



**Northern Virginia Transportation Authority**  
*The Authority for Transportation in Northern Virginia*

**AGENDA**

Thursday, July 8, 2021

7:00pm

3040 Williams Drive, Suite 200

Fairfax, VA 22031

Meeting to be conducted in person and Live Streamed via YouTube

1. **Call to Order** Chair Randall
2. **Roll Call** Margaret Duker, Clerk
3. **Minutes of the June 10, 2021 Meeting**  
*Recommended action: Approval [with abstentions from those who were not present]*

**Consent**

4. **Approval of the City of Falls Church Downtown Multimodal Improvements- Regional Standard Project Agreement 2020-301-1**
5. **Approval of the City of Falls Church West Falls Church Access to Transit and Multimodal Connectivity- Regional Standard Project Agreement 2020-302-1**
6. **Approval of Prince William County North Woodbridge Mobility Improvements- Regional Standard Project Agreement 2020-303-1**

**Action Items**

7. **Approval of Audit Service for Duplicate Payments** Mr. Longhi, CFO  
*Recommended Action: Approval of Audit Service Agreement*
8. **Approval of Amendment to Bylaws** Mr. Longhi, CFO  
*Recommended Action: Approval of Amendment*
9. **Approval of Compensation Time Amendment to Employee Handbook** Mr. Longhi, CFO  
*Recommended Action: Approval of Handbook Amendment*
10. **Approval of Chief Executive Officer Position Description and Compensation Consulting Engagement** Mr. Longhi, CFO  
*Recommended Action: Approval of Consulting Agreement*

**11. Approval of Endorsement of Fairfax County’s Application to the USDOT for Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant**

Ms. Backmon, Executive Director

*Recommended Action: Approval of Letter of Endorsement*

**Discussion/Information Items**

**12. Transportation Planning Board’s Visualize 2045 Update (Verbal Report)**

Ms. Backmon, Executive Director

**13. 2020 Commuting Trends in Northern Virginia: Impacts of COVID-19- Update**

Mr. Rashid, Transportation Planner

**14. Governance and Personnel Committee Report (Verbal Report)** Chair Randall, Chair

**15. Finance Committee Report**

Mayor Rishell, Chair

**i. Investment Portfolio Report**

Mr. Longhi, CFO

**ii. Monthly Revenue Report**

Mr. Longhi, CFO

**iii. Operating Budget Report**

Mr. Longhi, CFO

**16. Executive Director’s Report**

Ms. Backmon, Executive Director

**17. Chair’s Comments**

**Closed Session**

**18. Chief Executive Officer Annual Performance Review**

Chair Randall, Chair

**19. Adjournment**

**Correspondence**

**Next Meeting: September 9, 2021 at 7:00pm**

**NVTA Offices**



**Northern Virginia Transportation Authority**  
*The Authority for Transportation in Northern Virginia*

**MINUTES**

Thursday, June 10, 2021

7:00pm

3040 Williams Drive, Suite 200

Fairfax, VA 22031

Meeting conducted on WebEx and Live Streamed via YouTube

1. **Call to Order** Chair Randall
  - ✓ Chair Randall called the meeting to order at 7:00pm.
2. **Roll Call** Margaret Duker, Clerk
  - ✓ Voting Members: Chair Randall; Council Member Snyder; Supervisor Foust (for Chairman McKay); Chair Wheeler; Board Member Cristol; Mayor Wilson; Mayor Rishell; Mayor Meyer; Mayor Davis-Younger; Senator Boysko; Delegate Watts; Delegate Roem; Ms. Hynes; Mr. Kolb.
  - ✓ Non-Voting Members; Mayor Burk; Ms. Sinner (for D.A. Mr. Lynch); Mr. Horsley (for Ms. Mitchell).
  - ✓ Staff: Monica Backmon (Executive Director); Michael Longhi (CFO); Keith Jasper (Principal, Planning and Programming); Sree Nampoothiri (Senior Transportation Planner); Harun Rashid (Transportation Planner); Dev Sen (Financial Analyst); Margaret Duker (Board Clerk).

Other Attendees: Rob Dickerson (Council of Counsels – Prince William County); Joanna Anderson (Council of Counsels - Alexandria); Daniel Robinson (Council of Counsels – Fairfax County); MinhChau Corr (Council of Counsels – Arlington); Tracy Baynard (McGuire Woods Consulting LLC).
3. **Adoption of Resolution 21-06 to Find Need to Conduct Meeting by Electronic Communication Means during Governor’s declared State of Emergency during COVID-19 Pandemic** Chair Randall

*Recommended action: Adoption of Resolution 21-06 for Electronic Meetings During COVID-19 Pandemic*

  - ✓ Chair Randall made the motion to adopt Resolution 21- 06 to Find Need to Conduct a Meeting by Electronic Communication Means during Governor’s declared State of Emergency during COVID-19 Pandemic; seconded by Delegate Roem. Motion passed unanimously.
4. **Minutes of the May 13, 2021 Meeting**

*Recommended action: Approval [with abstentions from those who were not present]*

- ✓ Mayor Rishell moved for the acceptance of the May 13, 2021, meeting minutes; seconded by Board Member Cristol. Motion passed by 13-0-1 with Supervisor Foust abstaining as he was not at the last meeting.

## **Presentation**

### **5. Travel Trends in Northern Virginia: Impacts of COVID-19 Pandemic**

Mr. Rashid, Transportation Planner

- ✓ Mr. Rashid presented the travel impacts caused by the pandemic in Northern Virginia, highlighting the following:
  - He noted that the Federal Highway Administration (FHWA) reported the lowest vehicle miles traveled in the United States in the year 2020 since 2002.
  - The Washington D.C area had 59.5%, the highest percentage of telecommuting during the pandemic when compared to other large metropolitan areas. Following the Governor's stay-at-home order on March 30, 2020, region wide traffic volumes were reduced by 49% during the PM peak periods.
  - During the same period, INRIX, a 'Big Data' analytics company also reported that the Washington D.C area experienced the largest decline (77%) in highway congestion.
  - May 2021 experienced stabilization in highway travel volumes in Northern Virginia. This is about 12% lower than pre-COVID conditions (PM peak period).
  - With regards to highway travel speeds in Northern Virginia, April 2020 saw a 21% increase in average travel speeds during PM peak periods.
  - As travel inches back to pre-COVID levels in May 2021, highway travel speed increased by 12%, still faster than pre-COVID conditions.
  - A review of transit ridership in Northern Virginia also revealed that most local buses experienced at least 66% reduction in ridership in mid-April of 2020.
  - During that same time, rail ridership saw an even greater decline with Virginia Railway Express (VRE) and Metrorail's reduction at 97% and 96% respectively.
  - Currently, local bus ridership is recovering much faster than VRE and Metrorail as these two remain at 85% and 92% lower than pre-COVID levels.
- ✓ In an update of other recent trends, Mr. Rashid noted that VRE resumed its full-service schedule in June, thereby increasing commuting options for passengers.
- ✓ Under this full schedule, VRE will operate 32 trains daily on its two lines.
- ✓ Additionally, WMATA Finance and Capital Committee has noted potential service improvements such as improvements to base service levels on bus lines and extending rail service to midnight seven days a week, on their June agenda.
- ✓ Delegate Watts asked if a year-to-date analysis could be provided at future Authority meetings owing to the dynamic nature of this information.

- ✓ Chair Randall also added that it would be helpful to have a forecast going forward regarding rail and bus ridership levels.
- ✓ Board Member Cristol added that the Northern Virginia Transportation Commission (NVTC) has performed a similar analysis of travel trends with a look at riders' demographics and this produced some great insights.
- ✓ Mr. Rashid ended his presentation noting that NVRTA will continue to monitor these travel trends and report back to the Authority.

### **Action Items**

#### **6. Approval of the Call for Regional Transportation Projects for the FY2022-FY2027 Six Year Program**

Mr. Jasper, Principal, Transportation Planning and Programming

*Recommended Action: Approval of the Call for Projects*

- ✓ Mr. Jasper informed Members that he is seeking Authority approval to post the Call for Regional Transportation Projects (CfRTP) for the FY2022 – 2027 Six Year Program (SYP) Update.
- ✓ He noted that the SYP is updated on a two-year cycle and this will be the sixth funding program so far and also the last one to use the current TransAction project list adopted in 2017.
- ✓ Mr. Jasper further added that this FY2022 – 2027 SYP will follow a similar process used for previous SYPs that encourages applicants to highlight how well their candidate projects complement one another as well as those in adjacent jurisdictions (for regional impact).
- ✓ In addition, he asked that applicants consider NVRTA's core values of equity, sustainability and safety when submitting applications.
- ✓ He added that all projects considered for regional revenues are subject to a comprehensive evaluation process, covering eligibility, quantitative analyses, qualitative considerations and public comment.
- ✓ He noted that per Authority approval, the application portal will be open on-line with a due date of October 1, 2021, by 5pm.
- ✓ Delegate Roem inquired about the eligibility of projects to be funded in this cycle if they are not in the current TransAction.
- ✓ Mr. Jasper responded that projects not in the current TransAction should be submitted for the next TransAction update.
- ✓ Chair Randall moved approval of the Call for Regional Transportation Projects for the FY2022 – 2027 Six Year Program Update; seconded by Delegate Roem; Motion passed unanimously.

#### **7. Approval of Revisions to Policy Number 26 – Electronic Participation in Meetings**

Mr. Longhi, CFO

*Recommended Action: Approval of Revisions*

- ✓ Mr. Longhi presented the proposed updates to Policy 26, Electronic Participation in Meetings, noting that the current policy required updating due to recent changes to the Code of Virginia, approved by the 2021 General Assembly.
- ✓ He summarized the changes as follow:
  - A physical quorum is required at the advertised location for action to be taken at any Authority or Committee meeting.
  - A request for electronic participation must be made by notifying the Authority or Committee Chair on or before the day of meeting and providing the reason for the request as well as providing the remote location from which the Member will attend electronically
  - The Member electing to participate remotely will be noted at the Roll Call, with the reason for electronic participation and the location from which the Member is participating.
  - If an electronic participation request is denied, the denial will be noted in the meeting minutes.
  - A Member’s electronic participation under an emergency or personal matter is limited to two meetings or 25% of the total meetings in a calendar year, with Authority and Committee meetings counted separately.
  - A Member’s electronic participation under caused by a medical or disability circumstance is unlimited in a calendar year, with Authority and Committee meetings tracked separately.
- ✓ Chair Randall moved Authority adoption of the changes to Policy 26 – Electronic Participation in Meetings, as delineated in the attached draft, to be effective July 1, 2021; seconded by Delegate Watts. Motion passed unanimously.

## 8. Approval of First Required Reading of Bylaws Correction

Mr. Longhi, CFO

*Recommended Action: Approval of First Review*

- ✓ Mr. Longhi informed Members that at the May meeting, the Governance and Personnel Committee (GPC) were informed of an inconsistency between the Code of Virginia and NVTA’s Bylaws.
- ✓ To resolve the inconsistency, the GPC recommends having the Executive Director’s title in NVTA’s Bylaws corrected to Chief Executive Officer to match the reference in the Code of Virginia.
- ✓ He added that the process to revise NVTA’s Bylaws requires two readings at two consecutive Authority meetings, after which this revision can be adopted.
- ✓ Chair Randall moved Authority approval of this first of two required readings to amend the NVTA Bylaws as noted in the attached draft; seconded by Delegate Watts. Motion passed unanimously.

## 9. Approval of the Reallocation of Highway Infrastructure Program (HIP) funds and Regional Surface Transportation Funds (RSTP) for Loudoun County

Ms. Backmon, Executive Director

*Recommended Action: Approval of Reallocation*

- ✓ Ms. Backmon informed Authority Members that Loudoun County is requesting Authority approval to reallocate Highway Infrastructure Program (HIP) and Regional Surface Transportation Program (RSTP) funds from the Centreville Road/Stone Springs Boulevard Project to the Route 50 Intersection Improvements Project.
- ✓ She noted that this reallocation is needed to enable the Virginia Department of Transportation (VDOT) to meet the obligation timeline requirements.
- ✓ Ms. Backmon added that at the May 27, 2021 meeting, the RJACC recommended approval of this request.
- ✓ Chair Randall moved approval of the reallocation of Highway Infrastructure Program (HIP) Funds and Regional Surface Transportation Program (RSTP) funds for Loudoun County; seconded by Senator Boysko. Motion passed unanimously.

**10. Approval of the Programming of Additional RSTP funds and the Transfer of HIP/CRRSA Funds**

Dr. Nampoothiri, Senior Transportation Planner

*Recommended Action: Approval of Programming and Transfer*

- ✓ Mr. Nampoothiri provided an update of the programming of additional RSTP funds and the HIP and CRRSA (Coronavirus Response and Relief Supplemental Appropriations) funds.
- ✓ He added that VDOT provided additional revisions which added \$20 million in RSTP funds and another \$20 million in HIP/CRRSA funds.
- ✓ Noting that NVT Staff worked with VDOT and jurisdictions to determine projects which needed these funding allocations.
- ✓ He pointed out that the Route 7 Widening project in Fairfax County is already under construction and could receive the HIP/CRRSA allocation since this project can meet the strict obligation and expenditure deadlines. An equal amount of RSTP funds from this project can be released and added to the additional \$20 million RSTP available making the total available RSTP funds \$40 million. This can then be allocated to projects across the region that had to recently absorb reductions in previously allocated funds due to changes in federal projections.
- ✓ He noted that with Authority recommendation, the lists of programmed funding allocations would be forwarded to the Commonwealth Transportation Board (CTB) for approval.
- ✓ Supervisor Foust moved Authority recommendation to the Commonwealth Transportation Board, funding approval of the proposed projects for FY2022 – 2027 CMAQ, RSTP, and HIP/CRRSA funds, as presented (attachments); seconded by Senator Boysko. Motion passed unanimously.

