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 2020 through June 2021 (fiscal years FY2020 – 2021). 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 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 activities in the Work Plan are categorized in the following outline:

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NVTC’s Mission, Vision and Strategic Goals

**Mission:** As the premier transit organization in Northern Virginia, NVTC brings the region together to plan, coordinate, and secure funding for transit systems that are financially sustainable and high performing.

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

**Strategic Goals:**

- Increase the capacity of the regional transit network by expanding and improving the quality, coverage, and frequency of new and existing systems, including Metro, VRE and new transit services.
- Improve the access and mobility throughout Northern Virginia by connecting the regional and local transit systems.
- Promote safe, reliable, and financially sound performance and management of regional transit systems.

**Programs and Crosscutting Functions**

NVTC has five programs that support the implementation of the Commission’s mission and vision. These programs provide technical assistance, enable data collection and analysis, facilitate regional engagement and jurisdictional coordination, and 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 and to provide the best representation for our jurisdictions and to ensure NVTC’s work adds value for Northern Virginia, the greater DC region, and the Commonwealth.
1. Programs

Program Advisory Committee Support

All the programs described below fall under the purview of the Program Advisory Committee (PAC), except for the WMATA program which falls under the NVTC WMATA Committee.

Per the Commission’s By-Laws, the PAC is responsible for providing leadership and guidance in the development of Commission-administered programs. The PAC is convened as needed and in coordination with the PAC Chair.

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.

Commuter Choice

The Commuter Choice program is a groundbreaking program that invests toll revenue into transit service, transportation demand management, and other multimodal improvements along the I-66 Inside the Beltway and I-395/95 toll corridors. NVTC, in partnership with the Potomac and Rappahannock Transportation Commission (PRTC), Virginia Department of Transportation (VDOT), Virginia Department of Rail and Public Transportation (DRPT), and the Commonwealth Transportation Board (CTB), manages this competitive funding program through the tasks outlined in the section below.

1) Program Management and Administration
   a) Provide ongoing administration of the program to ensure compliance with relevant Memorandums of Agreement (MOAs).
      i. Work with staff and legal counsel on policy decisions governing future calls for projects and program administration.
      ii. Coordinate with regional and state agencies that administer other competitive funding programs to align program milestones.
      iii. Coordinate with PRTC (as needed) on the ongoing management and administration of the I-395/95 Commuter Choice Program.
      iv. Transition Commuter Choice to two-year calls for projects.
      v. Work with financial counsel and financial advisors on financing issues as needed.
      vi. Maintain and update the Commuter Choice program website to provide relevant, timely information for applicants, grantees, and stakeholders.
   b) Plan for future changes to program administration
      i) Develop a framework for multiple-year funding commitments for capital projects.
      ii) Evaluate program management software tools for applicability to and usefulness in managing the growing portfolio of funded projects.
   c) Prepare annual report and program updates
      i) Prepare and submit the fiscal year report to the CTB as required by the MOA.
ii) Prepare and update (as needed) a handbook for funding recipients that provides a comprehensive guide to Commuter Choice program eligibility, policies, and procedures.

iii) Prepare and submit corridor transit reports to the Commission(s).

**Deliverables:** I-66 Round Four Call for Projects; Preparation for I-395/95 Round Two Call for Projects; Annual Report to the CTB; Corridor Transit Reports

2) **Project Selection Process**
   a) Prepare application materials received from the calls to secure Commission(s) approval.
   b) Hold educational briefings with eligible applicants. Provide technical assistance and guidance during application process.
   c) Lead technical consultants (in coordination with DRPT) in the eligibility determination, 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 prepare project list and supporting materials for CTB consideration.
   f) Develop potential project list for presentation to the staff and Program Advisory Committee (PAC)/Joint Commission Working Group (JCWG) and consideration by the Commission(s).
   g) Hold public hearing and facilitate online public outreach efforts to explain projects to the public and answer questions about the program.

**Deliverables:** Eligibility screening workshop with DRPT; Workshops with eligible applicants; PAC and JCWG briefings

3) **Standard Project Agreements (SPA)**
   a) Work with legal counsel on updates to SPA as needed.
   b) Monitor funded projects to ensure performance and compliance with terms of SPA
   c) Work with funding recipients on performance measures and financial elements of SPA (Appendix A and B).
   d) Facilitate execution of SPAs for approved projects with awarded jurisdictions and the Commission(s).

