



Northern Virginia Transportation Authority
The Authority for Transportation in Northern Virginia

GOVERNANCE AND PERSONNEL COMMITTEE

Thursday, September 9, 2021

5:30 PM

NVTA Offices

Meeting to be conducted in person and Live Streamed via YouTube

AGENDA

1. **Call to Order** Chair Randall
2. **Approval of the July 8, 2021 Meeting Summary**
Recommended Action: Approval of Meeting Summary, (with abstentions from those who were not present).

Action Item

3. **Amendment to Bylaws – Subsequent Reading** Mr. Longhi, CFO
Recommended Action: Committee Recommendation to the Authority of Bylaws Amendment
4. **Chief Executive Officer Position Description and Compensation Consulting - Proposed Position Description** Mr. Longhi, CFO
Recommended Action: Committee Recommendation to the Authority of Consultant Proposed Position Description

Discussion/Information

5. **2022 Legislative Program, Report and Discussion** Ms. Backmon, Executive Director
Ms. Baynard, McGuire Woods Consulting, LLC

Closed Session

(If Required)

6. **Adjournment**

Next Meeting: October 14, 2021 at 5:30 PM

NVTA Offices



Northern Virginia Transportation Authority
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GOVERNANCE AND PERSONNEL COMMITTEE

Thursday, July 8, 2021

5:30 PM

NVTA Offices

Meeting conducted in person and Live Streamed via YouTube

SUMMARY MINUTES

1. Call to Order

Vice Chairman Snyder

- ✓ Vice Chairman Snyder (who chaired on behalf of Chair Randall) called the meeting to order at 5:35pm.
- ✓ Attendees:
 - Members: Vice Chairman Snyder; Chair Wheeler, Mayor Davis-Younger, Supervisor Alcorn (on behalf of Chairman McKay).
 - Staff: Monica Backmon (Executive Director); Michael Longhi (CFO); Erica Hawksworth (Communications & Public Affairs Manager); Margaret Duker (Executive Asst/Clerk).
 - Other Attendees: Rob Dickerson (Council of Counsel – Prince William County); MinhChau Corr (Council of Counsel – Arlington County).
 - Jurisdictional and agency staff as well as the public were able to view the meeting via the Authority's YouTube channel.

2. Approval of the June 10, 2021 Meeting Summary

Recommended Action: Approval of Meeting Summary, (with abstentions from those who were not present).

- ✓ Chair Wheeler moved for the acceptance of the June 10, 2021 Meeting Minutes; seconded by Mayor Davis-Younger. Motion passed by 2-0-1 as Vice Chairman Snyder abstained since he was not part of the previous month's meeting.

Action Item

3. Chief Executive Officer Position Description and Compensation Consulting Engagement

Mr. Longhi, CFO

Recommended Action: Committee Recommendation to the Authority of Consultant Selection

- ✓ Mr. Longhi noted that the Governance and Personnel Committee (GPC) has been working on the Executive Director's annual performance review and related compensation for some months now.
- ✓ He noted that after several efforts, over several months to come up with different options for the Chief Executive Officer (as the GPC requested the position be addressed in this

- process) position description and compensation study, the GPC requested at the June meeting that a Request for Proposals (RFP) be issued for an independent consultant to update the Chief Executive Officer position description and perform a compensation analysis.
- ✓ He noted that the GPC recognized the short timeframe to complete this effort prior to their September meeting, explaining that the RFP was issued on June 16, 2021, with a deadline of noon on June 28, 2021. The RFP was posted on eVA and NVTA websites as well as distributed to various firms with a request to forward to interested parties. Notice of the RFP was also sent directly to 11 executive search consulting firms via their online portals.
 - ✓ Mr. Longhi noted that three proposals were received by the due date.
 - ✓ Out of the three firms, two scored high enough to advance to the negotiation, best and final offer stage.
 - ✓ He noted the details of why one firm became the clear preferred choice through the evaluation process. As part of the description, he noted the pros and cons of the approaches of each firm. He stated that the cost for the recommended firm was \$5,000 above the initial estimate of \$20,000, while the second ranked firm, which was not recommended, was \$8,000 less.
 - ✓ He added that Board Member Cristol, after reviewing the proposal details contained in the staff report and noting the cost variance, emailed her strong support to move forward with the recommended firm. (Hardcopies of the emails were provided to the Committee.)
 - ✓ Supervisor Alcorn inquired how the consultant planned to do the market pricing analysis.
 - ✓ Mr. Longhi noted the consultants will use the position description revisions to determine compensation factors for the position.
 - ✓ Mr. Longhi also stated that the Consultant will take individual factors from the revised position description, put a market value on those points then develop a compensation analysis.
 - ✓ This is a method which is used when there are not comparable to positions or organizations with a similar size, type and scope.
 - ✓ Vice Chairman Snyder inquired as to whether any other organization or outside parties had reviewed the procurement.
 - ✓ Mr. Longhi responded no, noting the short turnaround time to have a report, however, this is the same process that has been used in the past for other NVTA procurements.
 - ✓ Vice Chairman Snyder inquired as to whether the Council of Counsel had reviewed the agreement.
 - ✓ Mr. Longhi replied they had not been asked to review as no legal questions had arisen. He noted the resolution could be modified with 'subject to review by the Council of Counsel'.
 - ✓ Supervisor Alcorn also noted that he would appreciate the Council of Counsel review the proposal.
 - ✓ Mr. Dickerson, Council of Counsel Member, (Prince William County) addressed the Committee noting a Council of Counsel review would only address the appropriateness of the procurement process, not qualitative aspects of the firm recommended.
 - ✓ Vice Chairman Snyder requested the motion be modified to include recommending Authority approval subject to review by the Council of Counsel.
 - ✓ Mr. Dickerson, affirmed that they will review the proposal for compliance with the Code of Virginia.

- ✓ Mayor Davis-Younger moved Governance and Personnel Committee recommendation of the attached agreement with the Millennium Group International LLC for Authority approval subject to review by the Council of Counsel; seconded by Chair Wheeler. Motion passed unanimously.
 - ✓ Vice Chairman Snyder asked whether there would be any General Assembly updates and how will it be known if an issue relevant to the Authority, arises.
 - ✓ Ms. Backmon responded that the General Assembly Special Session starts August 2, 2021, and the Authority will be kept updated of any developments through NVTAs legislative liaison, Ms. Baynard.
 - ✓ Vice Chairman Snyder thanked everyone and proposed to adjourning the meeting.
4. **Adjournment:** The meeting adjourned at 6:00pm.