**11. Approval of Endorsement for Arlington and Prince William Counties and the Virginia Railway Express' Applications to the USDOT for Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Applications**

Ms. Backmon, Executive Director

*Recommended Action: Approval of Letters of Endorsement*

- ✓ Ms. Backmon notified Members that Arlington and Prince William Counties as well as the Virginia Railway Express (VRE), are seeking NVTA endorsement of their Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant applications.
- ✓ She noted that the RAISE Discretionary Grant Program enables the U.S. Department of Transportation (DOT) to invest in road, rail, transit and port projects which have significant local and regional impact.
- ✓ Arlington County is seeking endorsement for its application for the Arlington National Cemetery (ANC) Wall Trail to construct a ten-foot-wide pedestrian and bicycle trail on the west side of Virginia Route 110.
- ✓ Prince William County is also seeking endorsement for its Old Bridge Road/Gordon Boulevard Intersection Improvements and the Prince William Parkway/Minnieville Rd. Intersection Improvements.
- ✓ Lastly, the VRE is also seeking endorsement for its application for the L'Enfant Station and Fourth Track. This is a project which will add a mainline track between Virginia and L'Enfant interlockings in Washington, DC.
- ✓ She noted that all three projects are currently in TransAction. The deadline to submit applications is July 12, 2021, at 5pm.
- ✓ Board Member Cristol moved Authority Endorsement of Arlington and Prince William Counties and the Virginia Railway Express' Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Applications; seconded by Chair Wheeler. Motion passed unanimously.

**Discussion/Information Items**

**12. Governance and Personnel Committee Report**

Chair Randall, Chair

- ✓ Chair Randall provided a brief update of the GPC meeting to Authority Members regarding the action to work with the Commonwealth's Department of Human Resource Management (DHRM) to conduct a compensation and position description study for the Executive Director position.
- ✓ She noted that these efforts did not have much success so the next option is to obtain the services of a consultant through a Request for Proposal (RFP).
- ✓ Mr. Longhi explained further that the DHRM compensation data does not correlate with the position of NVTA's Executive Director. This is because similar positions at the State level are either set by legislation or by an independent body such as the Authority.
- ✓ For these same reasons, he added that the State Department could not perform the position description evaluation and also did not have any related contract for NVTA's use as a rider.
- ✓ Chair Randall summarized that the GPC gave direction to Mr. Longhi to prepare an RFP and return to the Committee with the results.

**13. Transportation Planning Board's Visualize 2045 Update and Proposed Resolution for Alternate Build Scenario**

Ms. Backmon, Executive Director

- ✓ Ms. Backmon informed the Authority of a Resolution which was to be considered by the National Capital Region Transportation Planning Board (TPB) at their June meeting to conduct an Alternate Build Scenario.
- ✓ She noted that the TPB is responsible for updating the National Capital Region's Constrained Long-Range Plan (CLRP) called Visualize 2045 and also conducts the air quality conformity determination every four years.
- ✓ She added that the current Visualize 2045 which was adopted in November 2018, is set to expire in December 2022.
- ✓ As a result, the TPB has initiated an update to Visualize 2045 (Technical Inputs Solicitation adopted in December 2020), that requires a reduction in vehicle miles traveled and associated emissions in Visualize 2045, to achieve new interim Greenhouse Gas reduction goals and new climate resiliency goals. The TPB is scheduled to take action on the Resolution to approve the project submissions for inclusion in the Air Quality Conformity Analysis for the 2022 Update to Visualize 2045.
- ✓ She continued that the TPB received a request to conduct an Alternate Build Scenario for inclusion in the current Visualize 2045 update process.
- ✓ She noted that the deadline for approval of the conformity analyses for the Visualize 2045 update by the Federal Highway (FHWA) and Federal Transit Administration (FTA) is December 2022. The Chair of the TPB sent a letter requesting an extension of the deadline.
- ✓ The Alternative Build resolution would require the TPB to undertake additional work activities, including an additional air quality conformity analysis, in parallel to the ongoing Visualize 2045 update work described previously.
- ✓ However, there are significant questions regarding the proposed Alternative Build Scenario impact on the deadline.
- ✓ Ms. Backmon pointed out that NVTA Staff have questions regarding the ability of these projects to advance if the request for extension from the FHWA and FTA is not approved by December 2022, since that could impact funding for regionally significant projects which have various sources of funding allocated to them and could trigger federal actions.
- ✓ Council Member Snyder added that he worked with TPB Transportation Director-Mr. Srikanth and Ms. Backmon to develop a draft pathway forward regarding the situation.
- ✓ Ms. Backmon added that some questions have been sent to Mr. Srikanth and he is in the process of responding to them as that will be helpful for the purposes of updating TransAction.
- ✓ Mr. Kolb noted his appreciation for Ms. Backmon and Council Member Snyder for bringing this to the Authority's attention to help all understand what the potential impacts of this situation could be.
- ✓ Chair Randall associated with those comments.
- ✓ Ms. Hynes commented on how complicated this situation is and noted that looking at potential issues which could arise in the region, she recommends a quick resolution to the matter.

- ✓ Mayor Rishell also commented about the Resolution noting that she appreciates the efforts of Ms. Backmon and Council Member Snyder in tackling this issue. She also noted concerns regarding the sole focus on reducing vehicle miles traveled as the solution to climate change as there are other climate related issues. She stated that this focus pits road projects against transit projects.
- ✓ Senator Boysko also expressed her appreciation of Ms. Backmon and Council Member Snyder's efforts and recommended that if the timeline could be brought forward, that would be better.
- ✓ Delegate Watts noted that the situation does pit road capacity projects against transit projects since road capacity is needed for the transit network. She also noted the need to address charging stations and the mobility-disadvantaged populations.
- ✓ Mayor Meyer noted that he is also a member of the TPB and recommended reviewing the TPB issue with a 20-30 years lens. Further noting the region must give serious consideration to the impact on the climate for all funding approved in the region.
- ✓ Delegate Roem also added that there needs to be a reduction in 'idling' involving traffic lights and vehicular accidents to improve the state of existing roads.
- ✓ Chair Randall associated herself with those comments.
- ✓ Supervisor Foust stated that transportation planning and investments must recognize the impact on climate change.
- ✓ Mayor Wilson voiced that jurisdictions should be providing their input to their TPB representatives.
- ✓ Board Member Cristol affirmed her confidence in the efforts of Council Member Snyder stating that the status quo for transportation and housing planning needs to be looked at again, but she is also of the view that this discussion should be done at the jurisdictional level.
- ✓ Chair Wheeler noted her appreciation for all the efforts adding that funding should be spent on expanding electrification infrastructure.
- ✓ Ms. Sinner informed everyone that the Commonwealth will be sending a letter to the TPB, addressing Visualize 2045 and the 2022 deadline as this affects day-to-day State operations.
- ✓ Chair Randall noted that she respectfully disagrees with comments from Mayor Wilson and Board Member Cristol regarding discussing the TPB issue solely at the jurisdictional level, as the TPB's actions will impact every individual jurisdiction as well as the region.
- ✓ She also emphasized the need to be careful of this initiative considering the potential of putting transit projects against road projects.
- ✓ She stressed the need to be future oriented and the need to have fewer cars being combustion based and more being electric.

- ✓ Chair Randall thanked Council Member Snyder for drafting the plan regarding the proposed pathway forward. She also recommended that Authority Members discuss the proposed plan with their TPB members.
- ✓ Council Member Snyder noted his appreciation for the positive discussion as it would help the Authority move faster in the needed direction.
- ✓ He added that the TPB plan is better than previous ones but ultimately falls short on climate change and this is a major issue.
- ✓ He further added that the TPB is scheduled to meet next week and encourages all Members to discuss with their representatives.

**14. Executive Director's Report**

Ms. Backmon, Executive Director

- ✓ Ms. Backmon reminded everyone that next week Friday is 'NVTA Day' at the Town of Hillsboro as they celebrate the re-opening of Route 9.

**15. Chair's Comments**

- ✓ Chair Randall encouraged Members to plan to join in the Town of Hillsboro celebration.
- ✓ She also congratulated Mayor Wilson for winning the mayoral primary in his jurisdiction.

**16. Adjournment:** The meeting adjourned at 8:55pm.

**Next Meeting: July 8, 2021 at 7:00pm**  
NVTA Offices

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** July 1, 2021

**SUBJECT:** Regional Funding Project 2020-301-1 City of Falls Church (Downtown Falls Church Multimodal Improvements)

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1. **Recommendation.** Approval of attached Standard Project Agreement (SPA) 2020-301-1.
2. **Suggested motion.** *I move approval of the proposed Standard Project Agreement 2020-301-1, City of Falls Church (Downtown Falls Church Multimodal Improvements), in accordance with NVTA's approved Project Description Sheet as appended to the Standard Project Agreement; and authorize the Executive Director to sign on behalf of the Authority.*
3. **Background.**
  - a. This project was adopted as part of the FY2020-2025 Six Year Program and received FY2022 appropriation approval on April 8, 2021.
  - b. The attached SPA presented by the City of Falls Church is consistent with the project previously submitted by City of Falls Church and approved by the Authority.
  - c. The attached SPA has been reviewed by the Council of Counsels, who noted that there were no legal issues.

**Attachment:** SPA for NVTA Project Number 2020-301-1

Link to Access SPA can be found [here](#) .

**Coordination:** Council of Counsels

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** July 1, 2021

**SUBJECT:** Regional Funding Project 2020-302-1 City of Falls Church (West Falls Church Access to Transit and Multimodal Connectivity)

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1. **Recommendation.** Approval of attached Standard Project Agreement (SPA) 2020-302-1.
2. **Suggested motion.** *I move approval of the proposed Standard Project Agreement 2020-302-1, City of Falls Church (West Falls Church Access to Transit and Multimodal Connectivity), in accordance with NVTA's approved Project Description Sheet as appended to the Standard Project Agreement; and authorize the Executive Director sign on behalf of the Authority.*
3. **Background.**
  - a. This project was adopted as part of the FY2020-2025 Six Year Program and received FY2022 appropriation approval on April 8, 2021.
  - b. The attached SPA presented by the City of Falls Church is consistent with the project previously submitted by City of Falls Church and approved by the Authority.
  - c. The attached SPA has been reviewed by the Council of Counsels, who noted that there were no legal issues.

**Attachment:** SPA for NVTA Project Number 2020-302-1

Link to Access SPA can be found [here](#).

**Coordination:** Council of Counsels

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** July 1, 2021.

**SUBJECT:** Regional Funding Project 2020-303-1 Prince William County – North Woodbridge Mobility Improvements.

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1. **Recommendation.** Approval of attached Standard Project Agreement (SPA) 2020-303-1.
  2. **Suggested motion.** I move approval of the proposed Standard Project Agreement 2020-303-1, Prince William County (North Woodbridge Mobility Improvements), in accordance with NVTA's approved Project Description Sheet as appended to the Standard Project Agreement; and authorize the Executive Director sign on behalf of the Authority.
  3. **Background.**
    - a. This project was adopted as part of the FY2020-2025 Six Year Program and received FY2022 appropriation approval on April 8, 2021, for an amount of \$8,000,000.
    - b. The attached SPA presented by Prince William County is consistent with the project previously submitted by Prince William County and approved by the Authority.
    - c. The attached SPA has been reviewed by the Council of Counsels, who noted that there were no legal issues.

**Attachment:** SPA for NVTA Project Number 2020-303-1

Link to the SPA can be found [here](#).

**Coordination:** Council of Counsels

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, Chief Financial Officer

**DATE:** July 1, 2021

**SUBJECT:** Duplicate Payment Detection Audit

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1. **Purpose:** To present the Northern Virginia Transportation Authority (NVTA) an optional audit service for the detection of potential duplicate project reimbursement payments, as recommended by the Finance Committee.
2. **Suggested Motion:** *I move approval of the attached Agreed Upon Procedures Audit Agreement with PBMares, LLP, and budget and appropriate \$18,500 from the Operating Budget Reserve for this purpose.*
3. **Background:** Discussion of known duplicate project reimbursements and requests for reimbursements occurred at the June 17, 2021 Finance Committee meeting. The Finance Committee discussion noted that the responsibility to prevent duplicate requests reside with the project sponsors. However, the Finance Committee concurrently recognized a risk to the Authority exists, the need to assess the risk, provide feedback to project sponsors, and to assist in preventing duplicate reimbursement requests. The Finance Committee directed that a proposal be developed for the Authority's independent external auditor, (PBMares LLP) to conduct a limited agreed upon procedures audit for Authority consideration.
4. **Current Situation:** Reimbursement requests from project sponsors are expected to be screened at the project level to avoid duplicative submissions. Many general ledger accounting systems include functionality which permits users to track reimbursable expenses and record whether the reimbursement request has been filed and paid. Unfortunately, NVTA staff have been made aware or have detected duplicate submissions of project expenses. While understanding these submissions were processing errors on the part of the project sponsors, and not intentional deception, they reflect an internal control weakness and a risk to the Authority.
5. **Discussion:**
  - a. Reimbursement request packages can often include hundreds of pages of documents containing dozens of invoices. The packages are reviewed electronically by NVTA

planning and finance staff members. While the packages are reviewed electronically, this does not mean the content is fully digitized. Prior to COVID remote work, many reimbursements were 100% paper based.