**Deliverables:** Updated SPA for I-66 Round Four and I-395/95 Round Two

4) **Reimbursement and Financial Reporting**
   a) Host quarterly meetings with grantees to receive required project level reports and ensure projects are meeting implementation, reporting, and financial milestones.
   b) Review and approve project reimbursement requests.
   c) Track expenses and reimbursements by corridor, fiscal year program, project, grantee, etc.
   d) Coordinate with NVTC financial team.

5) **Outreach and Marketing**
   a) Plan and implement public meetings and public input process.
b) Plan and implement groundbreaking events in collaboration with local jurisdictions and transit providers.

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

d) Create and maintain a Commuter Choice website focused on marketing of projects and programs to toll facility users and the general public (upon completion of the Needs Assessment Study).

**Deliverables:** Public outreach report for I-66 Round Four; Completion of Needs Assessment Study; RFP for Commuter Choice marketing website

**Internal Coordination:** Transit Resource Center, WMATA, Financial Analysis and Management, Communications and Engagement, Legislative and Policy, Commission Management

**Transit Resource Center**

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

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

   a) Collect and analyze transit data.
      
      a. Publish the Annual Transit Performance Report.
      
      b. Provide jurisdictional and regional transit performance data through materials and presentations, and on NVTC’s website.
      
      c. Provide data analysis for NVTC jurisdictions and the Commission on regional and national issues that impact transit planning, operations, organizations and ridership.
      
      d. Disseminate findings through authoring reports and presentations.

   b) Support Required data collection efforts.
      
      a. Work with local governments to coordinate collection of performance data for the Federal Transit Administration’s (FTA) National Transit Database (NTD).
      
      b. Manage the contract for NTD data collection on behalf of Northern Virginia’s transit systems. Oversee data collection efforts to facilitate the receipt of federal funds to the region.
      
      c. Report the Washington Metropolitan Area Transit Authority’s (WMATA) monthly ridership and parking utilization to comply with the Department of Rail and Public Transportation’s (DRPT) OLGA reporting requirements and report to NVTC Commissioners. Ensure that the data are consistent, timely and accurate.

   c) Develop and Maintain TBEST Model
      
      a. Use technical tools to perform in-depth, regional and multijurisdictional analyses in support of Northern Virginia transit systems.
      
      b. Develop and validate jurisdictional transit network models for demand projection and operational planning analyses.
c. Analyze various operational scenarios including additions, eliminations and modifications of bus routes, service level changes (e.g., increases and cuts), and changes in external circumstances, including demographic changes, macroeconomic shocks and changes in networks of complementing transit systems (as requested by jurisdictions or transit providers).

d. Document implementation procedure so any NVTC analyst can implement the model in the Northern Virginia context.

e. Collect necessary data from sources including jurisdictions and effectively manage them to enable implementation of the demand projection model.

**Deliverables:** Annual Transit Performance Report; Model outputs for jurisdiction-led projects

2) **Commuter Choice Corridor Analyses**

a) Report on Transit Performance in Commuter Choice Corridors

   a. Conduct regular analysis on the transit ridership and other metrics to understand the performance of transit along the I-66 Inside the Beltway and I-395/95 Corridors.

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

**Deliverables:** Corridor Transit Report

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

a) Complete Phase III work and close out of relevant contracts and grants.

b) Apply for DRPT Technical Assistance grant to support Phase IV (Traffic Analysis along Virginia Route 7 from approximately I-66 to the Seven Corners area).

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

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

   b. Assist in identifying financial resources for continued study and programing for BRT along the Route 7 corridor.

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

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

4) **Regional Coordination and Collaboration**

a) Provide technical support to the NVTA (Northern Virginia Transportation Authority) on regional planning efforts in order to better provide for regional transit needs.

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

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

Internal Coordination: WMATA, Grants Management, Commuter Choice, Communications and Engagement, Legislative and Policy Efforts

Transit Technology

The Transit Technology program provides technical assistance related to fare collection, oversees the implementation of NVTC’s Regional Fare Collection Strategic Plan, and engages with regional, state, and national transit technology stakeholders to build Commission knowledge about innovative transit mobility services and emerging technologies. An overview of the tasks within the Transit Technology Program are outlined below.