Next Meeting: September 9, 2021 at 5:30 PM
NVTA Offices

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

TO: Chair Phyllis J. Randall and Members of the NVTa Governance and Personnel Committee

FROM: Michael Longhi, CFO

DATE: September 2, 2021

SUBJECT: Amendment to Bylaws – Subsequent Reading

1. **Background:** The Northern Virginia Transportation Authority (NVTa) Governance and Personnel Committee (GPC) is charged in the Authority Bylaws with the periodic review and procedural amendments to the Bylaws (Article V, C., 1., a.).
2. **Suggested Motion:** *I move the Governance and Personnel Committee recommend Authority adoption of the proposed Bylaws position title changes presented below.*
3. **Discussion:** There is an inconsistency between the Code of Virginia chapter which created the NVTa and authorizes staff, and the NVTa Bylaws. The inconsistency is in the title of Executive Director (Bylaws) and Chief Executive Officer (Code of Virginia). Specific references are presented below.
 - a. **Code of Virginia, § 33.2-2503. Staff.** The Authority shall employ a chief executive officer and such staff as it shall determine to be necessary to carry out its duties and responsibilities under this chapter. No such person shall contemporaneously serve as a member of the Authority. The Department of Transportation and the Department of Rail and Public Transportation shall make their employees available to assist the Authority, upon request.
 - b. **NVTa Bylaws, Article VII, Administration. A. Executive Director.** The Authority shall employ an Executive Director who shall have direct authority for the employment, retention, and supervision of all of the other employees of the Authority. The Executive Director shall have direct control, subject to the Authority, of the management of the day-to-day administrative affairs of the Authority. The Executive Director shall propose activities to the Authority and shall carry out policies, programs

and projects approved by the Authority, and shall be responsible for preparing and presenting the annual budget. The Executive Director may not contemporaneously serve as a member of the Authority.

4. Next Steps: The Authority's Bylaws and the Code of Virginia should be consistent. Achieving this consistency will necessitate amending the Bylaws as presented below:

- a. NVTB Bylaws, Article VII, Administration. A. ~~Executive Director~~ Chief Executive Officer. The Authority shall employ an ~~Executive Director~~ Chief Executive Officer who shall have direct authority for the employment, retention, and supervision of all of the other employees of the Authority. The ~~Executive Director~~ Chief Executive Officer shall have direct control, subject to the Authority, of the management of the day-to-day administrative affairs of the Authority. The ~~Executive Director~~ Chief Executive Officer shall propose activities to the Authority and shall carry out policies, programs and projects approved by the Authority, and shall be responsible for preparing and presenting the annual budget. The ~~Executive Director~~ Chief Executive Officer may not contemporaneously serve as a member of the Authority.
- b. The Bylaws currently contain seven additional references to Executive Director which would be amended to Chief Executive Officer, for a total of 12 amendments.
- c. The position description/compensation consultant, The Millennium Group, is developing recommendations based on the title Chief Executive Officer.
- d. The NVTB Council of Counsels has advised that the title change is permissible but not legally required.
- e. All amendments to the Bylaws must be considered at two, or more Authority meetings prior to action, with Authority action permitted at a subsequent meeting after the first reading.

Coordination: NVTB Council of Counsels

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

TO: Chair Phyllis J. Randall and Members of the NVTa Governance and Personnel Committee

FROM: Michael Longhi, CFO

DATE: September 2, 2021

SUBJECT: Consultant Draft Chief Executive Officer Position Description

- 1. Background:** The Northern Virginia Transportation Authority (NVTa) Governance and Personnel Committee (GPC) recommended the acquisition of consulting services to redraft the current Executive Director position description and develop compensation recommendations.
- 2. Suggested Motion:** *I move the Governance and Personnel Committee recommend Authority adoption of the attached Chief Executive Officer Position Description.*
- 3. Discussion:**
 - a. After examining several options, the GPC directed staff in June 10, 2021 to make a best effort to develop and issue a Request for Proposal (RFP) for an independent consultant to examine and make recommendations on the Chief Executive Officer position description and perform a compensation analysis.
 - b. The target was to bring forward proposals to be considered by the GPC in July for a possible recommendation to the Authority at its July meeting.
 - c. The Authority approved the contract award on July 8, 2021 conditioned on Council of Counsels (C of C) review of the procurement. The C of C reviewed the procurement and determined there were no legal issues. The contract award was finalized on July 14, 2021.
 - d. The Millennium Group (TMG) has been working since the award date to redraft the position description.
 - e. TMG efforts have included researching the Authority and the Chief Executive Officer position and conducting interviews with:
 - i. Chair Randall
 - ii. Board Member Cristol
 - iii. Mayor Rishell

- iv. Chair Wheeler
 - v. Mr. Hal Parrish
 - vi. Ms. Backmon
- f. TMG used other research and resources, at its independent determination to develop the draft position description.
- g. TMG sought information from private sector representatives who are familiar with NVTa for public sector organizations to survey.
- h. NVTa staff have provided support as requested by TMG.
- i. The current Executive Director Position Description is attached for reference.
- j. The draft Chief Executive Officer Position Description is attached for review.
- k. Several track change versions of the evolved position description are available upon request. They are not presented here due to the number and breadth of changes, by multiple parties, making the documents very difficult to follow.
- l. Mr. Martin Kenny from The Millennium Group is available to respond to any questions and listen to any comments from the GPC.

4. Next Steps:

- a. With any feedback from the GPC, the position description will be ready for presentation to the Authority in October.
- b. Based on the current draft of the position description TMG has started the compensation analysis stage on the consulting work. Results of this effort are targeted for the October GPC meeting.

Attachments:

- A. Current - Executive Director Position Description
- B. Draft – Chief Executive Officer Position Description

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

POSITION TITLE: Executive Director

REPORTS TO: NVT A [Board]

BACKGROUND:

The Northern Virginia Transportation Authority (NVT A) is a regional transportation authority established by the Virginia General Assembly in 2002. In 2013, the General Assembly passed legislation authorizing that certain taxes and fees will be levied in Northern Virginia jurisdictions¹ for the funding of transportation improvements in the heavily congested region of Northern Virginia. The Authority will be responsible for allocating approximately \$300 million in revenue per year for transportation improvements, of which 30% will be allocated to jurisdictions and 70% will be programmed by NVT A in accordance with statutory guidance focused on regional congestion reduction. Although permitted by statute, currently NVT A intends to allocate funds to jurisdictions and regional transportation agencies for implementation of proposed projects; therefore at this time it is not an operating agency.

At least initially, it is envisioned that the Authority will have a small office staff, consisting of an executive director, a chief financial officer, two (2) program coordinators (planning, programming and oversight of jurisdictional/agency implementation), an accountant and an administrative assistant who will also serve as executive assistant to the executive director, staff assistant to other members of staff, and human resources coordinator. In FY2015 (beginning July 1, 2014), it is anticipated that a part-time public information officer (PIO) will be added to staff.

Organization of the Authority:

- The Authority functions similar to a board of directors, responsible for general policy and decision-making with respect to planning, programming and implementation of regional transportation improvements; additionally, it has fiduciary responsibility for revenue transferred to it by the Commonwealth to include compliance with statutory guidance on Authority and member jurisdictional use of funds.
- Key committees:
 - Finance Committee. Advises Authority on all financial matters and oversees NVT A's financial activities.
 - Technical Advisory Committee (TAC). Advises and provides recommendations on the development of projects, funding strategies and other matters as directed by Authority.