- b. Duplicate payment requests occur when a project sponsor submits a project expense for reimbursement twice. Examples include:
    - i. Expenses being included in two separate reimbursement request packages for one Standard Project Agreement (SPA), a duplication of approximately \$1.1 million.
    - ii. Expenses being included in two reimbursement packages for the same physical project, but under two different SPAs, a duplicate total of approximately \$139,000.
    - iii. Expenses duplicated within the same reimbursement package. Since these are the easiest to detect/correct on the NVTA side and are typically lower dollar value, the total frequency and value has not been tracked.
  - c. The \$1.1 million duplication was caught by the project sponsor's auditor and funds returned. The \$139,000 expense, which went across two SPA's, was detected by NVTA staff and questioned, as have been numerous duplications within the same reimbursement requests.
  - d. It is the responsibility of the project sponsor to have internal controls in place to prevent the submission of duplicate project expense reimbursements.
  - e. For the NVTA to be responsible for detection of duplicate expense reimbursements, data for each reimbursed invoice would need to be entered into the Authority's general ledger accounting system. This would be a costly solution to a problem that is not currently fully quantified.
  - f. NVTA staff consulted with the Authority's external auditors (PBMares, LLP) to develop a data driven approach to examine certain projects, some with multiple SPAs, for duplicate payments.
  - g. This would be an Agreed Upon Procedure Audit in which nine projects, containing 131 reimbursements, each of which may have dozens of individual invoices, with a reimbursed value of \$136 million would be examined. The cost projection for the audit is \$18,500.
  - h. The proposed process was successfully tested with project data known to include duplicate requests.
    - i. If the audit detects duplicated reimbursements, overpayment recovery is assured.
    - j. Any positive detections will provide feedback to the project sponsors as well as NVTA staff on improvements in prevention and detection, as well as the financial recovery.
    - k. If the audit does not detect duplicate payments, this does not provide a 100% guarantee that none have occurred, since not all projects are proposed to be audited. No detections of duplicate payments will however, provide some assurance of the magnitude of the risk.
- 6. Funding Source:** Funding is proposed to be provided from the Operating Budget Reserve, with the reserve replenished in FY2023.

**Attachment:** Audit Contract Amendment with PBMares, LLP.

July 1, 2021

Northern Virginia Transportation Authority  
3040 Williams Drive, Suite 200  
Fairfax, Virginia 22031

Attention: Mr. Michael Longhi, Chief Financial Officer

This letter is to explain our understanding of the arrangements for, and the nature and limitations of, the services we are to perform for the Northern Virginia Transportation Authority (the “Authority”) with respect to certain project payment requests received from member jurisdictions. The specific procedures to be performed are included as an attachment to this letter. We ask that you confirm our understanding, including the procedures included in the attachment to this letter.

### **Engagement Services**

Our engagement will be conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Because the procedures included in the attachment to this letter do not constitute an audit, the objective of which is the expression of an opinion or conclusion, respectively, we will not express an opinion or any other form of assurance thereon and if additional procedures were to be performed, other matters might have come to our attention.

At the conclusion of our engagement, we will submit a report in letter form outlining the procedures performed and our findings resulting from the procedures performed.

Our report will contain a statement that it is intended solely for use of the Authority and should not be used by those who have not agreed to the procedures and taken responsibility for the sufficiency of the procedures for their purposes. Should you desire that others be added to our report as specified parties, please contact us, as it will be necessary to obtain their agreement with respect to the sufficiency of the procedures for their purposes.

The procedures we will perform are not designed and cannot be relied upon to disclose errors, fraud or illegal acts, should any exist. However, we will inform the appropriate level of management of any material errors that come to our attention and any fraud or illegal acts that come to our attention, unless they are clearly inconsequential.

Mr. Michael Longhi, Chief Financial Officer  
Northern Virginia Transportation Authority  
July 1, 2021  
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Furthermore, the procedures are not designed to provide assurance on internal control or identify significant deficiencies or material weaknesses. However, we will communicate to management and the Board of Supervisors any significant deficiencies or material weaknesses that become known to us during the course of the engagement.

### **Authority's Responsibilities**

The sufficiency of the procedures included in the attachment is solely the responsibility of the Authority. We make no representation regarding the sufficiency of the procedures described in the attachment either for the purpose for which these services have been requested or for any other purpose.

In addition, management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Authority involving management, employees who have significant roles in internal control, and others. Management is also responsible for informing us of its knowledge of any allegations of fraud or suspected fraud affecting the Authority received in communications from employees, former employees, analysts, regulators, or others.

### **Records and Assistance**

If circumstances arise relating to the condition of the Authority's records and the availability of appropriate evidence because of error or fraud that, in our professional judgement, prevent us from completing the engagement or issuing our report, we retain the unilateral right to take any course of action permitted by professional standards, including declining to issue a report or withdrawing from the engagement.

During the course of our engagement, we may accumulate records containing data that should be reflected in the Authority's books and records. You will determine that all such data, if necessary, will be so reflected. Accordingly, you will not expect us to maintain copies of such records in our possession.

The assistance to be supplied by Authority personnel, including the preparation of schedules and analyses of accounts, has been discussed and coordinated with Michael Longhi, Chief Financial Officer. The timely and accurate completion of this work is an essential condition to our completion of our services and issuance of our report.

### **Parties' Understandings Concerning Situation Around COVID-19**

PBMares, LLP and the Authority acknowledge that, at the time of the execution of this arrangement letter, federal, state and local governments, both domestic and foreign, have restricted travel and/or the movement of their citizens due to the ongoing and evolving situation around COVID-19. In addition, like many organizations and companies in the United States and around the globe, PBMares, LLP has restricted its employees from travel and onsite work, whether at a client facility or PBMares, LLP facility, to protect the health of both PBMares, LLP's and its clients' employees. Accordingly, to the extent that any of the services described in this arrangement letter requires or relies on PBMares, LLP or Authority personnel to travel and/or perform work onsite, either at the Authority's or PBMares, LLP's facilities, including, but not limited to, maintaining business operations and/or IT infrastructure, PBMares, LLP and the Authority acknowledge and agree that the performance of such work may be delayed, significantly or indefinitely, and thus certain services described herein may need to be rescheduled and/or suspended at either PBMares, LLP's or the Authority's sole discretion.

Mr. Michael Longhi, Chief Financial Officer  
Northern Virginia Transportation Authority  
July 1, 2021  
Page 3

PBMares, LLP and the Authority agree to provide the other with prompt written notice (email will be sufficient) in the event any of the services described herein will need to be rescheduled and/or suspended. PBMares, LLP and the Authority also acknowledge and agree that any delays or workarounds due to the situation surrounding COVID-19 may increase the cost of the services described herein. PBMares, LLP will obtain the Authority's prior written approval (email will be sufficient) for any increase in the cost of PBMares, LLP services that may result from the situation surrounding COVID-19.

### **Fees**

Our fee is not expected to exceed \$18,500. Our fee estimate and completion of our work is based upon criteria included in the attachment to this letter.

### **Termination**

In the event you or PBMares, LLP terminate this engagement, you will pay us for all services rendered (including deliverables and products delivered), expenses incurred, and noncancelable commitments made by us on your behalf through the effective date of termination. We will not be responsible for any delay or failure in our performance resulting from acts beyond our reasonable control or unforeseen or unexpected circumstances, such as, but not limited to, acts of God, government or war, riots or strikes, disasters, fires, floods, epidemics, pandemics or outbreaks of communicable disease, cyberattacks, and internet or other system or network outages. At your option, you may terminate this arrangement letter where our services are delayed more than 120 days; however, you are not excused from paying us for all amounts owed for services rendered and deliverables provided prior to the termination of this arrangement letter.

We may terminate this arrangement letter upon written notice if: (i) we determine that our continued performance would result in a violation of law, regulatory requirements, applicable professional or ethical standards, or our client acceptance or retention standards; or (ii) you are placed on a verified sanctioned entity list or if any director or executive of, or other person closely associated with, you or any of your affiliates is placed on a verified sanctioned person list, in each case, including, but not limited to, lists promulgated by the Office of Foreign Assets Control of the U.S. Department of the Treasury, the U.S. State Department, the United Nations Security Council, the European Union, or any other relevant sanctioning authority.

### **Other Terms**

While there is an attorney-client privilege, there is no accountant-client privilege. Accordingly, any information that you provide to us is subject to discovery. Unless prohibited by law, we will notify you if we receive any subpoena, or other third-party request for our information and/or records concerning you. If you direct us to disclose the requested information, we will comply with the subpoena and, in the case of a third-party request, we will need you to sign a form authorizing the disclosure. If you do not direct us to disclose the requested information, we will engage counsel to protect your interest in non-disclosure. In either event, we will bill you for all of our costs associated with complying with your directions. Our bill will include, in addition to our then standard fees and charges and, by way of illustration only, our attorney's fees, court costs, outside advisor's costs, penalties, and fines imposed because of our non-disclosure.

Mr. Michael Longhi, Chief Financial Officer  
Northern Virginia Transportation Authority  
July 1, 2021  
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We reserve the right to withdraw from this engagement without completing our services for any reason, including, but not limited to, your failure to comply with the terms of this arrangement letter, or as we determine professional standards require.

If any portion of this engagement letter is deemed invalid or unenforceable, such a finding shall not invalidate the remainder of the terms set forth in this engagement letter.

### **Dispute Resolution**

If any dispute other than fees arises among the parties hereto, the parties agree first to try in good faith to settle the dispute by mediation administered by the American Arbitration Association under its Rules for Professional Accounting and Related Services Disputes before resorting to litigation. The costs of any mediation proceeding shall be shared equally by all parties. You and we consent to personal jurisdiction, both for mediation and/or litigation, of the Rockingham County Circuit Court. Participation in such mediation shall be a condition to either of us initiating litigation. In order to allow time for the mediation, any applicable statute of limitations shall be tolled for a period not to exceed 120 days from the date either of us first requests in writing to mediate the dispute. The mediation shall be confidential in all respects, as allowed or required by law, except our final settlement positions at mediation shall be admissible in litigation solely to determine the prevailing party's identity for purposes of the award of attorneys' fees.

The parties hereto both agree that any dispute over fees charged by the accountant to the client will be submitted for resolution by arbitration in accordance with the Rules for Professional Accounting and Related Services Disputes of the American Arbitration Association. Such arbitration shall be binding and final. The arbitration shall take place in Rockingham County, Virginia. Any award rendered by the Arbitrator pursuant to this Agreement may be filed and entered and shall be enforceable in the Superior Court of the County in which the arbitration proceeds. In agreeing to arbitration, we both acknowledge that, in the event of a dispute over fees charged by the accountant, each of us is giving up the right to have the dispute decided in a court of law before a judge or jury, and instead we are accepting the use of arbitration for resolution.

### **Information Security – Miscellaneous Terms**

PBMares, LLP is committed to the safe and confidential treatment of the Authority's proprietary information. PBMares, LLP is required to maintain the confidential treatment of client information in accordance with relevant industry professional standards which govern the provision of services described herein. The Authority agrees that it will not provide PBMares, LLP with any unencrypted electronic confidential or proprietary information, and the parties agree to utilize commercially reasonable measures to maintain the confidentiality of Authority information, including the use of collaborate sites to ensure the safe transfer of data between the parties.

Mr. Michael Longhi, Chief Financial Officer  
Northern Virginia Transportation Authority  
July 1, 2021  
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### **Electronic Signatures and Counterparts**

Each party hereto agrees that any electronic signature of a party to this agreement or any electronic signature to a document contemplated hereby (including any representation letter) is intended to authenticate such writing and shall be as valid, and have the same force and effect, as a manual signature. Any such electronically signed document shall be deemed (i) to be "written" or "in writing," (ii) to have been signed, and (iii) to constitute a record established and maintained in the ordinary course of business and an original written record when printed from electronic files. Each party hereto also agrees that electronic delivery of a signature to any such document (via email or otherwise) shall be as effective as manual delivery of a manual signature. For purposes hereof, "electronic signature" includes, but is not limited to, (i) a scanned copy (as a "pdf" (portable document format) or other replicating image) of a manual ink signature, (ii) an electronic copy of a traditional signature affixed to a document, (iii) a signature incorporated into a document utilizing touchscreen capabilities, or (iv) a digital signature. This agreement may be executed in one or more counterparts, each of which shall be considered an original instrument, but all of which shall be considered one and the same agreement. Paper copies or "printouts" of such documents if introduced as evidence in any judicial, arbitral, mediation or administrative proceeding, will be admissible as between the parties to the same extent and under the same conditions as other original business records created and maintained in documentary form. Neither party shall contest the admissibility of true and accurate copies of electronically signed documents on the basis of the best evidence rule or as not satisfying the business records exception to the hearsay rule.

This letter constitutes the complete and exclusive statement of agreement between PBMares, LLP and the Authority, superseding all proposals, oral or written, and all other communications, with respect to the terms of the engagement between the parties for services within the scope of this letter.

If this letter defines the arrangements as the Authority understands them, please sign and date a copy and return it to us. We appreciate your business.

Sincerely,

PBMares, LLP



Michael A. Garber, Partner

Confirmed and accepted on behalf of the Northern Virginia Transportation Authority:

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Signature

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Date

**NORTHERN VIRGINIA TRANSPORTATION AUTHORITY**  
**AGREED-UPON PROCEDURES ATTACHMENT**

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For the following projects,

<b>Project</b>	<b># of payment requests</b>
13-14-016-09	7
13-90421	8
153-14-012-2-03	24
153-30481	20
153-80401	23
153-80781	4
600-60411 UPC 16632	18
2018-027-1	19
059-90691	8

We will perform the following agreed-upon procedures:

- A. Extract, transform, and load all data from the C2-2 tables from the Detail Requisition Forms, including all scanned and native copies.
- B. Search for duplicate payments within projects and related continuation projects, including the application of “fuzzy matching” and other techniques.
- C. Perform inspection of details for any suspected potential duplicate payments, including examination of supporting invoices.