1) Implementation of the NVTC’s Regional Fare Collection Strategic Plan

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

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

c) Identify areas of research/analysis that will support implementation of the Strategic Plan.

2) Regional Fare Collection

a) Next Generation Regional Fare Collection:

i. Collaborate with jurisdictions to plan a future fare collection system and keep the existing system operational.

ii. Work with jurisdictions to understand future fare collection vision, needs and timelines.

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. 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.

b) Farebox/Driver Control Unit (DCU) Upgrade Support

i. Coordinate with WMATA and local jurisdictions on design, testing and procurement to deliver hardware and software upgrades for buses and bus garages.

ii. Gather functional and technical requirements.
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. Review pilot and testing activities, plans, and results.

c) Off-Board Fare Collection

i. Work with jurisdictions to coordinate regional off-board payment activities.

ii. Analyze vendors and technologies.

iii. 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.

iv. Support procurement of selected technologies to include vendor oversight and coordination, design reviews, backend integration, testing and installation.

3) Grant Management

a) Manage DRPT grants that support the regional fare collection project: Technical Assistance (TA) Grant and Capital Grant.

b) Manage consultant support provided through TA grant, including approving work products and annual work plans, reviewing and approving invoices, coordinating with Northern Virginia DRPT grant staff, etc.

**Internal Coordination:** Transit Resource Center, WMATA, Financial Analysis and Management

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**Virginia Railway Express**

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

1) VRE Operations Board Support

a) Facilitate the annual appointment of NVTC’s principal and alternate members of the VRE Operations Board.

b) Provide staff support, in coordination with jurisdictional staff when necessary, to NVTC-appointed VRE Board members.

c) Participate on VRE’s Coordination Committee (VCC) and Chief Administrative Officer’s Task Force and attend VRE Operations Board meetings.

2) Budget and Financial Management

a) Facilitate NVTC’s approval of VRE’s annual operating and capital budgets, including the prioritization of the Commuter Rail Operation and Capital (C-ROC) Fund. Participate and provide technical support at budget review sessions.

b) Apply and receive state and regional assistance on behalf of VRE, including DPRT transit capital and operating funding, Rail Enhancement Funds, and Smart Scale and NVTA funds.
c) Assist VRE planning staff on ridership, travel forecasting, federal funding programs, and other technical items.

3) VRE Surveys
   a) Provide staff and technical support to VRE for the customer service surveys each spring by assisting with on-board survey distribution.
   b) Provide staff and technical support to VRE for the Master Agreement Annual Ridership Survey each fall by assisting with on-board survey distribution and conducting the survey address verification process using GIS technology.

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

**Deliverables:** Audited annual survey report and maps

**Internal Coordination:** WMATA, Legislative and Policy, Financial Analysis and Management

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**Washington Metropolitan Area Transit Authority**

NVTC exercises leadership through the appointment and support of Virginia’s members of the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors to promote safe, reliable and financially sound performance, management, and oversight of WMATA. Staff supports the NVTC WMATA Committee to facilitate and represent jurisdictional interests and to ensure access to NVTC’s WMATA principal director.

1) WMATA Committee Support
   a) Develop and implement the committee’s annual work plan.
   b) Manage and staff the NVTC WMATA Committee to facilitate committee guidance and feedback, leading to committee endorsement and recommendation for the full Commission to approve of the *Annual Report on the Performance and Condition of WMATA*.
   c) Manage and staff the NVTC WMATA Committee to provide a venue for discussion of WMATA issues directly affecting the NVTC region and NVTC jurisdictions.
   d) Manage and lead a jurisdictional staff working group to provide staff support for NVTC’s WMATA Board principal member and members of NVTC’s WMATA Committee.
   e) Inform NVTC Commissioners of pending WMATA Board decisions of regional significance.

2) Annual Report on the Performance and Condition of WMATA
   a) Develop and submit to the General Assembly and the Governor an annual report on the performance and condition of WMATA that includes the following:
      a. The safety and reliability of the rapid heavy rail mass transportation system and bus network.
b. The financial performance of WMATA related to the operations of the rapid heavy rail mass transportation system, including farebox recovery, service per rider, and cost per service hour.

c. The financial performance of WMATA related to the operations of the bus mass transportation system, including farebox recovery, service per rider, and cost per service hour.