¹ Northern Virginia jurisdictions are the counties of Arlington, Fairfax, Loudoun and Prince William; and the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park.

- Program Planning Advisory Committee (PCAP). Advises Authority on broad policy issues related to periodic update of NVTAs Long Range Transportation Plan and Six-Year Plan, with specific consideration to regional transportation, land use and growth issues.
- Jurisdiction and Agency Coordinating Committee (JACC). Advises Authority on transportation projects and services, regional transportation planning, long range planning, air quality and legislation; functions as NVTAs lead committee for coordination of regional transportation plans and programs.
- Council of Counsels. Provides legal counsel and advice to Authority.
- Staff. Executive Director and staff as described above.

As the key member of the Authority's management team, the executive director is responsible for day-to-day operations of the Authority, to include:

- Leadership
 - In collaboration with committees and local jurisdictions, sets the strategic vision for the NVTAs and ensures planning and programming of NVTAs directed investment that supports achievement of its Long Range Plan.
 - Oversees administration of NVTAs.
 - Ensures that a coordinated annual operational plan and calendar is drafted for Authority approval.
 - Recommends an annual operations budget and debt service (capital) budget and, in concert with CFO, manages NVTAs resources.
 - Provides leadership to NVTAs staff.
- Building working relationships
 - Develops and maintains relationships with Authority [board] members.
 - Works in close, frequent, and occasionally confidential collaboration with Authority [board] to identify problems, needs, opportunities, and to coordinate responsibility for achieving both near-term and long-term goals.
 - Reports monthly to Authority on specific tasks and responsibilities.
 - Forges effective, mutual relationships with elected officials and key jurisdictional/agency staffs at all levels of government, private sector partners, and members of community groups and the general public.

SPECIFIC RESPONSIBILITIES:

- Is principal staff advisor to the Authority and its members on all matters related to responsibilities and functioning of NVTAs.
- Is principal NVTAs staff coordinator with jurisdictions and relevant agencies, recognizing that various committee staff leads work directly with counterpart staff members.
- In collaboration with appropriate committee, takes a leading role in drafting strategic vision and plans to Authority.
- Ensures coordination amongst the various committees and Council of Counsels so that Authority receives coordinated recommendations, while also ensuring that advisory committee advice is also directly received by the Authority.

- Ensures that financial responsibilities and accountability are fulfilled.
- Drafts staff coordinated agenda for Chairman's consideration and ensures that meeting informational packets are prepared and distributed in a timely fashion in advance of meetings.
- Selects and supervises NVTa staff.
- Presents annual proposed operations budget to Authority.

PREFERRED CHARACTERISTICS:

- Self-starter comfortable working with broad [board] guidance and minimal oversight.
- Professional demeanor that "presents well" to public officials (elected and appointed).
- Accustomed to working with multiple agencies and engendering a cooperative relationship.
- Ability to brief and speak to elected and appointed officials and the general public in an easily understood manner.
- Ability to prepare briefings, charts and information papers readily understood by the general public.
- Ability to cast and exercise broad leadership vision, while demonstrating willingness to engage with hands-on participation necessary in a small office environment.
- Accustomed to representing an organization in front of various media (e.g., print, radio and television).

QUALIFICATIONS:²

- Master's degree preferred in business administration, public policy, transportation planning or a related, relevant discipline.
- Demonstrated knowledge/experience:
 - ✓ working in a complex political and policy environment where consensus building is critical to organizational success.
 - ✓ of regional transportation planning and programming in the context of a Metropolitan Planning Organization (MPO) environment.
 - ✓ of the general principles and practices related to public financial systems, ideally to include capital financing and budgeting.
 - ✓ large regional multi-year capital transportation infrastructure projects.
 - ✓ coordination of presentation and project deadlines across jurisdictions and agencies.
- Knowledge of
 - ✓ federal rules relating to transportation planning in an MPO with non-attainment of air quality standards.

² It is not anticipated that candidates will be experts or experienced in every listed qualification. The list is intended to provide the scope and breadth of the challenges and work that will engage the Executive Director.

- ✓ large transportation/transit service project management oversight standards, tools and techniques.
 - ✓ financial planning and best approaches to oversight of funds.
 - ✓ methods for transportation/transit performance evaluation (from regional perspective) and measurement tools.
 - ✓ Board meeting/presentation organization and time management.
- Ability to
 - ✓ define goals and develop plans/mechanisms to achieve them.
 - ✓ establish and maintain effective working relationships with peers and colleagues.
 - ✓ exercise effective time management, balance multiple priorities and consistently meet time lines and due dates.
 - ✓ develop, implement and monitor internal controls.
 - ✓ use and apply typical office software programs.
 - ✓ work/interact effectively and professionally with Authority and key jurisdictional staff.

ADDITIONAL CONSIDERATIONS:

- Executive Director will travel often (normally with his/her vehicle) in Northern Virginia; will be provided a monthly travel allowance.
- Executive Director is expected to live in Northern Virginia.

WORK ENVIRONMENT:

Work will typically be performed in a quiet, office environment. Support to Authority (and potentially, committee) meetings will be in a public meeting environment that may be crowded and sometimes noisy. Considerable travel within the region is to be expected.

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NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

POSITION TITLE: Chief Executive Officer

REPORTS TO: NVTa – Authority Board Members

BACKGROUND:

The Northern Virginia Transportation Authority (NVTa) is a regional transportation authority established by the Virginia General Assembly in 2002. In 2013, the General Assembly passed legislation authorizing that certain taxes and fees will be levied in Northern Virginia jurisdictions¹ for the funding of transportation improvements in the heavily congested region of Northern Virginia. The Authority will be responsible for allocating approximately \$350 million in revenue per year for transportation improvements, of which 30% will be allocated to jurisdictions and 70% will be programmed by NVTa in accordance with statutory guidance focused on regional congestion reduction. Although permitted by statute, currently NVTa intends to allocate funds to jurisdictions and regional transportation agencies for implementation of proposed projects; therefore at this time it is not an operating agency.

Organization of the Authority:

- The Authority functions similar to a board of directors, responsible for general policy and decision-making with respect to planning, programming and implementation of regional transportation improvements; additionally, it has fiduciary responsibility for revenue transferred to it by the Commonwealth to include compliance with statutory guidance on Authority and member jurisdictional use of funds.
- Key Committees:
 - Planning and Programming Committee (PPC). Advises the Authority of planning and programming recommendations including TransAction, the Six Year Program, and the Project Selection Process on projects within the Authority's adopted revenues.
 - Finance Committee. Advises Authority on all financial matters and oversees NVTa's financial activities.
 - Technical Advisory Committee (TAC). Advises and provides recommendations on the development of projects, funding strategies and other matters as directed by Authority.
 - Program Coordination Advisory Committee (PCAC). Advises Authority on broad policy issues related to periodic update of NVTa's Long Range Transportation Plan

1. Northern Virginia jurisdictions are the counties of Arlington, Fairfax, Loudoun and Prince William; and the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park.

and Six-Year Plan, with specific consideration to regional transportation, land use and growth issues.