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, CFO

**DATE:** July 1, 2021

**SUBJECT:** Bylaws Correction (Second Reading)

---

1. **Purpose:** 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.). In May 2021, the GPC became aware of an inconsistency between the Code of Virginia chapter which created the NVTA and the NVTA Bylaws. The GPC affirmed that the Authority's Bylaws and the Code of Virginia should be consistent and requested staff prepare the attached draft for consideration by the Authority.
2. **Suggested Motion:** *I move Authority approval of this second of two required readings to amend the NVTA Bylaws, as well as the adoption of the proposed Bylaws amendments as noted in the attached draft.*
3. **Background:** The inconsistency noted above is in the title Executive Director (Bylaws) and Chief Executive Officer (Code of Virginia).
  - a. Specific references are presented below (underline added).
    - i. **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.
    - ii. **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:** Achieving this consistency will necessitate amending the Bylaws as presented below:
  - a.** The Bylaws (Article IX, Amendments) require that any amendment be read at two meetings with action permitted after the second reading.
  - b.** Any additional amendments other than those noted in the attached draft, would be required to go through a subsequent first and second reading.
  - c.** The Bylaws currently contain 12 references to Executive Director which are proposed to be amended to Chief Executive Officer. No other revisions are proposed in the attached draft.
  - d.** The Authority approved the first reading of the proposed draft at the June 10, 2021 meeting.

**NORTHERN VIRGINIA TRANSPORTATION AUTHORITY****MEMORANDUM**

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, Chief Financial Officer

**DATE:** July 1, 2021

**SUBJECT:** Approval of Compensation Time Amendments for Employee Handbook

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- 1. Purpose:** To seek the Northern Virginia Transportation Authority (NVTA) approval of revisions to the Employee Handbook to comply with HB2063 (2021), which removes the option to pay compensatory time off, in lieu overtime pay, for nonexempt employees.
- 2. Suggested Motion:** *I move the Authority approve the attached changes to Section 3.5 of the NVTA Employee Handbook as noted below.*
- 3. Background:**
  - a.** The NVTA Employee Handbook (Handbook) was originally adopted in December 2014 and sets policy for NVTA human resource functions. The Handbook has had minor revisions since originally adopted.
  - b.** The Handbook notes in Section 3.1 that all policies and personnel actions will be in compliance with the Fair Labor Standards Act (FLSA) and all other applicable Federal and State regulations.
  - c.** FLSA classifies employees who are not subject to overtime provisions as exempt, these positions are commonly referred to as salaried. Employees who are subject to overtime provision (paid overtime) are referred to in FLSA as nonexempt, and commonly referred to as hourly.
  - d.** A prior practice of many employers was to compensate nonexempt employees, who worked excess hours (generally above 40 hours per week) through time off at an overtime rate.
  - e.** The General Assembly's 2021 passage of [HB2063](#), or the Virginia Overtime Wage Act, Virginia Code [§ 40.1-29.2 \(B\)](#) now requires that employers "shall pay [any nonexempt] employee an overtime premium at a rate not less than one and one-half times the employee's regular rate, pursuant to 29 USC § 207."
  - f.** The Commonwealth Department of Labor and Industry (DOLI) and, the Office of the Attorney General have provided guidance that employers will no longer be allowed to offer compensatory time in lieu of overtime pay starting July 1, 2021.

- g. The Authority does not currently employ any nonexempt employees and therefore has no immediate fiscal or operational impact from this change.
- h. One section of the NVTA Employee Handbook is required to change to comply with the new legislation. The proposed changes (all deletions) are noted below:

### *3.5 Overtime and Compensatory Time*

#### *General*

*The NVTA's overtime policies comply with those established under the Fair Labor Standards Act (FLSA) and the Code of Virginia. All hours worked beyond the authorized workday, workweek or regularly scheduled hours must be pre-approved by the supervisor. It is the supervisor's responsibility to ensure any hours worked in excess of the authorized scheduled hours are necessary in order to provide or maintain services, the work could not be delayed until the next authorized workday or work schedules could not be flexed to accomplish the work. The supervisor exercises control and management of work activity so that only authorized and directed work is performed.*

#### *Non-Exempt Employees*

*All hours that a Non-Exempt employee is permitted to work are subject to compensation, pursuant to FLSA. Overtime or compensatory compensation is due for time worked over forty (40) hours during the established seven (7) day work week for employees. Overtime is compensated at one and one-half times employee's regular rate of pay. ~~Compensatory time is awarded at the rate of one and one-half times the number of hours that the employee works (excluding vacation and sick leave) in excess of forty (40) hours in any one established work week. It is preferred that compensatory time be taken in the same work week overtime is incurred, however, it can be taken up to one month later, with CFO approval. The CFO can choose to pay the employee in overtime or compensatory time as the needs of the Authority require.~~*

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, CFO

**DATE:** July 1, 2021

**SUBJECT:** Chief Executive Officer Position Description and Compensation Consulting Engagement

---

1. **Purpose:** To seek Northern Virginia Transportation Authority (NVTA) approval for Chief Executive Officer Position Description and Compensation Consulting services as recommended by the Governance and Personnel Committee (GPC).
2. **Suggested Motion:** *I move Authority approval of the attached Chief Executive Officer Position Description and Compensation Consulting Engagement Agreement with The Millennium Group International LLC, authorizing the CFO to sign on behalf of the Authority. Additionally, I move the Authority budget and appropriate \$25,000 from the Operating Budget Reserve for this purpose.*
3. **Discussion:** After working for several months and examining several options the GPC directed staff in June 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. 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. Progress is presented below:
  - a. The Request for Unsealed Proposals (RFP) was issued on June 16, 2021
  - b. The proposal due date/time was June 28<sup>th</sup> at noon.
  - c. The RFP was posted on both the eVA and the NVTA websites.
  - d. The RFP was also distributed to other agencies and firms with a request to forward to any potentially interested parties.
  - e. The RFP was submitted directly to 11 executive search/executive consulting firms via their online portals.
  - f. Three proposals were received by the due date/time. One firm noted it had missed the noon deadline. However, as three valid proposals were received there was no grounds for an exception.

- g. Two firms scored well enough to proceed to negotiations.
- h. Interviews/negotiations were conducted with those two firms on June 29<sup>th</sup>.
- i. Best and final offers from both firms were due by 5PM on June 30, 2021.
- j. Based on the original proposals, firm interviews and negotiations as well as the best and final proposals received on June 30<sup>th</sup>, NVTA staff recommended the selected firm to the GPC, the GPC has reviewed and endorsed the recommendation.

**4. Funding Source:** Funding is proposed to be provided from the Operating Budget Reserve, with the reserve replenished in FY2023.

**Attachment:** Chief Executive Officer Position Description and Compensation Consulting Engagement Agreement - Draft



**Northern Virginia Transportation Authority**  
*The Authority for Transportation in Northern Virginia*

July 8, 2021

Mr. Jeffrey Rocha, CEO & Principal  
The Millennium Group International  
46169 Westlake Drive, Suite 240  
Sterling, VA 2165

Dear Mr. Rocha:

The Northern Virginia Transportation Authority (NVTA) has acted to authorize the award of a contract to The Millennium Group International (TMG) to perform the work requested in NVTA RFP No. 2021-04 and described in the TMG proposal dated June 30, 2021.

This letter, together with NVTA RFP 2021-04 and The Millennium Group International Proposal dated June 30, 2021, provides the agreement to conduct the services under the specified terms and conditions. This letter also constitutes your notice to proceed unless advised otherwise in writing by NVTA on or prior to July 22, 2020.

If you concur, please sign (certified e-sign is acceptable) where indicated below. Please contact me with any questions.

Sincerely,

\_\_\_\_\_  
Michel Longhi  
Chief Financial Officer

\_\_\_\_\_  
Jeffrey Rocha  
CEO & Principal  
The Millennium Group International

\_\_\_\_\_  
Date



# Proposal

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## **NVTA Chief Executive Officer Position Description and Compensation Consulting**

*Submitted to:*



Northern Virginia Transportation Authority

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**Revised  
June 30, 2021**

**Best and Final Offer**

*Submitted by:*

**THE MILLENNIUM GROUP  
INTERNATIONAL, LLC**



## Proposal Submittal/ Transmittal Letter

June 30, 2021

Ms. Peggy Teal, Assistant Finance Officer  
Northern Virginia Transportation Authority  
3040 Williams Drive, Suite 200  
Fairfax, VA 22031  
peggy.teal@thenovaauthority.org

RE: NVRTA Chief Executive Officer Position Description and Compensation Consulting  
RFP 2021-04

Dear Ms. Teal and Members of the Selection Committee:

On behalf of The Millennium Group International (TMG), I am pleased to submit our strong corporate qualifications and extensive experience in response to the Northern Virginia Transit Authority's requirement for Chief Executive Officer Position Description and Compensation Consulting. TMG is pleased to present our tested 6-step approach to develop a comprehensive analysis and recommendation for the project.

The TMG Team consists of a complete cadre of qualified professionals and can surpass the requirements of the RFQ through proven industry leadership.

<b>Name</b>	The Millennium Group International, LLC
<b>Address</b>	46169 Westlake Drive, Suite 240, Sterling, VA 20176
<b>POC</b>	Mr. Jeffrey Rocha
<b>Email</b>	jeffrocha@tmgi.net
<b>Phone</b>	(703) 260-6710
<b>Fax</b>	(703) 763-2367
<b>Virginia SWAM Certification:</b>	673066, Aug 24, 2024

Thank you for considering us as a potential strategic partner. If you should have any questions regarding this submittal, please do not hesitate to contact me at 703-260-6710.

Sincerely,

Jeffrey Rocha, CEO & Principal  
The Millennium Group International

Sent electronically via: peggy.teal@thenovaauthority.org



## Proposal

### NVTA Chief Executive Officer Position Description and Compensation Consulting

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## **NVTA Chief Executive Officer Position Description and Compensation Consulting**

### **1.0 PROJECT UNDERSTANDING**

Northern Virginia's transportation network plays an important role in the economics of the region and in the quality of life for those who reside there and depend on its services. The Northern Virginia Transportation Authority (NVTA or Authority) is a regional body that is focused on delivering solutions and value for Northern Virginia's transportation dollars by bringing Northern Virginia jurisdictions and agencies together to prioritize funding for projects and implement solutions to address the region's transportation needs. As part of this, NVTA also maintains Northern Virginia's Long Range Transportation Plan. The Executive Director/Chief Executive Officer is a key member of the Authority's management team and is the lead for day-to-day operations of the Authority.

The Millennium Group International, LLC (TMG) has developed an understanding of the scope of work desired after a review of the request for proposal issued on June 16, 2021.

TMG understands that NVTA is currently in the process of amending the position title from Executive Director to Chief Executive Officer (CEO). We understand that the position has always operated as the CEO with corresponding responsibilities and expectations. The Authority would like to update the Chief Executive Officer position description and provide an analysis of the compensation for the position as it is currently occupied.

By doing this, The Authority will:

- Ensure that the job summary, responsibilities and duties, qualifications and skills, salary and benefits for the Job Description are up to date
- Determine an appropriate total compensation program for the Chief Executive Officer position.

### **2.0 PROJECT MANAGEMENT**

#### **2.1 Ability to Manage the Work**

TMG operates our management approach through customer-focused, performance-oriented leadership and clear collaboration with NVTA stakeholders. We support strong leadership with definitive management systems, quality people, and team members, which all contribute to a winning management approach. We typically include in our planning documents the project charter, schedule, risk management plan, communication plan, and quality plan, to include quality measures.

TMG is sensitive to contractual business requirements, such as timely compliance reports, processing of contract requests, timekeeping, financial and schedule management, and support metrics. A clear risk-mitigation approach is incorporated in TMG's management processes.



TMG operates all managerial operations via a set of Standard Operating Procedures (SOP) that has been continuously improved over the 23 years of company history. Upon the initiation of a project, the SOP dictates setting up virtual organization infrastructure for efficient management and delivery of the project. TMG has a pre-defined communication structure, enable smooth operations internal to the TMG team and with external constituents. Each project member has defined roles and responsibilities, with written job descriptions and deliverables. In addition, TMG provides a single point of contact for NVTA for all project communications.

TMG selected a strong and experienced Project Director (PD), Julie Coccari, skilled with delivering classification and compensation projects in demanding environments. TMG empowers the Project Director to make decisions and take actions necessary to meet the contract requirements and ensure that the TMG team performs at the high levels needed to maximize customer satisfaction. The organizational approach emphasizes collaborative teamwork and mission accomplishment in an integrated manner.

## **2.2 Program Management Office**

The Program Management Office (PMO) is the engine that performs the management function for each TMG contract. It is led by the PD and combines dedicated staff, proven processes, and systems and tools to support the management, tracking, assignment, and control resources to meet all contractual requirements and performance standards.

## **2.3 Project Management**

TMG follows the Project Management Institute's recognized PMBOK standards and guidelines in administering projects. We employ proven practices for ensuring completion of all work on time, within budget, and with the highest possible quality standards. We follow a process which delivers an orderly procedure for planning and initiating project assignments according to a practical division of tasks according to labor category. We apply quality assurance checks during the planning and preparation process and at any point where we can make additional, valid assessments.

The Project Director has the central authority and responsibility for overall project as well as day-to-day verification of the technical accuracy of services and the content of products. The Project Director will develop and maintain a detailed Master Project Plan (MPP), which will include an Integrated Master Schedule (IMS) and Work Breakdown Structure (WBS).

The TMG team, using the MPP, will provide support for all phases of the project from initiation, planning, execution, monitoring and controlling, and closeout. We will use the MPP to facilitate planning, resourcing, and iterations with the NVTA throughout the project. We document key information and define work processes to ensure successful project execution.