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

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

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

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

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

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

3) Annual Certification of WMATA Documents

a) Request the following documents from WMATA annually:

a. Annual capital budget; annual independent financial audit;

b. National Transit Data annual profile; and

c. Single audit report issued in accordance with the Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards (2 C.F.R Part 200).

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

4) Virginia WMATA Board Member Support

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

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

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

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

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

f) Participate on WMATA’s Jurisdictional Coordinating Committee (JCC).
NVTC Work Plan (January 2020 to June 2021)

a. Monitor and report on the development of WMATA’s annual operating and capital budgets and multi-year CIP.

b. Coordinate with jurisdictional staff and DRPT on WMATA’s compliance with CTB policy guidelines for the implementation of governance and funding reforms for WMATA.

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

5) **Support for Northern Virginia Jurisdictions**

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

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

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

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

6) **Northern Virginia Transit Response Coordination**

   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.

**Deliverables:** Annual Report on the Performance and Condition of WMATA; Lessons learned from the Summer 2020 Metrorail shutdown; Annual certification letter to Commonwealth

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

2. **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.

Financial Analysis

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

2) State Transit Revenues
   a) Participate on the Transit Service Delivery Advisory Committee (TSDAC) to assist DRPT in reviewing the distribution process for transit capital and operating funds.

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

Grants Management, Trust Funds, Contracts and Compliance

1) State Assistance
   a) 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.
b) 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.

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

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

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

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

2) I-66 and I-395/95 Commuter Choice

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

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

c) Ensure recipient compliance with project agreement provisions.

d) Account for direct costs of administering the program.

e) Account for and report toll revenue activity as a separate Special Revenue fund.

3) NVTC Subsidy Allocation Model

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

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

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

d) Provide projections and other analysis of annual transit assistance to the NVTC jurisdictions for planning purposes.

4) NVTC Jurisdiction Trust Funds

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

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

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

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

5) Commuter Rail Operations and Capital Fund (C-ROC)

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

b) Provide periodic reports to the Commissions about the funds in the C-ROC Fund, including monthly receipts, amounts expended, the amount of funds held and investment earnings.
6) Financial Reporting, Accounting, Audit, Compliance and Contracting
   a) Prepare the annual financial statements, disclosures, and supplementary information for NVTC's annual audit.
   b) Manage a multi-year audit services contract.
   c) Accomplish unqualified auditors' opinions and provide financial and compliance reports to the appropriate regulatory agencies.
   d) Maintain up-to-date compilations of state and federal grant regulations and ensure staff is adequately trained in grant, contract and project management.
   e) Maintain current documents and policies to facilitate prompt procurement in compliance with state and federal laws.
   f) Perform internal accounting functions, including invoicing, accounts receivable, cash receipts, accounts payable, disbursements and transfers, payroll, general ledger and reconciliations.

7) Federal Grants
   a) Apply for federal grants on behalf of member jurisdictions and manage grants as the designated recipient for FTA funds. Currently, NVTC is the designated recipient of federal grants for the cities of Alexandria and Falls Church. For these grants, NVTC will:
      i. Maintain subrecipient agreements which outline terms, conditions and expectations.
      ii. Ensure subrecipient agreements include all the information required by FTA and 2 CFR 200.
      iii. Review reimbursement requests to ensure costs are reasonable, allocable, and allowable in accordance with 2 CFR 200 and terms of the award.
      iv. Host quarterly project management meetings with the subrecipient and FTA.
      v. File quarterly financial and milestone reports (1/30, 4/30, 7/30, 10/30), semi-annual Disadvantaged Business Enterprise (DBE) reports (6/1, 12/1) and other required documentation in FTA’s grants management system (TrAMS).
      vi. Monitor subrecipients to ensure proper stewardship of federal funds and performance goal attainment.
      vii. Provide technical assistance as needed.
      viii. Close out completed grants.
   b) Establish NVTC’s FY2021-2023 DBE Overall Goal in accordance with 2 CFR 26.45.
   c) Administer Title VI and DBE Programs and provide technical assistance to subrecipients as needed.
   d) Ensure NVTC and subrecipients are in compliance with all relevant FTA regulations and guidelines in numerous areas such as legal, financial management, technical capacity, continuing control, maintenance, procurement, civil rights, and National Transit Database.
   e) Attend workshops and webinars presented by FTA to maintain awareness of changes in federal requirements and processes.
   f) Submit annual certifications and assurances to the FTA and maintain subrecipient’s signed annual certifications and assurances on file.
**NVTC Work Plan (January 2020 to June 2021)**

