth’s long-range transportation plan.
   i) VRE Coordination Committee
   j) VRE Chief Administrative Officer’s Task Force
   k) Washington Area Bus Transformation Project
B. FINANCIAL ANALYSIS

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.

**Actions**

1) Regional Gas Tax Revenues
   a) Monitor NVTC’s 2.1 percent gas tax receipts from the Division of Motor Vehicles (DMV) for reasonableness of collections in total and by jurisdiction.
      i) Employ database and spreadsheet models to identify unanticipated discrepancies at the taxpayer level by jurisdiction and in total.
      ii) Maintain communications with DMV in regard to both unusual activity identified by NVTC and DMV audit activity. Make suggestions for improving the program.
      iii) Brief the MAC as needed on processes, issues and solutions.

2) Ensure the stability of the current sources of transit funding available to NVTC’s local governments.

3) Serve as the central point of contact for Northern Virginia transit system financial information.

4) 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.

5) 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) Actively 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) Help coordinate regional efforts and prepare analytic tools, communication materials and editorials to promote such funding.
   e) Analyze funding proposals produced by regional and statewide studies and identify policy issues for consideration by the Commission.
   f) Identify and help obtain funding for new transit projects that are recommended by NVTC’s jurisdictions.

C. GRANTS MANAGEMENT, TRUST FUNDS, CONTRACTS & COMPLIANCE

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.

Actions:

State Assistance

1) Prepare and submit state assistance applications through DRPT’s Online Grant Administration (OLGA) system as grantee for the NVTC jurisdictions’ share of WMATA operating subsidies and capital requirements.

2) Report WMATA annual ridership, operating expenses, performance metrics data, and other information requested by DRPT as a requirement for receiving state assistance. This data is utilized by DRPT in calculating NVTC’s operating assistance.

3) Review and submit state operating and capital assistance applications for local systems through DRPT’s OLGA system as agent for the NVTC jurisdictions.

4) Manage NVTC and NVTC jurisdiction state grants, including the preparation and review of timely grant invoicing.

5) Participate with VRE and NVTC jurisdictions in quarterly project status review meetings with DRPT.

6) Work with DRPT and grantees to achieve the maximum funding available.

I-66 Commuter Choice

1) Monitor and reconcile net toll revenue receipts from VDOT with actual collections and Commonwealth Transportation Board (CTB) approved project funding levels.

2) Review reimbursement requests for adequate support of eligible expenses; approve and disburse funds.

3) Ensure recipient compliance with project agreement provisions.

4) Account for direct costs of administering the program.

5) Properly account for and report toll revenue activity as a separate Special Revenue fund.

NVTC Subsidy Allocation Model

1) Maintain NVTC’s subsidy allocation model (SAM) utilizing the most recent WMATA and local budget information on transit costs, revenues and subsidies.

2) Determine each local government’s share of NVTC assistance using the annual SAM percentages.

3) Apportion shares of the direct local contributions to NVTC’s administrative budget using the annual SAM percentages.

4) Provide projections and other analysis of annual transit assistance to the NVTC members for planning purposes.
NVTC Jurisdiction Trust Funds

1) Allocate revenue to NVTC jurisdictions through the NVTC trust fund upon receipt using the annual SAM percentages.

2) Prepare timely and accurate quarterly cash flow forecasts of available transit assistance sources and uses for the NVTC jurisdictions.

3) Prepare quarterly reports of actual NVTC trust funds activity for use by NVTC jurisdictions.

4) Manage and invest trust funds according to NVTC policy by safeguarding assets while maximizing liquidity and investment return.

Commuter Rail Operations and Capital Fund (C-ROC)

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

2) 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.

Financial Reporting, Accounting, Audit, Compliance & Contracting

1) Prepare the annual financial statements, disclosures, and supplementary information for NVTC's annual audit.

2) Manage a multi-year audit services contract.

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

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

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

6) Perform internal accounting functions, including invoicing, accounts receivable, cash receipts, accounts payable, disbursements and transfers, payroll, general ledger and reconciliations.