TMG will adapt quickly to change requests by communicating frequently with the Project



Manager at NVTA. By the very nature of the work performed, TMG must remain flexible and adapt to change requests. TMG's agile approach to project management and resource assignment accommodates the natural evolution of projects.

## 2.4 Quality Control

Upon the issuance the NVTA contract, we will customize our Quality Control Plan (QCP). We will address the specific SOW requirements, staffing structure and unique challenges at NVTA. We will submit the plan within seven days of the post-award conference. We target our QCP to achieve NVTA's customer-focused performance results through following:

- Clear separation of project tasks and responsibilities through well-defined staff roles.
- Compliance with all federal & state laws; NVTA rules, regulations, and policies; existing performance improvement plans; and contract requirements as defined in the SOW.
- Product and service integrity that exceed quality and customer service requirements by preventing, identifying, and correcting work quality problems.
- Prevention and detection of fraud, waste and abuse, and any conflict of interest issues.
- Assurance that we track and analyze all results for QC reviews for future improvements. We address results that do not meet NVTA's performance goals with corrective actions as necessary.



TMG's CEO will act as the Corporate Monitor, monitoring performance at a macro level to ensure we are properly enforcing the project and management standards as described herein. Key features of our QCP and our Corporate Monitor's review includes:

- Integration of corporate and management support and resources
- Business, program and operational impact and risk analysis
- Business continuity solution development and program testing and evaluation.

To ensure continuous quality control, we built our surveillance methodologies around the need to assemble appropriate metrics and measures. We meet all the requirements of the customer reporting as well as the program service and performance levels in our awarded contracts.

## 3.0 TECHNICAL APPROACH

### 3.1 Project Understanding

TMG has detailed its understanding of NVTA's Requirement under Section 1.0. TMG will take one approach for the two main tasks Task 1.0 Job Description and Task 2.0 Compensation Analysis following the steps below.

We will provide an updated job description for the CEO which aligns to the Authority's organizational strategies and Executive Director/CEO Goals provided to us. We will deliver a



Compensation Analysis that is competitive when compared to organizations of similar size, type and scope, is financially sustainable for NVTA over the next few years, is acceptable to the Authority Board members, aligns with the Authority’s strategy and meets the organization’s and executive’s needs.

TMG takes a strategic approach to improving the alignment of long-term organizational priorities and day-to-day work practices, while still achieving NVTA’s mission, goals, and objectives. Our team will work with Authority key stakeholders to identify goals and prioritize focus areas for developing the job description and compensation analysis.

### 3.2 Step 1: Project Launch and Project Management

#### *Project Kick-Off*

TMG will initiate a kickoff meeting – *scheduled within five working days of the effective start of the work assignment*. We will meet with Authority Project Team (virtual or in-person) including the Project Manager, Michael Longhi and other NVTA stakeholders in leadership to discuss aspirations and results you seek from this effort. The NVTA representatives will be available to the consultants throughout the study to provide general direction or assistance as needed to ensure that the study corresponds to the stated objectives and to make modifications to the work plan as necessary.

TMG will address topics in this meeting to include:

- Gain a better understanding of organizational objectives, culture, project objectives, and current compensation practices. Included here should be a discussion of what a successful outcome will look like.
- Explore current compensation philosophy/practices
- Introduce and discuss options for study methodology.
- Define the desired working relationship together and staff/management involvement
- Review the preliminary project management plan and work breakout for adjustments including schedule of specific tasks and timeline for the project including dates and milestones
- Establish time constraints, availability of staff, status update schedules and reports
- Outline project communications planning and roles
- Initiate the data discovery process to include those identified within the RFP and other relevant information

#### *Project Plan*

During the kick-off meeting, TMG will present the Draft Project Management Plan for review, feedback, and approval by NVTA. We will review the details of our preliminary plan, shown in **Figure 1**, for achieving the deliverables for the project.

**Figure 1: Proposed Draft Project Plan**

Project Phase	Task Description	Deliverables	NVTA Staff Requirements	Timing
<b>Step 1</b>	Project Launch and Project Management	<ul style="list-style-type: none"> <li>• Kick-off meeting</li> <li>• Project Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Kickoff Meeting</li> <li>• Staff Introductions</li> </ul>	Weeks 1-2



Project Phase	Task Description	Deliverables	NVTA Staff Requirements	Timing
	<ul style="list-style-type: none"> <li>Establish NVTA stakeholders/project team involvement</li> <li>Kick-off Meeting/Introductions</li> <li>Deliver Project Plan</li> <li>Initiate Data Discovery</li> </ul>		<ul style="list-style-type: none"> <li>Data discussions &amp; review</li> </ul>	
<b>Step 2</b>	Interview Senior Individuals <ul style="list-style-type: none"> <li>Executive Director</li> <li>Chair, Governance and Personnel Committee</li> <li>Vice Chair, Governance and Personnel Committee</li> </ul>	<ul style="list-style-type: none"> <li>Conduct interviews</li> </ul>	<ul style="list-style-type: none"> <li>Participate in interviews</li> </ul>	Week 2
<b>Step 3</b>	Prepare updated position description	<ul style="list-style-type: none"> <li>Task 1 Finalize Position Description</li> </ul>	<ul style="list-style-type: none"> <li>Review, modify and approve position description</li> </ul>	Week 3
<b>Step 4</b>	Identify Survey Organizations	<ul style="list-style-type: none"> <li>List of Survey Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Discussion and Decision on Survey Organizations</li> </ul>	Week 4
<b>Step 5</b>	Collect External Market Data		<ul style="list-style-type: none"> <li>Outreach to other government agencies and organizations for position descriptions and compensation</li> </ul>	Weeks 5-6
<b>Step 6</b>	Analysis and Recommendation	<ul style="list-style-type: none"> <li>Draft Compensation Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Discussions &amp; review meeting</li> </ul>	Weeks 6 -7
<b>Step 7</b>	Final Meeting, Decisions and Report	<ul style="list-style-type: none"> <li>Task 2 Compensation Recommendations</li> <li>Task 3 Summary Report</li> </ul>	<ul style="list-style-type: none"> <li>Review meeting</li> </ul>	Week 8

### Data Collection

Prior to the kickoff meeting TMG consultants will develop an initial list of documentation necessary to conduct the study. We anticipate the following documents would be readily available at the onset of the project.

- Organizational Mission and Vision to include charters and mandates
- Strategic Plan(s) or documentation of Goals and Objectives
- Organizational Charts
- Financial analysis of NVTA’s current payroll and projections for the future
- Other relevant documentation related to operations and mission

### 3.3 Step 2: Interview Senior Individuals



At the outset of a project senior management should be given a chance to provide input. This has two benefits. First, we capture feedback which provides a useful perspective for us as we begin our assessment. Second, we begin to secure buy-in for whatever changes are eventually implemented.



TMG proposes conducting three to five interviews:

- Executive Director
- Chair, Governance and Personnel Committee
- Others of your selection

to obtain their perspectives on the effectiveness of the current compensation programs for the included position, problems that may exist and suggestions for improvement. The information obtained through these interviews will guide the conduct of the study.

Other individuals may be added at NVTA's suggestion.

### 3.4 Step 3: Prepare updated position description

TMG will provide modifications to the description for the Executive Director/Chief Executive position reflecting input from committee members and information provided by the agency. We will provide a draft description for review. The revised description will be intended to represent the Agency's current goals, strategic plan, organizational structure, and **expectations and** accountabilities for the Executive Director. Following a review of the draft with NVTA stakeholders, we will modify and seek approval of the position description. **The final description should also clearly identify the skills, knowledge, education and talents required to perform the position successfully.**

### 3.5 Step 4: Identify Survey Organizations

This phase of the project will involve selecting a representative sample of public sector organizations defining the competitive market for the Executive Director. We will identify organizations comparable to NVTA in terms of functions and size and those from which NVTA would likely draw candidates for the Executive Director position. The initial sample will be reviewed with NVTA for input and approval. We will also identify the items of information for collection during step 4.

### 3.6 Step 5: Collect External Market Data

We will contact the identified survey organizations and collect and analyze compensation and position content information. During this phase emphasis will be placed on assuring comparability of the survey findings. To this end we will use a factor-point evaluation system to account for job content differences among the survey positions and comparability to NVTA's position.

As mentioned, we will identify the specific information for collection from the comparable organizations and the format for data collection. Our understanding is that NVTA staff will collect the information. However, we will provide guidance to staff on data collecting procedures.



We will conduct a meeting with the group of your selection to review the result of the survey findings. We will present the organization's competitive market position for the Executive Director position. We will describe how you compare to market findings, compensation trends and practices among comparable organizations, discuss options, and receive your direction as to how the organization wishes to develop a final compensation plan.

### **3.7 Step 6: Analysis and Recommendations**

The consultants will analyze the information collected during the previous steps and develop preliminary recommendations regarding:

#### **Task 2 Draft:**

- Salary range minimum, midpoints and maximums based upon the collected external market data and NVTAs compensation philosophy.
- Modifications or additions to non-salary forms of compensation.
- Salary and compensation administration procedures.

We will work with NVTAs stakeholders to review, modify and gain approval for the final output for Task 2.

### **3.8 Step 7: Final Meeting, Decisions and Report**



While we will be discussing these issues with NVTAs throughout the project, we believe it will be important to regroup and facilitate a final decision-making process. TMG will ensure that senior management agrees with the recommendations, and that the impacts are fully understood.

At this point of the project, we anticipate creating a briefing or presentation that consolidates the major results and recommendations. We will then brief the senior management team and, if necessary, conduct additional analysis. Our goal here is to ensure that the senior management team has all the information it needs to make the best decisions for the organization.

The methodology, findings and recommendation of the project will be described in a final report (Task 3).

## **4.0 PROJECT STAFFING (QUALIFICATIONS AND EXPERIENCE)**

We bring a consulting team demonstrating deep knowledge and experience of with public sector human resource considerations. Our proposed consultants, shown in Section 5.0, have worked for a variety of public sector and nonprofit organizations such as Pend Oreille County Library District, University of Maryland / Baltimore and Ocean Pines Fire Department, All Salvation Army World Service, First Five LA, AIDS Health, Zayed University (UAE), Catholic University of Indonesia, Catholic Charities, Human Rights First, Family Health International, Elizabeth Glaser Pediatric Aids Foundation, National Endowment for Financial Education, and American Red Cross. This work



has included studies on focused on executive compensation and consulting.

#### 4.1 Staffing Qualifications/Key Personnel

TMG proposes the following key personnel to lead this project.

Team Member/ Role	Background
Julie Coccari, SHRM-CP  Project Director	Ms. Coccari is an experienced human capital and project management professional with extensive experience leading project and enterprise-wide initiatives for nonprofits, government agencies, pharmaceuticals, healthcare and other technical industries. Ms. Coccari has in-depth experience managing multiple workstreams in complex operating environments to drive results for products and services. Ms. Coccari is an innovator with ability to build relationships across organizations and to manage diverse teams working together. <ul style="list-style-type: none"> <li>• 25+ years of professional experience</li> <li>• 10+ years of human capital consulting experience</li> <li>• Account management &amp; compensation program management expertise</li> <li>• Master’s degree</li> <li>• SHRM-CP certified</li> </ul>
Martin T. Kenny, CCP  Senior Consultant Total Compensation SME	Mr. Kenny is a total compensation and organizational design consultant with an extensive experience in plan design including base salary, job analysis and evaluation, market surveys, executive compensation, incentive plans and legal compliance issues. Mr. Kenny has provided compensation and benefits consulting for the private sector and nonprofit clients to include emerging markets. <ul style="list-style-type: none"> <li>• 35 years of compensation consulting experience</li> <li>• Base compensation, market surveys, executive pay, position analysis and evaluation, and variable and incentive compensation expertise</li> <li>• Master’s degree</li> <li>• Certified Compensation Professional (CCP)</li> </ul>

#### 4.2 Relevant Experience of Key Staff

Contact Information	Summary of Relevant Experience	Key Staff Involved
<b>National Endowment for Financial Education</b> Tina Mealer, Senior Manager, Human Resources tmealer@nefe.org	<u>Executive and Employee Total Rewards Study</u> TMG conducted a total rewards study for the organization to include the Chief Executive Officer, Chief Financial Officer and the staff of the organization. For the executives, TMG developed recommendations for total cash compensation and benefits. For the staff, TMG developed a formal salary structure to align positions into the correct salary grad to ensure external competitiveness and internal equity. TMG conducted a market analysis of all salaries and designed a program for ongoing administration of compensation program. TMG provided recommendations for benefits program that is competitive, cost-effective and meets employee needs.	<ul style="list-style-type: none"> <li>• Julie Coccari – Project Director</li> <li>• Martin Kenny – Senior Consultant</li> </ul>
<b>Altruista Health</b>	<u>Executive Compensation Analysis</u>	



Contact Information	Summary of Relevant Experience	Key Staff Involved
<p>Executive Compensation Analysis Ashish Abraham, President and Chairman ashishjabraham@gmail.com</p>	<p>TMG conducted a market review for the Chief Executive Officer and President/Chairman positions.</p>	<ul style="list-style-type: none"> <li>• Julie Coccari – Project Director</li> <li>• Martin Kenny – Senior Consultant</li> </ul>
<p><b>Human Rights First</b> Vinicio Dorsey Director, Human Resources and Office Operations dorseyv@humanrightsfirst.org</p>	<p><u>Employee Compensation Plan</u> TMG developed a formal salary structure, including the Chief Executive Officer, to align positions into the correct salary grade to ensure external competitiveness and internal equity. TMG conducted a market analysis of all salaries and designed a program for ongoing administration of compensation program. TMG provided recommendations for benefits program that is competitive, cost-effective and meets employee needs.</p> <p>On a separate project, Human Right First also requested TMG to conduct additional analyses to include salary plan aging, salary banding, alignment of new/modified positions, union salary bands and salary administration</p>	<ul style="list-style-type: none"> <li>• Julie Coccari – Project Director</li> <li>• Martin Kenny – Senior Consultant</li> </ul>

## 5.0 FIRMS EXPERIENCE AND QUALIFICATIONS

The Millennium Group International, LLC (TMG) provides services to strengthen organizational capacity. Founded in 1998, TMG has experience in providing customized human capital consulting solutions to our client’s needs. TMG provides the full range of human capital consulting services shown in the figure below. We specialize in taking the time to understand your business needs and work with you to design a cost-effective solution.