- Governance and Personnel Committee (GPC). Directs the development of the annual Legislative Program (Federal and State). Advises on personnel and governance issues. Develops related policies and provides guidance on procedures.
- Transportation Technology Committee (TTC). Advises the NVTa CEO on multi-modal transportation technologies and related transportation trends that support (or endanger) the vision of the Authority as stated in its current Five-Year Strategic Plan. Develops an evidence-based body of knowledge that will educate and inform regional policy makers on multi-modal transportation technologies and related transportation trends.
- Regional Jurisdiction and Agency Coordinating Committee (RJACC). Advises the NVTa CEO on transportation projects and services, regional transportation planning, long range planning, air quality and legislation; functions as NVTa CEO's lead committee for coordination of regional transportation plans and programs.
- Council of Counsels (CoC). Provides legal counsel and advice to Authority.

Key Functions:

- Develops a strategic vision for NVTa for Board approval based on governing legislation and regional transportation needs as well as economics.
- Serves as the public face of the Authority to ensure understanding and support for NVTa programs in the community, with stakeholders and the Commonwealth at large.
- Builds working relationships with key partners such as local officials, chambers of commerce, business and interest groups to enhance understanding of NVTa's programs, gain support and safeguard the Authority's funding and legislation.
- Leads the policy, planning and monitoring efforts for NVTa through the lifecycle of projects.
- Develops and implements an operational plan, budget, investment program and calendar to ensure the Authority's activities are being implemented in an efficient and timely manner. Oversees the development of a detailed debt capacity, utilization and service plan. Provides oversight on the NVTa investment portfolio to achieve maximum return while providing funding liquidity for NVTa's projects.
- Collaborating with local jurisdictions and agencies, oversees the development of the Long Range Transportation Plan (TransAction) and the Six Year Program to accomplish NVTa's strategic vision and statutory direction for Board approval. Applies judgment to assure a balanced portfolio meeting economic competitiveness and mandates while providing for fairness and statutory requirements.
- Directs the process of researching multi-modal transportation trends and needs.
- Ensure that jurisdictions separate the local vs. regional needs for transportation funding.
- Provides Authority Board and Committees complete, accurate and timely information facilitating decision-making.
- Represents and advocates on behalf of the Authority with key Commonwealth groups such as departments, agencies, legislative committees and individual General Assembly members to coordinate activities, advocate for the safeguarding of the Authority's

funding and overarching mission and advance the interest of NVT A. Monitors relevant bills and committee actions.

- Maintains contact with Virginia’s congressional offices and federal agencies to identify new opportunities, advocate for funding and ensure effective working relations. Protect funding from being reallocated demonstrating NVT A value to other entities and organizations.
- Coordinates with other transportation planning organizations and metropolitan planning organizations to ensure regional transportation needs are met.
- Works within statutory limitations, ensuring all NVT A activities, particularly project rating analysis and funding decisions are consistent with enabling legislation and are undertaken with transparency and integrity.
- Understand the complexities of NVT A’s funding sources, public finance and monitors to ensure accuracy of receipts.
- Directs the process of reviewing projects performance for reimbursement. Ensures that funds are used appropriately through monitoring, tracking and oversight of projects for statutory compliance, contractual compliance, quality and timeliness.
- Establishes an organization structure, staffing and assignment of duties intended to facilitate accomplishment of NVT A’s goals. Oversees staff performance and operations.
- Oversees direct and indirect grant applications to increase resources available to the Authority and Northern Virginia region. Advocate for federal and state transportation funding.
- Develops federal, state and regional transportation policy recommendations.
- Represents NVT A and the region in statewide and national transportation initiatives.
- Performs related duties as assigned.

PREFERRED CHARACTERISTICS:

- Self-starter comfortable working with broad [Board] guidance and minimal oversight.
- Professional demeanor that “presents well” to public officials (elected and appointed).
- Accustomed to working with multiple agencies and engendering a cooperative relationship. Possession of strong negotiating skills and diplomacy.
- Ability to communicate to elected and appointed officials and the general public in an easily understood manner.
- Ability to cast and exercise broad leadership vision, while demonstrating willingness to engage with hands-on participation necessary in a small office environment. Hire top quality staff.
- Accustomed to representing an organization in front of various media (e.g., print, radio and television).

QUALIFICATIONS:

- Master’s degree preferred in business administration, public policy, transportation planning or a related, relevant discipline.
- Demonstrated knowledge/experience:

- ✓ working in a complex political and policy environment where consensus building is critical to organizational success.
- ✓ of regional transportation planning and programming in the context of a Metropolitan Planning Organization (MPO) environment.
- ✓ of the general principles and practices related to public financial systems, ideally to include capital financing and budgeting.
- ✓ large regional multi-year capital transportation infrastructure projects.
- ✓ coordination of presentation and project deadlines across jurisdictions and agencies.
- Knowledge of
 - ✓ transportation planning principles and practices, multi-modal transportation planning and congestion mitigation.
 - ✓ grant application procedures.
 - ✓ federal rules relating to transportation planning in an MPO with non-attainment of air quality standards.
 - ✓ large transportation/transit service project management oversight standards, tools and techniques.
 - ✓ financial planning and best approaches to oversight of funds.
 - ✓ methods for transportation/transit performance evaluation (from regional perspective) and measurement tools.
 - ✓ Board meeting/presentation organization and time management.
- Ability to
 - ✓ define goals and develop plans/mechanisms to achieve them.
 - ✓ establish and maintain effective working relationships with peers and colleagues.
 - ✓ exercise effective time management, balance multiple priorities and consistently meet timelines and due dates.
 - ✓ develop, implement and monitor internal controls.
 - ✓ use and apply typical office software programs.
 - ✓ work/interact effectively and professionally with Authority and key jurisdictional staff and Commonwealth entities.
 - ✓ develop creative/innovative options for Authority members to consider
 - ✓ anticipate consequences of various options, unintended, positive or negative while presenting possibilities and strategies to Authority members. This includes actions considered by the Authority as well as those actions taken by federal, state or other regional bodies.
 - ✓ understand technical aspects of transportation planning
 - ✓ listen to needs of different stakeholders and formulate recommendations in the interest of all parties

ADDITIONAL CONSIDERATIONS:

- The Chief Executive Officer will travel often (normally with his/her vehicle) in Northern Virginia; will be provided a monthly travel allowance.
- The Chief Executive Officer is expected to live in Northern Virginia.

WORK ENVIRONMENT:

Work will typically be performed in a quiet, office environment. Support to Authority (and potentially, committee) meetings will be in a public meeting environment that may be crowded and sometimes noisy. Considerable travel within the region is to be expected.

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Chief Executive Officer

Date

DRAFT

MEMORANDUM

TO: Chair Phyllis J. Randall and Members
Governance and Personnel Committee

FROM: Monica Backmon, Executive Director
Tracy Baynard, McGuire Woods Consulting, LLC

DATE: September 2, 2021

SUBJECT: Potential Subjects for 2022 Legislative Program

Purpose: To update the Northern Virginia Transportation Authority (NVTa) Governance and Personnel Committee Members of potential subjects for the 2022 Legislative Program.