**Deliverables:** Annual Audit(s); Annual NVTC Budget; Monthly Financial Report; FY2021-2023 DBE Overall Goal Submission

**Internal Coordination:** Commuter Choice, Transit Resource Center, Transit Technology, VRE, WMATA, Legislative and Policy Efforts

### 3. 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 a spring transit tour 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) 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.
   f) 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, and staff.
      iii. Participate and speak at chamber of commerce events, homeowner association meetings, and jurisdictional governing-body and committee meetings as requested.
   b) Develop and distribute information and resources necessary for Commissioners to fulfill their responsibilities, including the annual member manual, NVTC website, e-newsletters and monthly Executive Director reports.
   c) Develop and distribute written and visual communications, such as project fact sheets, issue briefs, web content, frequently asked questions, press releases and targeted e-mail
communications on transit-related topics, as well as testimony for Commissioners and NVTC senior leadership.

3) **Online Communication**

a) Maximize NVTC’s online presence to further its mission.
   a. Build NVTC’s website as a research and information resource.
   b. Expand NVTC’s social media presence to drive traffic to novatransit.org and program pages.
   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.

4) **Public Outreach**

a) Develop and implement communications plans and budgets for transit studies and multimodal grant programs.
   a. Publicize and solicit public comment through multiple channels, such as meetings and hearings, advertising, pop-up events, online crowdsourcing, email, mail and telephone.
   b. Plan and promote public meetings and hearings in consultation with local jurisdictions, transportation agencies and transit providers.
   c. Design and create materials, such as flyers, handouts, infographics, email blasts, display boards, PowerPoint presentations, and videos.
   d. Establish distinct project- and program-specific social media presence.
   b) Plan and implement activities that engage the public and promote NVTC programs and initiatives.
   c) Participate in and support the annual public meeting for Northern Virginia transportation organizations, as required by HB1285 (2018).
   d) Support and coordinate with Commuter Choice program outreach and marketing efforts.
   e) Complete post-WMATA shutdown marketing effort to return riders to transit; analyze results to gain insights for potential future campaigns.
   f) Update and streamline NVTC website to ensure user friendliness and adherence to usability standards.
   g) Unify NVTC outreach materials to ensure consistent branding and messaging across all platforms.
   h) Expand in-person outreach efforts through networking and attendance at public events.

5) **Title VI Civil Rights Compliance**

a) Ensure NVTC’s compliance with the federal Title VI program.
   i. Use GIS to conduct a demographic analysis to determine the location of concentrations of minority and limited English proficiency (LEP) persons.
ii. Seek out and consider the viewpoints of minority, low-income and LEP persons during public outreach and involvement activities.

iii. 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.

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

v. Translate printed materials and advertisements into languages other than English and offer translators and sign-language interpreters at public meetings/hearings, when appropriate.

Deliverables: Daily news clips; Website and social media posts; Post-2020 Metrorail shutdown marketing campaign scope, budget, and RFP; Presentations and handouts; Annual Title VI certification to FTA

Internal Coordination: Commuter Choice, WMATA, Legislative and Policy Efforts, Financial Analysis and Management

4. Legislative and Policy Efforts

Legislative and Policy Committee Support

Per the Commission’s By-Laws, the Legislative and Policy Committee is responsible for the development of the annual legislative and policy agenda and serves as a venue for discussion of legislative and policy matters that directly affect NVTC programs, the NVTC region, and transit in Northern Virginia. The committee is typically convened regularly between October and March.

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

Development of Legislative and Policy Agenda

Devise, coordinate and implement legislative and policy strategies based on sound policy analysis in coordination with legislative staff from relevant jurisdictions, agencies and partner organizations.