**Figure 2: TMG Capabilities – Human Capital Consulting Services Summary**

We have the unique ability to engage customers and team members without disrupting day-to-day operations. We bring a seasoned team of human capital strategists, business process improvement experts, technology savvy workforce development specialists. We have a wide selection of over 70 executive coaches, facilitators, and leadership training experts that provide development opportunities to executives, management, staff, human resources, and other leaders.

TMG has demonstrated the capacity to deliver on large complex projects. TMG has been instrumental in improving hundreds of corporations, not-for-profit, and government organizations by helping developing their most important asset, their people. TMG has worked with many nonprofits such as NGOs, trade associations, charitable organizations, civic associations, employee organizations and social advocacy groups. The complete list of the TMG clients can be found at: <http://tmgi.net/clients.html>.

TMG has supported a range of transportation-sector clients. Within the US Department of Transportation, TMG experience includes a wide range of human capital consulting support, including job analysis, performance management, strategic human capital planning and training program support services.

Through our past performance, we have a demonstrated record of success. TMG has gained a thorough understanding of the scope and complexity of the DOT overall mission, structure, and functions.

We are knowledgeable of the workforce - its culture, demographics, pressures, and specific developmental needs.

**Transportation Sector Experience**

- Federal Motor Carrier Safety Administration
- Federal Transit Administration
- Office of the General Counsel
- Office of the Secretary of Transportation
- Federal Highway Administration
- Federal Railroad Administration

TMG is small, minority-owned business based in the Washington, DC area with the headquarters office in Sterling, Virginia.

- Virginia SWAM Certification: 673066, Aug 24, 2024

**TMG is a recognized industry leader for innovative practices**



- Best Organizational Development & HCM Consulting Firm, Corporate Vision Magazine - 2021
- Inc. 500 | 5000 list of the fastest-growing private companies in America – 2013, 2014 & 2015
- Top 10 Most Powerful Technology Companies in the Government – 2015
- Top Business Award by DiversityBusiness.com – 2013, 2014 & 2015
- SECAF Government Contractor of the Year Award, Finalist – 2015

**6.0 PROPOSED FEE ARRANGEMENT**

We will complete this study in seven weeks for all components after we finalize a service agreement. Following are the estimated consulting hours for each of the project components:

Project Phase	Task Description	Hours
<b>Step 1</b>	Project Launch and Project Management <ul style="list-style-type: none"> <li>• Establish NVTA stakeholders/project team involvement</li> <li>• Kick-off Meeting/Introductions</li> <li>• Deliver Project Plan</li> <li>• Initiate Data Discovery</li> </ul>	5
<b>Step 2</b>	Interview Senior Individuals <ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Chair, Governance and Personnel Committee</li> <li>• Vice Chair, Governance and Personnel Committee</li> </ul>	7
<b>Step 3</b>	Prepare updated position description	12
<b>Step 3</b>	Identity Survey Organizations	19
<b>Step 4</b>	Collect External Market Data	77
<b>Step 5</b>	Analysis and Recommendation	31
<b>Step 6</b>	Final Meeting, Decisions and Report	29
<b>Total Hours</b>		180 hours
<b>Total Cost</b>		\$25,200

Notes on Fees:



1. This cost estimate is based on our current knowledge of the project scope. If the scope should vary from the description provided in this proposal, we will meet with you to discuss any anticipated fee changes (up or down).
2. Time and expenses for any out of town travel will be in addition to the fees above.
3. Any materials cost associated with this project, such as producing binders for the management training, will be the responsibility of NVTA. We will take the lead in coordinating this production, and invoice NVTA at cost.
4. TMG will invoice NVTA for 60% of the bottom fee range for payment at the outset of the project; and for the balance of actual project hours at project completion for payment within 30 days. Payments is due within 30 days.

## **7.0 CONTACT FOR NEGOTIATIONS**

<b>POC</b>	Mr. Jeffrey Rocha
<b>Email</b>	jeffrocha@tmgi.net
<b>Phone</b>	(703) 260-6710

## **8.0 ACKNOWLEDGEMENT OF RECEIPT OF NVTA AMENDMENTS**

TMG acknowledges receiving Amendment 1 via email from Michael Longhi that was sent to registered participants stating:

Registered Interest Participants for RFP 2021-04-

An error related to DBE/SWaM on page 7 of the RFP has been brought to our attention.

The paragraph at the top of that page is replaced with:

*DBE inclusion is encouraged. Offerors should document DBE inclusion by providing a copy of their or subcontractor DBE certification from a Federal Agency and/or a copy of the certification under the Virginia SWaM program. If the certification are provided, the cost proposal should note the percentage of work expected to be done under the DBE/SWaM status.*



# *Appendix*



## Julie Coccari, SHRM-CP

**Project Role:** Project Director

**Overview.** Ms. Coccari is an experienced human capital and project management professional with extensive experience leading project and enterprise-wide initiatives for nonprofits, government agencies, pharmaceuticals, healthcare, and other technical industries. Ms. Coccari has in-depth experience managing multiple workstreams in complex operating environments to drive results for products and services. Ms. Coccari is an innovator with ability to build relationships across organizations and to manage diverse teams working together.

### At a Glance

- Account Management
- Project Management
- Capture Management
- Human Capital Experience

### Experience Highlights

#### The Millennium Group International LLC – Sterling, VA Director, September 2011 to present

Lead efforts to capture and project manage contract opportunities for management consulting firm providing services for compensation and benefits, training, strategic human capital, talent management organizational development and business process reengineering for government and non-profits. Work includes utilizing tracking systems to manage and capture opportunities, develop and manage pipeline and cultivate relationships with potential teaming partners and clients. Navigate multiple tasks and maintain a high degree of professionalism. Track and document metrics.

#### Pfizer, Inc. – New York, NY

Sr. Marketing Manager, February 2008 - February 2011

Consultant (Located in Houston), 2004-2005

Sr. Marketing Manager, January 2000 - December 2003

Marketing Manager, January 1996 - December 2000

Sr. Strategic Planning Analyst, August 1994 - December 1995

Strategic Planning Associate, June 1992 - August 1994

Led marketing initiatives for numerous therapeutic categories for US and global markets employing market research, developing product positioning, designing programs and initiatives for physician education, and creating content and materials for sales and account managers in a highly regulated and complex market working closely with legal, regulatory, and medical to maintain compliance. Multiple promotions in rank and responsibilities during successful two rounds of employment spanning 15+ years. Launched and repositioned new products, indications (uses) and formulations working across professional (physician, nurses, pharmacists) and consumer channels. Directed brand strategies and development of promotional campaigns

- Managed field force, opinion leader and professional communications and programs to maximize revenues and minimize cannibalization for anti-arthritis products leading to a 12% portfolio year over year growth.
- Led planning, brand positioning, advisory boards, key communications and educational efforts for professionals and consumers for an oral contraceptive with a new indication.



Implemented DTC strategy including claims advertising (brand personality), increasing first choice pre- and post-measure by 15%.

- Developed sales plan and materials to launch a new formulation for an antifungal that focused on the ease leading to an expansion of the patient base globally by 5%.
- Developed programs and medical education for healthcare providers and payers for an antipsychotic. Relaunched product to reverse a decline of 10% market share within an underperforming segment of customers.
- Led campaign targeting Medicaid physicians that delivered a 60:1 ROI.
- Delivered sales training and revamped sales training materials to ensure consistent messaging and provide updates on new developments/competitive landscape.
- Managed advocacy relationships with mental health organizations ensuring access to therapy options.
- Developed promotional materials/programs that incorporated cross cultural elements/cultural diversity to enable wide use and adoption by affiliate countries outside of U.S.
- In Strategic Planning, spearheaded complex analyses of healthcare and pharma industry trends for strategic planning and business development by collecting and analyzing information on competitors and market.
- Generated pipeline analysis and presented to senior executives for resource allocation decisions. Analyses resulted in strategic decision to increase field resources critical to Pfizer's growth and other resource allocation decisions.

## Education

- Master of Business Administration (MBA) New York University, Stern School of Business, New York, NY, 1992
- Bachelor of Sciences (BS) Chemistry, Carnegie-Mellon University, Pittsburgh, PA, 1984



## **Martin T. Kenny, CCP**

**Project Role:** Senior Consultant, Compensation

**Overview.** Mr. Kenny is the compensation practice leader of The Millennium Group, International and a seasoned consultant with extensive experience in designing and implementing a wide range of compensation programs for US and international organizations as well as serving as an expert witness on compensation matters. He has performed a large number of compensation design projects for financial, manufacturing, insurance, service, transportation, governmental and educational organizations in the United States and overseas.

### **At a Glance**

- Base compensation
- Market surveys
- Executive pay
- Position analysis and evaluation
- Variable and incentive compensation
- Performance management
- International compensation

### **Experience Highlights**

#### **The Millennium Group International**

*Senior Consultant, 2018*

Provide clients with comprehensive total rewards and compensation services - analysis, design, and implementation consultation. Design and develop compensation and benefits programs on behalf of clients to ensure competitiveness and equity. Research and recommend to management changes or enhancements to plans. Provide training and other change management support to clients.

#### **Univeritas Katholic Indonesia**

*Advisor, 2016 - 2017*

Institutional strengthening program to enhance human resources and management systems.

#### **The Compensation Center, LLC**

*Principal Consultant, 2006 – 2015*

Provide compensation and organizational design consulting for private sector and nonprofit clients.

- Compensation program design, organizational analysis, position analysis and evaluation, market surveys and studies, health and welfare benefits, performance management, incentive pay programs, executive compensation, and related training programs.
- Clients included manufacturing, service, and financial organizations.
- Served as expert witness on reasonable compensation and legal compliance issues.

#### **Baker, Thomsen Associates, Associated with ERJ Economics Research Institute**

*Manager, Compensation and Human Resources Consulting, 1998 - 2006*

Provided management consulting for public and private sector clients.

- Compensation programs, performance management, classification and pay systems, employee benefit plans, incentive pay programs, executive compensation, directors' compensation, organizational analysis, and design, FLSA determinations.
- Served as expert witness on reasonable compensation and legal compliance issues.



### **Barents Group LLC (Unit of KPMG)**

*Manager, Compensation and Human Resources Consulting, 1995 - 1998*

Conducted compensation and human resources programs for financial, service and manufacturing organizations in Indonesia, Malaysia, and Mexico; projects included: compensation strategy, position evaluation, market surveys, base salary plans, job documentation, performance management, executive compensation, incentive pay, employee benefits (health, life, and retirement) management succession, HRIS implementation, career planning plans and human resources management processes.

### **KCG, Inc.**

*Principal Consultant, 1998 - 1995*

Provided management consulting for public and private sector clients.

- Compensation programs, performance management, classification and pay systems, employee benefit plans, incentive pay programs, executive compensation, directors' compensation, organizational analysis and design, productivity improvement programs, small and medium enterprise skills development, supervisory and management skills development human resources management and training programs. Responsible for full range of marketing activities.

### **Education**

- Certified Compensation Professional designation (American Compensation Association)
- MA, University of Oregon, Human Resources Development
- BA, Queens College

### **Professional Activities**

- Served as expert witness on compensation matters before U.S. federal and state courts.
- Organized and presented seminars on compensation topics, including Job Evaluation, Incentive Compensation, Executive Compensation and Performance Management



## **THE MILLENNIUM GROUP INTERNATIONAL, LLC**

### **Representative Client List**

Acterna	Development Alternatives, Inc.	National Council of Teachers of Mathematics (NCTM)
The Adams National Bank	Dewberry and Davis	The Nature Conservancy
Advanced Technology Systems	Dimensions Healthcare System	NIH/Clinical Center
American Association of Justice	E*TRADE Bank	NIH/National Institute for Allergies & Infectious Diseases
American Chemical Society	Employment Enterprises Inc.	Noblis
American College of Cardiology	Environmental Protection Agency	Northrup Grumman
American Council on Education	Elizabeth Glaser Pediatric Aids Foundation	Ocean Pines Fire Department
American Diabetes Association	Family Health International	Orange Business Systems
American Institute of Ultrasound in Medicine	Federal Acquisition Institute	Orbital Sciences
American Israel Public Affairs Committee (AIPAC)	FIBRETEK	Peake DeLancey
American Management Systems	Friendship Public Charter School	Pend Oreille County Library District
American Petroleum Institute	General Dynamics	Personal Communications Industry Association
American Psychiatric Association	Getronics	Porter Novelli
American Psychological Association	Health Systems Research, Inc.	Rolls Royce of North America
American Public Health Association	Heart Rhythm Society	Savvis
American Red Cross	HHS University	See Forever Foundation
American Systems	Hickok Cole Architects	SHRM/HRCI
The American University and WAMU	Host Hotels and Resorts	SiloSmashers
Association of Financial Professionals	Human Rights First	SRA International, Inc.
Association for Supervision and Curriculum Development	InfoPro Incorporated	Synthetic Organic Chemical Manufacturers Association (SOCMA)
The British Embassy	Johns Hopkins University Applied Physics Laboratory	Thales Communications, Inc.
Booz Allen Hamilton	JustinBradley	Trade Center Management Association
Bureau of Economic Analysis	L-3 Communications	Trammell Crow Company
Business Finance Group	Library of Congress; Congressional Research Service	Treasury Acquisition Institute
CareFirst	Leica Microsystems, Inc	Treasury Inspector General for Tax Administration
Carl Freeman Companies	Maggio & Kattar, PC	Triple Canopy
Chemical Safety Board	ManTech International Corporation	US Conference of Catholic Bishops
The Chronicle of Higher Education	Marriott International	USDA
CNSI	McDonough Bolyard Peck	USO
comScore	MD & VA Milk Producers Cooperative Association, Inc	USPS Office of Inspector General
Congressional Budget Office	Cooperative Association, Inc	US Census Bureau
Constellation Power	Military Officers Association of America	University of Maryland/Baltimore
Convera	Military Sealift Command	Vangent, Inc.
Corporation for Public Broadcasting	MITRE Corporation	VeriSign
Creative Technology Incorporated	Monster	Vibrant Solutions
DC Water and Sewer	Meridian Medical Technologies	VISA International
Delta Sigma Theta	NCQA	Washington Headquarters Services
Department of Commerce	NCRIC, Inc.	Washington Metro Transit Authority
Department of Education	National Aeronautics and Space Administration	Washington Gas
Department of Homeland Security/USCIS	National Air Transportation Association	Washington Speakers Bureau
Department of Housing and Urban Development	National Association of Broadcasters	WebMethods
Department of Interior	National Association of Wholesalers	The Wilderness Society
Destiny Health		Women in Technology

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** July 1, 2021

**SUBJECT:** Endorsement of Fairfax County's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Application

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**Purpose:** To seek Northern Virginia Transportation Authority (NVTA) endorsement of Fairfax County's application for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program.