NVTa Funding Gap Resolution – Updated Section

Issue: In 2018 the Authority and its member localities lost \$102 million in annual revenue to help provide Virginia's share of Metro SGR capital funding.

- Current NVTa position requires state funding as a part of any solution to filling the funding gap and to require specific timeline for replacement of any further diversion of Authority funding sources.
- Annual revenue sources lost:
 - 2% TOT (hotel, paid by guest)
 - \$.15/\$100 grantor's tax (paid by seller)
 - \$27.12 million of local revenue from WMATA Compact members

In the years since, the General Assembly has acted to partially restore the diverted funding.

- Revenue regained - \$63.5 million:
 - 2019 - Interstate Operations and Enhancement Fund
 - Predicted to provide \$20 million per year at full implementation
 - NVTa receives 8.4% of fund; VDOT projects annual average \$13.5 million FY 22-27 (VDOT May 2021)
 - 2020 - \$.10 grantor's tax = \$30 million
 - The total regional grantor's tax was raised from \$.15/\$100 to \$.20/\$100 (in May 2021). Of that:
 - \$.10/\$100 now goes to the NVTa fund
 - \$.10/\$100 now goes to the WMATA Capital Fund for state of good repair
 - 2020 - \$20 million from the Commonwealth Transportation Fund
- Remaining gap - \$38.5 million

- 2020 legislation also raised the regional TOT from 2% to 3% to avoid reduction in revenue for the Metro Capital Fund and non-WMATA Compact localities from the changes in the grantor's tax.

Transportation Technology Strategic Plan (TTSP) – NEW SECTION

The NVTa Transportation Technology Strategic Plan (TTSP) was developed as a tool for establishing a proactive approach to innovation, which keeps congestion reduction top of mind. The full TTSP is maintained as a living document, to reflect the continued evolution of transportation technologies and to allow NVTa staff the flexibility to update and refine it as necessary. It is comprised of an Action Plan and **eight strategies that address congestion reduction, accessibility, cybersecurity/privacy, autonomous vehicles (especially zero-occupancy passenger vehicles), pricing mechanisms, communications infrastructure, regional interoperability, and electric vehicle infrastructure.**

TTSP activity will be grounded in the Authority's vision and core values including equity, sustainability and safety.

Electric Vehicles

There has recently been significant movement towards and interest in Electric Vehicle (EV) technology at both the Commonwealth ([EV Readiness Study](#) and unfunded legislation to provide [rebates for purchases of personal EVs](#), and [grants for purchase of EV school buses](#)) and Federal ([Biden administration's commitment to 500,000 EV chargers](#)) levels. Several Authority member jurisdictions have adopted goals to reduce carbon emissions including conversion of transit and agency fleets to EVs. It is critical to ensure equitable access to EVs as early in adoption as possible, to avoid the need for retroactive efforts.

- Potential EV Subtopics
 - The Authority may advocate for the Commonwealth to adopt legislation to require at-station payment options, ensure equitable access and protect user privacy and cybersecurity. **(TTSP section 3.8.3)**
 - The Authority may advocate for legislation that prohibits price gouging. **(TTSP section 3.8.3)**
 - The Authority may advocate for legislation to regulate how energy providers charge residential customers for EV charging. **(TTSP section 3.8.3)**
 - Public funding of EV charging in low-income areas. **(TTSP section 3.8.5)**
 - The Authority may advocate for the creation of a statewide EV battery reclamation policy and reuse system (this may leverage or create public private partnerships.) One use of this system may be repurposing vehicle batteries as a component of EV charging stations. **(TTSP section 3.8.3)**
 - In the 2021 session the [General Assembly passed legislation](#) to create a program that would provide \$2,500 rebate to persons purchasing an EV. Additional rebates would be available to persons purchasing an EV who

have a household income that does not exceed 300 percent of the Federal poverty level. However, this program was not funded. **(Relative to TTSP Strategy #8)**

- The General Assembly created an [Electric Vehicle Grant Fund Program](#), to award competitive grants to school bus electrification efforts, and to provide guidance on installation of electric charging infrastructure and workforce training to support this. However, "No allocation of funds shall be made to the Fund or the Program unless federal or nonstate funds are available to cover the entire cost of such allocation." **(Relative to TTSP Strategy #8)**

Pilots/ Research

A proactive approach is critical to participation in the development and adoption of new technologies. Additionally, data from pilots, testing and research will be critical in localities' evaluation of technologies and in NVTAs' funding decisions.

- Potential Pilots/Research Subtopics
 - The Authority may advocate for state entities to continue to provide, and perhaps expand, funding for innovative pilot projects and/or research efforts. **(TTSP section 3.4.3)**

FOIA Council Activity – NEW and Specific to the 2022 Session

Issue: Recent court decision determined that only .gov websites meet the purpose of providing notice of meetings on “an official public government website.” The Council has decided to recommend legislation that will broaden the types of domains that qualify as official public government websites.

Studies that May Produce 2022 General Assembly Proposals (Bills or Funding Requests)

- Interim update of the Virginia Energy Plan – Report due October 2021
 - To include analysis of Virginia’s current EV charging infrastructure and what’s needed to support 2045 net-zero carbon target
 - Could result in strategy/funding to expand EV charging infrastructure
 - VDOT requested almost \$50 million in ARPA funds; was not included in the Governor’s 2021 Special Session proposal
- OIPI Multi-Use Trail Study – Report due October 2021
 - Prioritization process to identify new trails, a master planning process and funding needs assessment
 - VDOT requested \$50 million in ARPA funds; was not included in the Governor’s 2021 Special Session
- JLARC Transportation Funding Study – Report due November 2021
- DRPT Transit Modernization and Equity Study– Interim report due December 2021
- DEQ EV Grant Fund and Program Work Group – TBD
 - Fund was created but no money allocated
 - DEQ will develop guidelines, criteria, and process

- Expect funding request consideration during 2022 GA session
- DRPT Springfield to Quantico Enhanced Transit Study – report due December 2021



NVTa 2021 State and Federal Legislative Program

(Adopted: December 2020)

PREAMBLE:

The Northern Virginia Transportation Authority (Authority), created by an act of the Virginia General Assembly to develop and update a regional transportation plan of prioritized multimodal transportation projects and to address the mobility needs of Planning District 8, is a regional body focused on delivering real transportation solutions and value for Northern Virginia's transportation dollars. The Authority brings Northern Virginia jurisdictions and agencies together to prioritize and fund regionally significant multimodal transportation solutions. As directed via HB 599 (2012) and HB 1470 (2015), the Authority uses performance criteria to analyze project benefits relative to costs with the goal of reducing congestion and improving emergency evacuation.

The landmark HB 2313 (2013) statewide transportation funding legislation also provided new, sustained regional funding for the Authority and its member jurisdictions. Revenues from a two percent Transient Occupancy Tax, (TOT) a fifteen cents per \$100 Grantor's Tax and \$.07 Sales and Use Tax, were divided with thirty percent flowing to the individual jurisdiction members for use on transportation improvements, and the Authority retaining seventy percent to add new capacity to multimodal facilities across the region.