1) State and Federal Legislative Policy Agenda
   a) Assist NVTC’s Legislative and Policy Committee with adopting a state and federal legislative and policy agenda to guide NVTC’s legislative support in the coming year.
   b) Develop strategies to effectively implement NVTC’s annual legislative and policy agenda in collaboration with NVTC jurisdictions’ legislative liaisons and the Virginia Transit Association (VTA).
   c) Work with delegations in Richmond and Washington D.C. as needed to promote NVTC’s approved agenda. Focus should include, but not be limited to long term, sustainable transit capital funding and maintenance of existing NVTC programs and authorities.
   d) Identify transit issues that require policy decisions. Assemble data and perform policy analyses to facilitate those decisions (e.g. fare integration, development of new technology, service expansion, customer safety, system security and the business case for and value of public transit).
e) Conduct an annual joint NVTC and PRTC legislative briefing.

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

2) Virginia General Assembly Session

a) Prepare and support NVTC legislative and policy efforts before and during the General Assembly.

b) Reach out to legislators to garner support for NVTC’s legislative agenda and educate them about the benefits of public transportation.

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

d) Conduct NVTC’s February meeting at the General Assembly in Richmond.

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

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

3) Commonwealth Transportation Board

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

b) Advocate for NVTC’s policies, including balanced transportation and stable and reliable funding.

c) Support DRPT’s Transit Service Delivery Advisory Committee (TSDAC) by following the Commonwealth transit funding reform process, facilitating discussions by jurisdictional staff, and relaying feedbacks of transit agencies to TSDAC discussions.

4) Transit Industry Groups and Trade Associations

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

b) Virginia Transit Association (VTA)

   i. Contribute to VTA’s state legislative strategy for the transit industry and strengthen VTA’s response to Northern Virginia’s concerns.

   ii. Provide technical and communications support regarding the economic benefits of transit.

   iii. Co-chair VTA events and encourage NVTC Commissioners to serve as VTA officers.

   iv. Serve as VTA’s member of the Transit Service Delivery Advisory Committee (TSDAC), providing technical guidance on performance-based funding for transit capital and operations.

   v. Serve on VTA’s awards and conference planning committees.

c) American Public Transportation Association (APTA)

   i. Provide technical assistance and feedback to APTA on federal transit program implementation issues.

   ii. Participate in defining and implementing a federal legislative strategy as part of a broad, nationwide pro-transit coalition.

d) Provide technical assistance and policy analysis support to state and national boards and committees, including, but not limited to:
i. DRPT’s Transit Service Delivery Advisory Committee (TSDAC)
ii. VTA Executive Committee
iii. The General Assembly’s Joint Committee on Transportation Accountability
iv. APTA Legislative Committee
v. APTA Policy and Planning Committee
vi. APTA Public Private Partnership Committee
vii. APTA Commuter Rail Committee
viii. Institute for Transportation Engineers
ix. Transit Cooperative Research Program (TCRP) Dissemination and Implementation of Research Findings Project Panel

**Deliverables:** Annual workplan for Legislative and Policy Committee; Joint NVTC/PRTC Legislative Briefing

**Internal Coordination:** WMATA, VRE, Commuter Choice, Communications and Engagement, Financial Analysis and Management, Commission Management

## 5. Commission Management

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

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

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

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

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

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

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

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

8) Conduct new Commissioner orientations.

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

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

**Deliverables:** Annual Commission Meeting Schedule; Monthly Commission kit

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

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

1) Human Resources and Administration
   a) Develop the annual NVTC general and administrative (G&A) budget, in coordination with jurisdictional staff, for consideration by the Commission in the fall.
   b) Continue to leverage human resources support assistance to enhance and support human resource functions.
   c) Continue NVTC Transit Fellows Program to attract talent to supplement NVTC staff on specific projects.
   d) Develop and implement a professional development plan for staff, including appropriate training.
   e) Develop and implement a staff earning structure and align job descriptions and benefits, such as health and retirement, with NVTC’s jurisdictions.
   f) Administer employee benefit programs, including retirement plan, 457 plan, group health insurance, group life insurance, disability insurance, flex benefit plan, bike share, and Zip Car.

2) Telework and Office Space
   a) Encourage staff utilization of transportation demand management techniques, such as the telework program.
   b) Resolve issues related to the office space (lease, maintenance, facilities, etc.).

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

Internal Coordination: Communications and Engagement, Financial Analysis and Management