**Suggested Motion:** *I move Authority Endorsement of Fairfax County's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Application for the Richmond Highway Bus Rapid Transit Project.*

**Background:** The U.S. Department of Transportation (DOT) published a Notice of Funding Opportunity (NOFO) to apply for \$1 billion in Fiscal Year (FY) 2021 discretionary grant funding through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grants. RAISE, formerly known as BUILD and TIGER.

- The Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Previously known as the Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants, Congress has dedicated nearly \$8.9 billion for twelve rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact.
- The RAISE program enables DOT to examine these projects on their merits to help ensure that taxpayers are getting the highest value for every dollar invested.
- The eligibility requirements of RAISE allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. RAISE can fund port and freight rail projects, for example, which play a critical role in our ability to move freight, but have limited sources of Federal funds. RAISE can provide capital funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, or others in contrast to traditional Federal programs which provide funding to very specific groups

of applicants (mostly State DOTs and transit agencies). This flexibility allows RAISE and our traditional partners at the State and local levels to work directly with a host of entities that own, operate, and maintain much of our transportation infrastructure, but otherwise cannot turn to the Federal government for support.

**Criteria:** Projects for RAISE funding will be evaluated based on merit criteria that include safety, environmental sustainability, quality of life, economic competitiveness, state of good repair, innovation, and partnership. Within these criteria, the Department will prioritize projects that can demonstrate improvements to racial equity, reduce impacts of climate change and create good-paying jobs.

- For this round of RAISE grants, the maximum grant award is \$25 million, and no more than \$100 million can be awarded to a single State, as specified in the appropriations act. Up to \$30 million will be awarded to planning grants, including at least \$10 million to Areas of Persistent Poverty.
- To ensure that the benefits of infrastructure investments benefit communities large and small the Department will award an equitable amount, not to exceed half of funding, to projects located in urban and rural areas respectively.
- The program is highly competitive with 680 projects funded out of over 9700 applications. It is one of the few DOT discretionary programs for which regional and local governments can directly compete for multimodal transportation funding.
- To provide technical assistance to prospective applicants, DOT is hosting a series of webinars during the FY 2021 RAISE grant application process.

**Endorsement Requests:** A request for application endorsement was received by Fairfax County for the Richmond Highway Bus Rapid Transit Project.

The Richmond Highway Bus Rapid Transit Project is in TransAction and as received \$250 million in funding from the Authority in the FY2018-2023 Six Year Program.

**Application Deadline:** The deadline to submit an application is July 12, 2021 at 5pm.

**Attachments:** Letter Requesting Endorsement from Fairfax County.  
NVRTA Letter of Endorsement



**Northern Virginia Transportation Authority**  
*The Authority for Transportation in Northern Virginia*

July 9, 2021

The Honorable Pete Buttigieg  
Secretary of Transportation  
U.S. Department of Transportation  
1200 New Jersey Ave, SE  
Washington, DC 20590

Reference: NVTA Endorsement of Fairfax County's RAISE Grant Application for the Richmond Highway Bus Rapid Transit Project.

Dear Secretary Buttigieg:

On behalf of the Northern Virginia Transportation Authority (NVTA), I am writing to express our full support for Fairfax County's submission for the USDOT Department of Transportation's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grant Program for the Richmond Highway Bus Rapid Transit (BRT) Project.

The Richmond Highway BRT project (TransAction Project ID #39) features a mixed-traffic running BRT system from the Huntington Metrorail Station along North Kings Highway to the Penn Daw Community Business Center (generally centered around the intersection of North Kings Highway/South Kings Highway and Richmond Highway) and then running in a dedicated median from Penn Daw on Richmond Highway (U.S. Route 1) to U.S. Army Fort Belvoir (Fort Belvoir). It includes nine transit stations, facilities for bicycles and pedestrians, and also accommodates automobiles and other motorized vehicles. The project is designed to catalyze the transformation of the Richmond Highway corridor through the implementation of high-quality mass transit and the creation of opportunities for higher density, mixed-use developments along planned community business center (CBC) nodes. Further, the Richmond Highway corridor is the most heavily used transit corridor in Fairfax County, and this project will enable even greater transit ridership.

The total project estimate for the Richmond Highway BRT Project is \$730 million. Fairfax County intends to apply for \$25 million through the RAISE Program. The Authority has previously provided \$250 million to the BRT project, as well as an additional \$248 million to the Richmond Highway Widening project, which also included provisions for part of this BRT project. A total of \$50 million has been allocated through the Commonwealth's Smart Scale Process, and approximately \$50 million in federal Congestion Mitigation Air

Quality (CMAQ) and Regional Surface Transportation Program (RSTP) funds are also allocated to the project. Fairfax County is also preparing to request approximately 40% of the project's total cost through the federal New Starts Program funding.

NVTA is responsible for setting regional transportation policies and priorities, developing the region's long-range transportation plan, known as TransAction, and for improving mobility and reducing congestion in the Northern Virginia.

Federal funding through the RAISE Program would greatly facilitate the advancement of this regionally significant project which will in turn reduce congestion and help the economy.

We thank you for your consideration of Fairfax County's application and for your time and attention to this matter.

Sincerely,

Phyllis J. Randall  
Chair

cc. Chairman Jeffrey C. McKay, Fairfax County  
Tom Biesiadny, Director, Fairfax County Department of Transportation  
Monica Backmon, Executive Director, Northern Virginia Transportation Authority



# County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

July 1, 2021

Ms. Monica Backmon, Executive Director  
Northern Virginia Transportation Authority  
3040 Williams Drive, Suite 200  
Fairfax, Virginia 22031

Reference: Request for NVTA Support of Fairfax County Application for RAISE  
Discretionary Grant Program

Dear Ms. ~~Backmon~~ <sup>Monica</sup>:

I am writing to request the Northern Virginia Transportation Authority's (NVTA's) assistance by providing a letter of support for the application that Fairfax County plans to submit for the United States Department of Transportation (USDOT) FY 2021 Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grant Program. Following formal Fairfax County Board of Supervisors authorization on June 22, 2021, Fairfax County plans to submit an application for the Richmond Highway Bus Rapid Transit (BRT) Project by the July 12, 2021, deadline.

The Richmond Highway BRT project (TransAction Project ID #39) features a mixed-traffic running BRT system from the Huntington Metrorail Station along North Kings Highway to the Penn Daw Community Business Center (generally centered around the intersection of North Kings Highway/South Kings Highway and Richmond Highway) and then running in a dedicated median from Penn Daw on Richmond Highway (U.S. Route 1) to U.S. Army Fort Belvoir (Fort Belvoir). It includes nine transit stations, facilities for bicycles and pedestrians, and also accommodates automobiles and other motorized vehicles. The project is designed to catalyze the transformation of the Richmond Highway corridor through the implementation of high-quality mass transit and the creation of opportunities for higher density, mixed-use developments along planned community business center (CBC) nodes. Further, the Richmond Highway corridor is the most heavily used transit corridor in Fairfax County, and this project will enable even greater transit ridership.

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Ms. Monica Backmon  
July 1, 2021  
Page 2 of 2

and Regional Surface Transportation Program (RSTP) funds are also allocated to the project. Fairfax County is also preparing to request approximately 40% of the project's total cost through the federal New Starts Program funding.

As the USDOT considers funding under this program, we would appreciate the Authority's support of Fairfax County's grant application, which will provide for an improved national and regional transportation network. If you have any questions or need additional information, please call me at (703) 877-5663. Thank you for your time and assistance for this critical project.

Sincerely,

 for Tom Biesiadny

Tom Biesiadny  
Director

cc: Todd Wigglesworth, Chief, Coordination and Funding Division, Fairfax County  
Department of Transportation (FCDOT)  
Noelle Dominguez, Coordination Section Chief, FCDOT

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members,  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director, NVTA

**DATE:** July 1, 2021

**SUBJECT:** Update of Travel Trends in Northern Virginia

1. **Purpose.** To update the Northern Virginia Transportation Authority (NVTA) on recent travel trends due to COVID-19 pandemic.
2. **Background.** At the June 10, 2021, Authority meeting, staff presented a snapshot of travel trends in Northern Virginia. Travel data metrics for highways and transit systems were analyzed from January 2020 to May 2021. Staff has updated following data metrics for highway travels. A comprehensive update with transit ridership data from all providers in Northern Virginia is expected in this fall.
3. **Telecommuting.** The Region continues to show high percentage of workers working-from-home. According to a special Census survey (online Household Pulse Survey), about 47% of workers in Washington D.C. Metro area worked from home in June. This is still the highest among its 14 large peer metro areas in the United States.
4. **Highway Travels.** Volumes on freeways and major arterials in Northern Virginia have been trending upward. In June, volumes are reported to be within 92% of pre-COVID conditions compared to 89% in May. Travel speeds continue to be about 13% faster, compared to 12% in May.
5. **Travel Pattern by Time-of-Day:** Although there was a decline in travel in AM Peak, there was an increase in mid-day travel, building up to similar evening rush hour congestions. Table below shows travel volumes for different periods of a day, as a share of respective daily totals.

	PRE-COVID	2020
AM PEAK	32.0%	29.3%
MID DAY	25.0%	27.7%
PM PEAK	35.1%	35.7%
EVENING	8.0%	7.3%

- 6. Next steps.** Staff will continue this trend analysis to track emerging travel patterns, as the region is opening up to socio-economic activities.

**NORTHERN VIRGINIA TRANSPORTATION  
AUTHORITY**

**MEMORANDUM**

**FOR:** Chair Phyllis J. Randall and Members,  
Northern Virginia Transportation Authority

**FROM:** Mayor Rishell, Chair - Finance Committee

**DATE:** July 1, 2021

**SUBJECT:** Finance Committee Report

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1. **Purpose:** To provide the Northern Virginia Transportation Authority (NVTA) with a report of Finance Committee (Committee) activities.
2. **Background:** The Finance Committee last met on June 17, 2021. The next scheduled meeting is Thursday, July 15, 2021 at 1:00 PM. The following summarizes the June 17<sup>th</sup> meeting.
3. **Discussion Items:**
  - a. **Update of Reimbursement Parameter Study** – The Committee received a briefing and provided guidance on this continuing study.
    - i. The purposes of the project were reviewed and discussed. Those purposes are Transparency, Equity, Consistency, and Accountability of the public funds entrusted to the Authority to complete projects.
    - ii. NVTA staff noted significant progress with many areas of agreement on major (Direct) project cost items. Efforts continue to develop consensus on smaller cost categories, typically referred to as indirect costs.
    - iii. Discussions with individual jurisdictions and the Regional Jurisdiction and Agency Coordinating Committee are expected to continue over several months.
  - b. **Duplicate Payment Audit Service** – The Committee received a briefing on duplicate reimbursement payments that have occurred and that have been prevented. The Committee recognized that a risk of underdetermined scope was present. Upon Committee direction NVTA staff in conjunction with the Authority's independent auditor has developed an audit proposal which was presented to the Authority at this evening's meeting.
  - c. **Investment Portfolio Report** - The Finance Committee reviewed and discussed the Authority's Investment Portfolio performance. The Portfolio continues to perform well compared to its benchmarks and the overall market, noting that performance has declined, although at a slower pace than the overall fixed income market.

- d. **Monthly Revenue Report** - The Finance Committee reviewed and discussed the monthly revenue reports. Staff reported that \$78.9 million has been distributed in 30% funds to member jurisdictions for use on their locally determined public transportation purposes.
- e. **Monthly Operating Budget** - The Finance Committee received reports and discussed the FY2021 Operating Budget. Through 83% of the fiscal year the Authority has utilized 73% of the operating budget.
- f. **Financial Activities Report** – The Committee received a verbal update on the progress of the annual independent financial audit. The process is moving forward on schedule and will enter the financial statement preparation and audit stage after the June 30<sup>th</sup> close of the fiscal year.