During the 2018 General Assembly Session, HB1539/SB 856(2018) resulted in the diversion of two of the Authority's three revenue sources. The Transit Occupancy Tax and the Grantor's Tax are now assigned to the WMATA Capital Fund. The annual impact was a loss of \$102 million in Authority revenues for regional and local use.

2021 GENERAL ASSEMBLY SESSION LEGISLATIVE PRIORITIES:

I. RESTORE LONG TERM FUNDING TO THE AUTHORITY (Revised Position)

In 2018, deliberations on how the Commonwealth of Virginia should provide \$154 million annually to address long neglected capital maintenance at the Washington Metropolitan Area Transit Authority (WMATA) resulted in the diversion of two of the Authority's three revenue sources. The 2% Transit Occupancy Tax and the \$.15/\$100

Grantor's Tax are now assigned to the WMATA Capital Fund. The annual impact was a loss of \$102 million in Authority revenues for regional and local use. The adopted FY 2018-2023 Six Year Program, was reduced by \$275 million from initial projections resulting in partial funding for multiple projects with high scores of reducing congestion.

In recognition of the pressing transportation needs in Northern Virginia, during the 2019 General Assembly Session, the Governor and the General Assembly used the new interstate funding initiative to partially replace funds diverted from the region. The Commonwealth estimates that when fully implemented in FY 2022, the new interstate funding tools will raise just under \$20 million annually for the Authority and its member jurisdictions. However, actual receipts and March 2020 pre-COVID Commonwealth revenue estimates indicate this revenue will average \$13.6 million from FY2021 through FY2026.

In the 2020 General Assembly Session, the Authority secured an additional \$50 million in replacement dedicated revenues. Starting May 1, 2021, the Authority and the member jurisdictions, will have access to a \$.10/\$100 regional grantors tax and \$20 million annually from the state Commonwealth Transportation Fund.

An additional \$32 million in annual dedicated revenues is still needed to restore dedicated regional revenues to pre-2018 levels of funding. The Authority favors statewide revenue as the first source of funding which helps limit additional burdens on Northern Virginia taxpayers already paying for extensive multimodal transportation projects in the region.

II. PROTECT DEDICATED REVENUE SOURCES AND POWERS OF THE NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (New Position)

The Northern Virginia Region has significant transportation needs requiring dedicated funding for multimodal solutions. The Authority and its member localities use these dedicated revenues to fill in funding needs the Commonwealth is unable to meet to keep the regional economy and quality of life operating at high levels. The Authority and member localities need stable and predictable revenue sources and powers in order to make decisions that reduce traffic congestion for residents and businesses of the region. The Authority will work with the General Assembly and the administration to find an effective means of ensuring the region is not deprived of critically needed dedicated revenue to meet the multimodal transportation needs of our community.

Any action to change the provisions of Chapter 766 (2013), Chapter 837 (2019), Chapter 846 (2019), Chapter 1230 (2020) and Chapter 1275 (2020) that reduce dedicated revenue through state taxes or fees deposited into the Northern Virginia Transportation Authority Fund shall contain a method to restore or replace revenue sources to provide for similar revenue collections as of fiscal year ending June 30, 2018.

III. SUPPORT ADDITIONAL FLEXIBILITY FOR VIRTUAL MEETINGS OF PUBLIC BODIES (New Position)

In response to the COVID-19 health and safety emergency, the General Assembly and Governor approved budget language allowing public bodies to hold meetings virtually in times of health and safety concerns to conduct ordinary business. This flexibility has enabled the Authority to approve fund allocations that kept transportation improvements moving forward. We support permanent flexibility to hold meetings electronically during health and safety emergencies without adding new or additional requirements for public bodies. These meetings should be accessible to the public when health and safety concerns are present and should provide the public with the opportunity to comment at those meetings of the public body where public comment is customarily received. Further, we support stakeholder discussions to examine how to incorporate additional flexibility on the use of virtual meetings that enable public bodies to conduct their authorized activities in a manner accessible to the public and offering greater opportunities for citizen participation in public policy.

A. STATE LEGISLATIVE PROGRAM

I. STATE FUNDING

Allocation of Statewide Revenues: It is important that Northern Virginia continues to receive its fair share of statewide revenues, as required in HB 2313. This is especially important as various formulas and processes for transportation funding are being created and/or modified.

a) State of Good Repair: The Authority recommends that the Virginia Department of Transportation and the Commonwealth Transportation Board take action to ensure Northern Virginia's primary and secondary roads are maintained at a Critical Condition Index (CCI) score of Good to Excellent.

- i. The Authority encourages the Commonwealth to adopt performance metrics and a funding strategy for pavement and bridge maintenance that recognizes the unique use patterns in Northern Virginia where primary and secondary roads carry significantly more traffic than similar facilities in other parts of Virginia.

b) Revenue Sharing: The Authority recommends that funding of the Revenue Sharing Program not be decreased below \$100 million.

- i. The Revenue Sharing Program, which significantly leverages state transportation funds by encouraging local governments to spend their own money on transportation projects, is important to the Authority and the region.

- ii. This program has been a success in Northern Virginia, where our localities regularly apply for and rely on these funds to advance critical transportation projects. Given the transportation needs of the region while acknowledging that Smart Scale is extremely oversubscribed, projects funded through the Revenue Sharing Program are not only important to the localities that seek Revenue Sharing funds, but are important to the region as well.

- c) **Technology Innovation Funding: The Authority supports additional state resources and initiatives that realize the full potential of technology to maximize the efficiency of the Commonwealth's transportation infrastructure.** Technology innovation has the potential to create new and more effective transportation services for citizens and businesses. The Authority looks forward to partnering with the Commonwealth to advance strategic uses of technology and innovation in our member jurisdictions.
- d) **Smart Scale: The Authority supports allocation of state funds via objective and transparent data analysis.** In Northern Virginia, that analysis should emphasize multimodal projects that best mitigate traffic congestion relative to project cost.

II. WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA)

WMATA bus and rail services continue to support job and population growth in the Commonwealth of Virginia and Northern Virginia. The Authority, in addition to WMATA's Virginia jurisdictional partners, are on track to enhance the system through significant investments, e.g. Silver Line completion, new Potomac Yard Metro station and numerous park and ride lots along I-66. WMATA, its funding partners, stakeholders and users are at a critical crossroads as we collectively try to determine the future of this important transportation infrastructure and also protect the cumulative billions of dollars already invested by local, state and federal government, by this Authority and by the private sector.

Metrorail in particular is a significant driver of the Commonwealth's and Northern Virginia's economy. The transit system station locations are the focus of some \$25 billion in residential and commercial development and economic activity around rail facilities generates \$600 million a year in state tax revenues.