Federal Grants

1) Apply for and manage federal grants for member jurisdictions as required as a 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:
   a) Maintain both subrecipient agreements outlining terms, conditions and expectations, and an annual checklist outlining the range of tasks and corresponding completion dates.
   b) Review reimbursement requests to ensure funding is for eligible activities and in compliance with FTA requirements.
   c) Host quarterly project management meetings with the subrecipient and FTA.
d) File quarterly financial and milestone reports (1/30, 4/30, 7/30, 10/30), biannual Disadvantaged Business Enterprise (DBE) reports (6/1, 12/1) and other required documentation in FTA’s grants management system (TrAMS).

e) Close out completed grants.

2) Ensure NVTC and subrecipients are in compliance with all relevant FTA regulations and guidelines in numerous areas such as legal, financial, technical, continuing control, maintenance, procurement, DBE program, Title VI civil rights compliance, and National Transit Database.

a) Submit annual certifications and assurances to the FTA.

3) Actively administer Title VI and DBE programs with the FTA; manage programs and perform required reporting.
D. INFORM & ENGAGE

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.

Actions:

Partnerships

1) Identify opportunities to host or participate in transit-related events with Northern Virginia’s chambers of commerce and other business representatives.

2) 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.

3) Identify opportunities to host a spring transit tour of Northern Virginia for state legislators.

4) 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.

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

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

Internal & External Relations

1) 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.
   a) Keep the news media, interest groups and local jurisdictions apprised of Commission meetings and hearings, actions, analyses, research, reports and events.
   b) Share transit-related information from external sources – print/broadcast media, online publications and bloggers, transit agencies and state/local governments – with Commissioners, MAC, agency public information officers, transit advocacy groups, and staff.
   c) Participate and speak at chamber of commerce events, homeowner association meetings, and jurisdictional governing-body and committee meetings as requested.

2) 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.

3) Develop and distribute written and visual communications, such as project fact sheets, issue briefs, web content, frequently asked questions, press releases and targeted e-mail communications on transit-related topics, as well as testimony for Commissioners and NVTC senior leadership.

Online Communication

1) Maximize NVTC’s online presence to further its mission.
   a) Continue to build NVTC’s website as a research and information resource.

b) Continue to expand NVTC’s social media presence to drive traffic to novatransit.org and program pages.

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.

Community Outreach

1) 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.

   d) Establish distinct project- and program-specific social media presence.

2) Plan and implement activities that engage the public and promote NVTC programs and initiatives, such as the Virginia WMATA Board Member Forums.

3) Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).

Title VI Civil Rights Compliance

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

   a) Use GIS to conduct a demographic analysis to determine the location of concentrations of minority and limited English proficiency (LEP) persons.

   b) Seek out and consider the viewpoints of minority, low-income and LEP persons during public outreach and involvement activities.

   c) Strive to overcome linguistic, institutional, cultural, economic, historical or other barriers that might prevent minority, low-income and LEP persons from effectively participating in NVTC’s decision-making process.

   d) Target outlets that support or serve affected populations when soliciting public participation and/or comment.

   e) Translate printed materials and advertisements into languages other than English and offer translators and sign-language interpreters at public meetings/hearings, when appropriate.
E. LEGISLATIVE & POLICY

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.

Actions:

**State & Federal Legislative Policy Agenda**

1) 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.
   a) 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).
   b) 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.
   c) 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).
   d) Conduct an annual joint NVTC and PRTC legislative briefing.
   e) 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.

**Virginia General Assembly Session**

1) Prepare and support NVTC legislative and policy efforts before and during the General Assembly.
   a) Reach out to legislators to garner support for NVTC’s legislative agenda and educate them about the benefits of public transportation.
   b) Prepare informative district-specific legislative maps showing transit service and performance for all members of the Northern Virginia delegation.
   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 session.

**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.
Transit Industry Groups and Trade Associations

1) Participate in analysis and dialogs on local, state and national transit issues with state and national transit industry associations and other bodies, including:
   a) 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.
   b) 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.