- a) **State of Good Repair: The Authority supports legislation and funding necessary to sustain investments in transit and keep transit systems in a state of good repair, including maintaining dedicated funding for Metro.**

- i. The Authority opposes any legislation that would shift the Commonwealth's responsibility for transit funding to localities or regions.
- b) **Safety: The Authority supports adequate funding for and oversight of WMATA as it enhances the safety and security of the system and its riders.** The Commonwealth is a valuable partner in ensuring that WMATA continues to move ahead with important safety and infrastructure capital improvements in its system, and must work with the Federal Government to ensure that it, too, provides sufficient resources.
- c) **Sustainable Governance, Operating and Funding Reforms: The Authority supports appropriate changes in governance structures and policies, operational practices, and funding sources as identified in legislation adopted by the General Assembly in 2018, to address WMATA's current and long-term challenges.**
 - i. Extending the \$300 million annually provided by the federal government, the Commonwealth, Maryland, and the District of Columbia, as provided in Passenger Rail Investment and Improvement Act of 2008 (PRIIA) beyond 2019 is critical. This funding addresses urgent capital needs and is especially important as WMATA works with the federal government and its state and local jurisdictions to improve safety and state of good repair issues throughout its system.
 - ii. WMATA Board governance reforms should recognize that those jurisdictions that fund Metro have a role in decision-making.
 - iii. Capital and operating funding agreements among all Metro stakeholders is essential to ensuring sustainable funding for maintenance and enhancements.
- d) **Maximize Metrorail's Existing Infrastructure: The Authority supports continued local, regional, state and federal investment in Metro that helps accommodate additional passenger growth in Northern Virginia, which is important for the entire Commonwealth and serves federal facilities in the National Capital Region.**
 - i. While focusing on safety and state of good repair, the region must also work to address WMATA capacity needs that serve Northern Virginia residents and businesses and federal facilities. The region is projected to continue to grow over the coming decades, placing more pressure on a Metro system that is already nearing capacity.
 - ii. Improvements to the system's core capacity are needed to attract and accommodate additional riders. Capital and operating

resources and efficiencies are critical to ensuring that these needs are addressed. (*Reaffirms previous position*)

III. VIRGINIA RAILWAY EXPRESS (VRE)

The Authority supports efforts to identify funding for operating and capital costs to sustain current service, as well as funding to address natural demand growth in the region.

- a) VRE currently provides approximately 20,000 rides a day. Most of those utilizing the system are transit choice riders who would otherwise be driving on Northern Virginia's already congested roadways. VRE provides the equivalent of an additional lane on the I- 95/I-395 and I-66 Corridors of Statewide Significance during peak periods, with less pollution, energy consumption and accident cost from highway operation.
- b) VRE's 2040 System Plan identified capital and operating requirements needed for the system; and the associated Financial Plan found a clear need for increased funding even without any expansion of service. While some elements of the 2040 Plan have been funded through Smart Scale and the DC2RVA projects; without **state** and **federal** investment in building an additional crossing at Long Bridge, VRE will not be able to meet current or future demands for service.
- c) The creation of the Commuter Rail Operating and Capital (CROC) fund and annual \$15 million allocation of regional gas tax revenue by the 2018 General Assembly was a clear acknowledgement of the critical role VRE plays in the regional transportation system.

IV. LAND USE PLANNING

The Authority supports land use and zoning as fundamental local responsibilities and objects to certain land use provisions included in state law that could override the work done by our local governments and our residents, property owners, and the local business communities on land use and transportation plans.

V. SECONDARY ROAD DEVOLUTION/LOCAL MAINTENANCE PROGRAMS

The Authority opposes the transfer of secondary road construction and maintenance responsibilities to counties, especially if these efforts are not accompanied with corresponding revenue enhancements. While there may be insufficient resources to adequately meet the maintenance and improvement needs of secondary roads within the Commonwealth, the solution to this problem is not to simply transfer these responsibilities to local government that have neither the resources nor the expertise to fulfill them.

The Authority opposes any legislative or regulatory moratorium on the transfer of newly constructed secondary roads to VDOT for the purposes of ongoing maintenance.

The Authority opposes changes to maintenance allocation formulas detrimental to localities maintaining their own roads. Changing current formulas or requiring additional counties to maintain their roads could lead to a reduction in Urban Construction and Maintenance Funds, placing a huge extra burden on these localities. *(Reaffirms previous position)*

VI. MAXIMIZING USE OF FACILITIES AND OPERATIONS

A vital component of our transportation network is transportation demand management, such as high occupancy vehicle use; teleworking; safe pedestrian and bicyclist movement; and user-friendly access to transit. The Authority supports these efforts to help mitigate roadway congestion and provide benefits to employers and employees. *(Reaffirms previous position)*

B. FEDERAL LEGISLATIVE PROGRAM

PROVIDE ADDITIONAL FEDERAL COVID-19 FUNDING SUPPORT FOR TRANSIT

Northern Virginia's transit agencies and the Washington Metropolitan Washington Transit Agency (WMATA) continue to provide essential services serving our region and the federal government. Earlier federal COVID-19 relief enabled these systems to operate safely and serve first responders, healthcare workers and essential employees across the National Capital Region. Now WMATA and these agencies need additional funding to avoid staff layoffs and service reductions that would cripple our region's ability to quickly recover from the economic downturn. The Federal agency workforce depends on WMATA service to serve the nation and further federal aid is paramount.

I. SURFACE TRANSPORTATION PROGRAM REAUTHORIZATION:

The level of Federal investment in the nation's transportation infrastructure, including both maintenance of the existing system and expansion, must increase significantly.

USDOT must coordinate with regional agencies, including the Northern Virginia Transportation Authority and the Transportation Planning Board, and local governments, as it works to rules to establish performance measures and standards for numerous programs;

The Congestion Mitigation and Air Quality Improvement Program (CMAQ) and Regional Surface Transportation Program (RSTP) are essential to the region. These two programs are presently overextended and additional funding for both is crucial to address needs throughout the country.

To recognize the uniqueness of metropolitan areas, greater decision-making authority for determining how transportation funding is spent should be given to local governments and regional agencies, such as the Northern Virginia Transportation Authority; and

Safety and security must continue to be an important focus of transportation projects. (*Reaffirms previous position*)

II. WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA) FUNDING:

- a) **Reauthorizing the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) Funding and Safety:** The Authority supports WMATA's efforts to enhance the safety and security of the system and its riders, through adequate funding and oversight.
 - i. The federal government is a valuable partner in ensuring that WMATA continues to move ahead with important safety and

infrastructure capital improvements in its system. The Authority calls for the federal government to provide at least \$200 million annually to address urgent capital needs of the region's critical transit backbone.

- ii. The Authority calls on the Commonwealth, Maryland and the District of Columbia to continue matching PRIIA funds up to a total of \$150 million as proposed in legislation before the U.S. Congress.
- iii. This authorization, which must continue to be accompanied by annual appropriations, is especially important as WMATA works with the federal government and its state and local jurisdictions to improve safety and state of good repair issues throughout its system. (*Reaffirms previous position*)

b) Maximize Metrorail's Existing Infrastructure: The Authority supports continued local, regional, state and federal investment in Metro that helps accommodate additional passenger growth in Northern Virginia, which is important for the entire Commonwealth and serves federal facilities in the National Capital Region.

- i. While focusing on safety and state of good repair, the region must also work to address WMATA capacity needs that serve Northern Virginia residents and businesses and federal facilities. The region is projected to continue to grow over the coming decades, placing more pressure on a Metro system that is already nearing capacity.
- ii. Improvements to the system's core capacity are needed to attract and accommodate additional riders. Capital and operating resources and efficiencies are critical to ensuring that these needs are addressed. (*Reaffirms previous position*)

III. VIRGINIA RAILWAY EXPRESS (VRE):

The Authority supports efforts to identify funding for operating and capital costs to sustain current service, as well as funding to address natural demand growth in the region.

- a) VRE currently provides approximately 20,000 rides a day. Most of those utilizing the system are transit choice riders who would otherwise be driving on Northern Virginia's already congested roadways. VRE provides the equivalent of an additional lane on the I- 95/I-395 and I-66 Corridors of Statewide Significance during peak periods with less pollution, energy consumption and accident cost from highway operation.
- b) VRE's 2040 System Plan identified capital and operating requirements needed for the system; and the associated Financial Plan found a clear need for increased funding even without any expansion of service. While some elements of the 2040 Plan have been funded through Smart Scale and the DC2RVA projects; without **state** and **federal** investment in

building an additional crossing at Long Bridge, VRE will not be able to meet future demands for increased service.

IV. FEDERAL GOVERNMENT RELOCATION AND CONSOLIDATION:

The Authority supports greater coordination and sufficient funding to address the planning and transportation issues associated with any future Base Realignment and Closure Commission recommendations or other federal Government Relocations and Consolidations. (Reaffirms previous position)

V. FUNDING FOR TRANSPORTATION EMERGENCY PREPAREDNESS:

The Authority calls upon Congress to provide increased emergency preparedness and security funding to local and regional transportation agencies in the metropolitan Washington area. (Reaffirms previous position)

VI. FUNDING FOR THE METROPOLITAN AREA TRANSPORTATION OPERATIONS COORDINATION (MATOC) PROGRAM:

The Authority calls upon Congress to provide increased funding to transportation agencies in the metropolitan Washington area to continue funding for MATOC's operations. The MATOC program is a coordinated partnership between transportation agencies in D.C., Maryland, and Virginia that aims to improve safety and mobility in the region through information sharing, planning, and coordination. (Reaffirms previous position)

VII. FLIGHT OPERATIONS AT REAGAN WASHINGTON NATIONAL AIRPORT:

The Authority supports, along with other localities and regional bodies, efforts to maintain the slot rule (limiting the takeoffs and landing) and the perimeter rule at Reagan.

Washington National Airport. Increasing the number of slots and changing the perimeter rules would have substantial negative impacts on congestion, efficiency, service and the surrounding community. The region has encouraged air expansion at Dulles International Airport, and Northern Virginia continues to significantly invest in transportation projects, such as the Metrorail Silver Line extension, that will provide greater accessibility to Dulles International Airport. (Reaffirms previous position)



Northern Virginia Transportation Authority

The Authority for Transportation in Northern Virginia

The Northern Virginia Transportation Authority's (NVTA) inaugural Transportation Technology Strategic Plan (TTSP) is comprised of eight strategies, each of which has been evaluated in terms of NVTA's three core values; **safety, equity** and **sustainability**.

The strategies were identified and defined with the guidance of the Executive Director's Transportation Technology Committee, and subsequently reviewed and vetted by NVTA's Statutory Committees (Planning Coordination Advisory Committee and Technical Advisory Committee) and the Planning and Programming Committee (an NVTA Standing Committee).

The strategies are listed below (please note that these are in no particular order and their numbering does not reflect prioritization or timing):

	Recommended Strategies	Intent of Strategy (long term)
1	Reduce congestion and increase throughput	Support deployment of transportation technologies that improve performance and optimize efficiency of the regional multimodal transportation system
2	Maximize access to jobs, employees and housing	Support deployment of transportation technologies that increase travel options and awareness of them
3	Maximize cybersecurity and privacy for members of the public	Monitor concerns on behalf of Northern Virginians, and leverage NVTA processes where appropriate and feasible
4	Minimize potential for Zero Occupancy passenger Vehicles	Identify measures to address avoidable increases in passenger vehicle miles traveled
5	Develop pricing mechanisms that manage travel demand and provide sustainable travel options	Identify technology-related measures at a regional scale to dynamically address congestion, including incentives; revenues will be re-invested in equitable solutions
6	Maximize the potential of physical and communication infrastructure to serve existing and emerging modes	Support adaptation of existing resources to support desirable technologies such as CASE vehicles, travel apps, micro modes and robust data collection
7	Enhance regional coordination and encourage interoperability in the transportation system	Leverage regional synergies in the deployment of transportation technologies
8	Advance decarbonization of the transportation system	Support deployment of transportation technologies that reduce greenhouse gas emissions



Northern Virginia Transportation Authority

The Authority for Transportation in Northern Virginia

The TTSP describes strategies for advancing the beneficial use of technology in transportation, in alignment with NVTA Core Values, and identified roles the NVTA can take in pursuit of them. It also recognizes that the objectives of the TTSP cannot be achieved by NVTA alone, and relies on the strong coordination and partnerships that are foundational to NVTA's work in the region.

The TTSP Action Plan aims to map the strategies and roles to direct actions, and details any assumptions that were made in doing so. A potential trigger point and metrics for measuring success of each action are also suggested.

The TTSP Action Plan recommends the following actions be undertaken between May and October, 2021:

- Transportation technology evaluation ratings
- TransAction
 - Integration of technology-related strategies into the TransAction scenario analysis work
 - Public engagement under the TransAction umbrella
- Technology-related Outreach
 - Development of a more comprehensive approach to technology-related outreach and education that builds upon the 'Driven by Innovation' eBlast
 - Ongoing monitoring of market trends and trigger points
- Identify potential technology-related additions to NVTA's Legislative Program
- White Paper development
 - Collaborate on a process for development of future regional transportation policies
 - Identify and prioritize topics for potential future regional transportation policies
- Identify potential technology-related refinements to future NVTA SYP project selection process (post-TransAction update)

** As NVTA has not previously developed regional transportation policies, any such policies (whether they are in response to the TTSP or any other factor) will first require broad agreement on a collaborative process for policy development. As part of this policy development process, consideration will be given to a prioritized list of potential policy topics. Detailed regional transportation policy development will not commence prior to agreement on both a process and a list of prioritized topics.*

Updates and review:

NVTA Staff will provide regular updates on progress towards the above actions, which were derived from the TTSP Action Plan, through the NVTA Executive Director's monthly report to the Authority. The full TTSP will be maintained as a living document, to reflect the continued evolution of transportation technologies, and to allow NVTA staff the flexibility to update and refine it as necessary. That said, no significant changes or additions to the TTSP, as determined by the NVTA Executive Director, will occur without prior Authority Approval.