2) Provide technical assistance and policy analysis support to state and national boards and committees, including, but not limited to:
   a) DRPT’s Transit Service Delivery Advisory Committee (TSDAC)
   b) VTA Executive Committee
   c) The General Assembly’s Joint Committee on Transportation Accountability
   d) APTA Legislative Committee
   e) APTA Policy and Planning Committee
   f) APTA Public Private Partnership Committee
   g) APTA Commuter Rail Committee
   h) Institute for Transportation Engineers
   i) Transit Cooperative Research Program (TCRP) Dissemination and Implementation of Research Findings Project Panel
F. VIRGINIA RAILWAY EXPRESS

As co-owner of the Virginia Railway Express, provide oversight of the railway to promote safe, reliable and financially sound performance and management.

Actions:

VRE Operations Board Support
1) Facilitate the annual appointment of NVTC’s principal and alternate members of the VRE Operations Board. (January)
2) Provide staff support, in coordination with jurisdictional staff when necessary, to NVTC-appointed VRE Board members.
3) Actively participate on VRE’s Coordination Committee (VCC) and Chief Administrative Officer’s Task Force and attend VRE Operations Board meetings.
4) 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.

Budget and Financial Management
1) 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.
2) Apply and receive state and regional assistance on behalf of VRE, including DPRT transit capital and operating funding, Rail Enhancement Funds, and HB2/Smart Scale and NVTA funds.
3) Provide assistance to VRE planning staff on ridership, travel forecasting, federal funding programs, and other technical items.

Annual Rider Survey
1) Provide staff and technical support to VRE for the customer service surveys each spring by assisting with on-board survey distribution.
2) Provide staff and technical support to VRE for the annual ridership survey each fall by assisting with on-board survey distribution and conducting the survey address verification process using GIS technology.

Technical and Communications Support
1) Amplify and actively share VRE public communications through NVTC social media.
2) Serve on technical and policy advisory committees, as requested.
G. WMATA

Exercise 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 and management of WMATA. Manage the NVTC WMATA Committee and facilitate and represent jurisdictional interests with NVTC’s WMATA principal director.

Annual Report on the Performance and Condition of WMATA

1) 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.

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

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

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

Annual Certification of WMATA Documents

1) On an annual basis, request from WMATA the following documents:
   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).

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

WMATA Committee Support

1) Manage and staff the NVTC WMATA Committee to provide a venue for discussion of WMATA issues directly affecting the NVTC region and NVTC jurisdictions.

2) 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.

3) Keep NVTC Commissioners informed of pending WMATA Board decisions of regional significance.

Virginia WMATA Board Member Support

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

2) Provide primary staff support on WMATA related meetings and issues to NVTC’s WMATA Board principal member or their designed alternate.

3) 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.

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

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

6) Participate on WMATA’s Jurisdictional Coordinating Committee (JCC).
   a) Monitor and report on the development of WMATA’s FY2020 budgets.
   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.

Support to Northern Virginia Jurisdictions

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

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

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

See other NVTC WMATA-related efforts in Planning and Projects: Data Analysis; Northern Virginia Transit Response Coordination; Financial Analysis; and Grants Management, Trust Funds, Contracts & Compliance
H. NVTC INTERNAL OPERATIONS

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

Actions:

**Human Resources and Administration**

1) In coordination with jurisdictional staff, develop the annual NVTC general and administrative (G&A) budget for consideration by the Commission in the fall.

2) Continue to leverage human resources support assistance to enhance and support human resource functions.

3) Continue NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.

4) Develop and implement a professional development plan for staff, including appropriate training.

5) Develop and implement a staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC’s jurisdictions.

6) 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.

**Telework and Office Space**

1) Relocate offices to 2nd floor including acquisition of furniture and supplies for additional offices.

2) Encourage staff utilization of transportation demand management techniques, such as the telework program.

**Information Technology**

1) Office Space Move and Expansion
   a) Review phone and data cabling requirements, chose, and work with vendor for cable installation and setup of network system and infrastructure.
   b) Manage purchase and installation of new telecommunications system.
   c) Manage logistics of relocation of all workstations, printers and copiers and verify that all equipment and lines are working properly.

2) Information Technology Management
   a) Provide ongoing staff support, troubleshooting for all office software and hardware.
   b) Provide ongoing information technology improvements to ensure a productive and secure working environment for staff.
   c) Research, order or work with contractors to obtain staff equipment as requested.
   d) Set up all new IT equipment for current or additional staff.
I. COMMISSION MANAGEMENT

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

Actions:

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 take 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 FOIA requests.