The Committee was also advised on the initiative by the Governance and Personnel Committee (GPC) to potentially recommend a professional consulting service related to the Chief Executive Officer's position description and compensation. The Committee was apprised of the potential use of the Operating Budget Reserve as a payment source. The CFO noted that the combined GPC initiative and the potential Finance Committee duplicate payment audit initiative will not unduly strain the Authority's reserves.

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

### MEMORANDUM

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, Chief Financial Officer

**DATE:** July 1, 2021

**SUBJECT:** Investment Portfolio Report

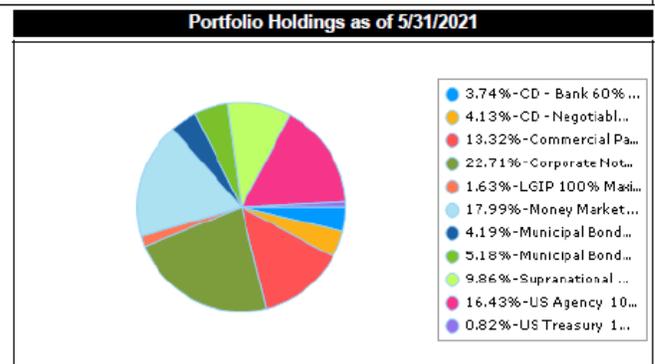
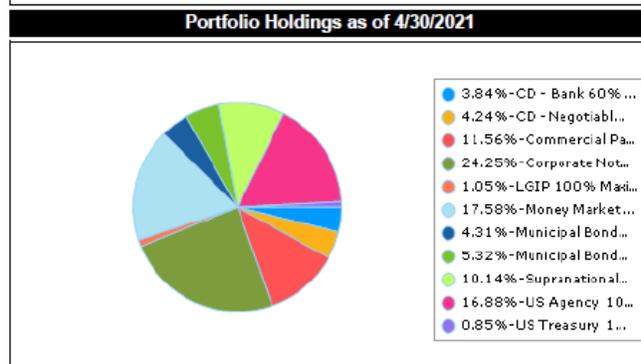
- Purpose:** To provide the Northern Virginia Transportation Authority (NVTa) with required reports on investment activities and portfolio performance through May 31, 2021.
- Background:** This report is on investment activity through May 2021 and affirms the portfolio investments were acquired on the basis of safety, liquidity and then yield. This report summarizes the portfolio structure, and adherence to the NVTa Investment Policy.



### Northern Virginia Transportation Authority Distribution by Asset Category - Book Value Report Group: Regional Revenue

Begin Date: 4/30/2021, End Date: 5/31/2021

Asset Category Allocation				
Asset Category	Book Value 4/30/2021	% of Portfolio 4/30/2021	Book Value 5/31/2021	% of Portfolio 5/31/2021
CD - Bank 60% Maximum	45,315,273.30	3.84	45,315,273.30	3.74
CD - Negotiable 25% Maximum	50,004,888.58	4.24	50,004,459.28	4.13
Commercial Paper 35% / 5% Maximum	136,366,815.28	11.56	161,361,409.72	13.32
Corporate Notes 50% Maximum	286,111,708.30	24.25	275,280,869.76	22.71
LGIP 100% Maximum	12,389,883.95	1.05	19,739,276.51	1.63
Money Market 60% Maximum	207,456,886.38	17.58	218,045,524.76	17.99
Municipal Bonds - US 75% Maximum	50,796,207.66	4.31	50,747,893.55	4.19
Municipal Bonds - Virginia 75% Maximum	62,743,100.25	5.32	62,730,280.97	5.18
Supranational 15% Maximum	119,811,119.58	10.14	119,512,532.77	9.88
US Agency 100% Maximum	199,134,056.83	16.88	199,132,193.89	16.43
US Treasury 100% Maximum	9,991,350.86	0.85	9,993,293.78	0.82
<b>Total / Average</b>	<b>1,179,921,288.97</b>	<b>100.00</b>	<b>1,211,843,008.29</b>	<b>100.00</b>



3) Current Period Reports:

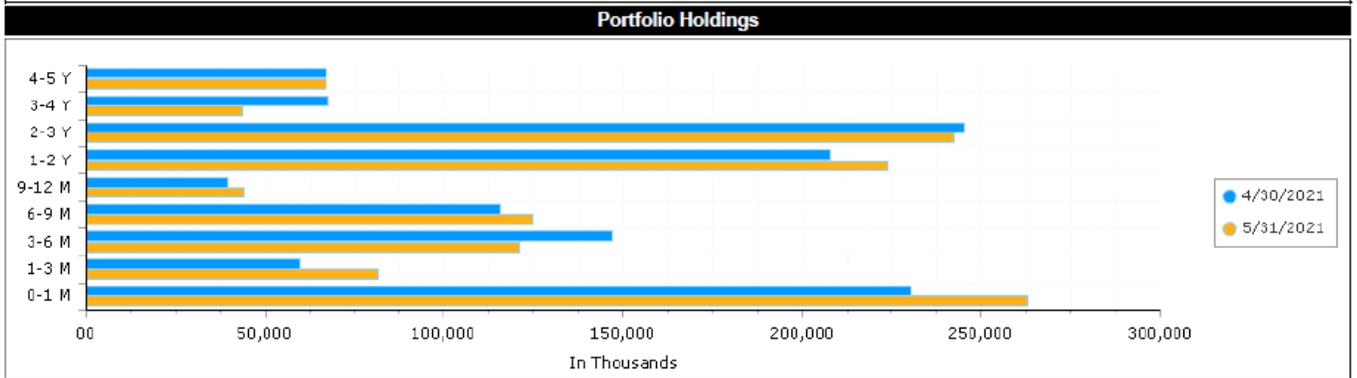
- a. The safety of the portfolio is reflected in the actual composition of the portfolio as shown above.



Northern Virginia Transportation Authority  
Distribution by Maturity Range - Book Value  
Report Group: Regional Revenue

Begin Date: 4/30/2021, End Date: 5/31/2021

Maturity Range Allocation				
Maturity Range	Book Value 4/30/2021	% of Portfolio 4/30/2021	Book Value 5/31/2021	% of Portfolio 5/31/2021
0-1 Month	230,437,309.19	19.53	262,784,701.27	21.68
1-3 Months	59,985,482.80	5.08	81,472,124.98	6.72
3-6 Months	146,883,973.04	12.45	120,937,959.24	9.98
6-9 Months	115,480,680.21	9.79	124,940,835.16	10.31
9-12 Months	39,368,780.50	3.34	44,341,286.02	3.66
1-2 Years	207,939,092.90	17.62	223,939,816.06	18.48
2-3 Years	245,020,198.98	20.77	242,602,616.34	20.02
3-4 Years	67,934,798.74	5.76	43,958,338.03	3.63
4-5 Years	66,871,016.63	5.67	66,885,331.21	5.52
<b>Total / Average</b>	<b>1,179,921,288.97</b>	<b>100.00</b>	<b>1,211,843,008.29</b>	<b>100.00</b>



- b. The liquidity of the portfolio is reflected in the portfolio's duration of 1.10 (1.0 = 1 year) and the maturity schedule is shown above.

NVTA Investment Benchmarks	May-21 Month End
Fed Funds Rate	0.06%
Treasury 90 Day T Bill	0.01%
Local Government Investment Pool	0.08%
Virginia Non-Arbitrage Program	0.09%
<b>NVTA Performance</b>	<b>0.37%</b>

Source: Bloomberg/NVTA Statements

- c. The yield on the portfolio at the end of May 2021 was 0.37%. The NVTA's Investment Policy specifies the benchmarks shown above for yield performance comparison.

#### 4) Portfolio Analysis & Statistics Overview

a) **Safety** The portfolio is invested primarily in;

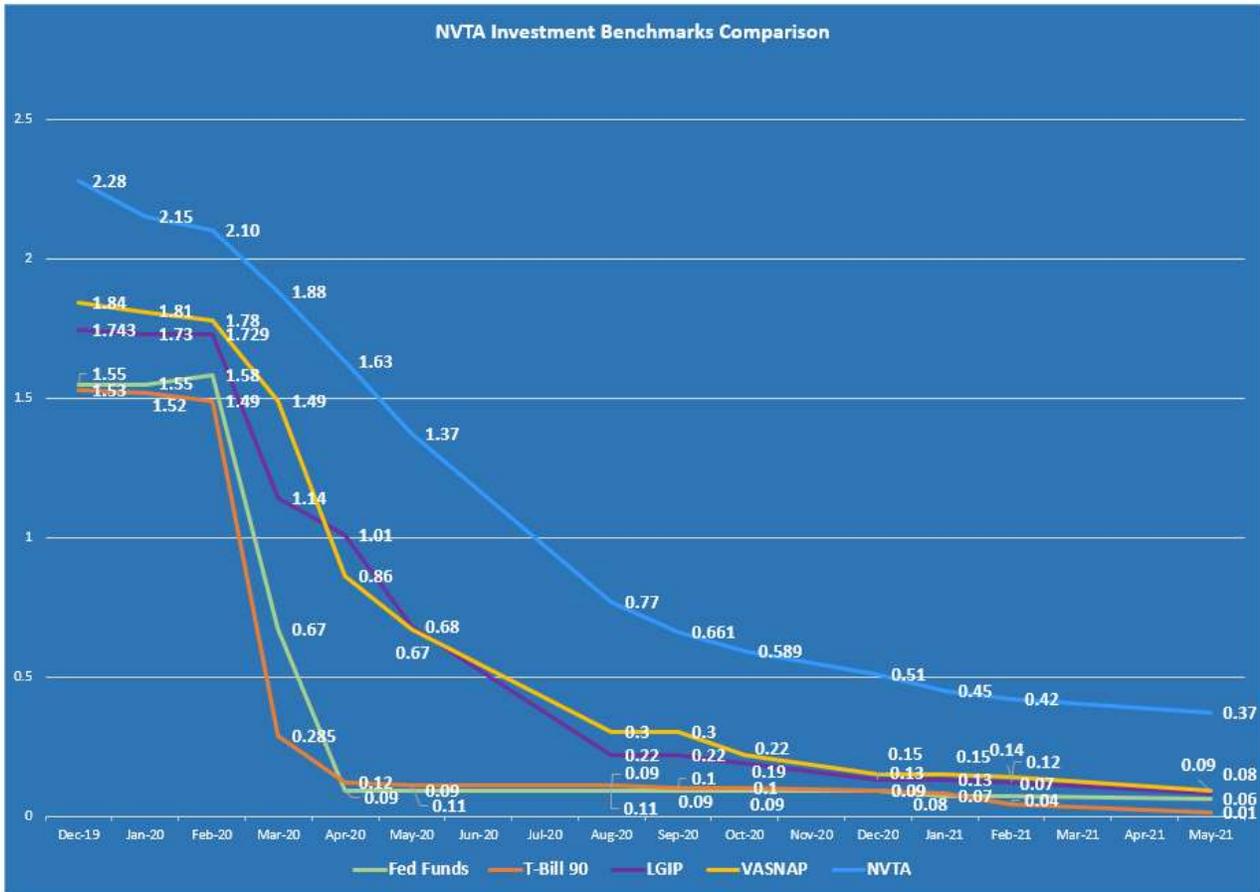
- i) Local Government Investment Pools (1.6% from 1%)
- ii) Collateralized bank money market accounts (18% from 17.5%)
- iii) AAA/AA rated investment grade corporate bonds (23% from 24%)
- iv) Treasuries and Agencies (17% from 18%)
- v) VA & US Municipals (9.4% from 9.6%)

b) **Liquidity:**

The NVTA Portfolio duration has increased to 1.1 in May 2021 from .97 in February 2021 (1.0 = 1 year). Yields have fallen in the local government investment pools (LGIP) which have daily liquidity, any transition out of those pools means longer duration securities are being purchased. This has resulted in a higher concentration of maturities (Duration) in the 1-to-2-year range as shown above.

c) **Yield:**

- i) Short-term rates out to two years-to-maturity remain anchored at historically low levels, resulting in stubbornly low LGIP Program fund yields. Meanwhile, longer maturity rates moved sharply higher during the January through March quarter, resulting in a dramatically steeper yield curve.
- ii) Market observers point to the improving global economic outlook on subsiding COVID-related risks as the primary driver of the movement out of safe haven assets such as US Treasury securities.
- iii) With local government investment pools' rates declining with the market, investment activity has centered around consolidating those funds and making relatively short duration purchases (1 to 2 years) of taxable municipal bonds, commercial paper, corporate notes and treasuries/agencies
- iv) NVTA is focusing on investing based on the security maturity calendar by purchasing securities that cover the months that have low and no maturities. This transition also reduces the portfolio's administrative burden while optimizing reinvestment opportunities when the market rebounds.
- v) NVTA recently purchased a taxable Loudoun County Economic Development Bond. Purchasing high quality taxable bonds is a safe way to increase yield since the Authority's portfolio earnings are exempt from taxation.
- vi) The NVTA portfolio return continues to decline while still retaining value compared to the benchmarks. However, over time, NVTA's portfolio performance will move with the market. The portfolio remains exceptionally well positioned to take early advantage of rising rates as COVID-19 restrictions end and the economy begins to recover.



**5) Custodian Certification:** Truist (formerly BB&T Retirement & Institutional Services) is the custodian of all of NVTA’s investment purchases and is where all of NVTA’s non-deposit investments are held. Deposit type investments are protected through the Commonwealth of Virginia collateralization program or FDIC Insurance.

**6) Policy Required Reports:** The attached Compliance - GASB 40 Report addresses specific Investment Policy requirements regarding the purchase and holding of securities. The attached report, documents:

- a. **Compliance – Investment Policy, Summary.** The report shows the percentage of the portfolio by each type of investment.
- b. **Investment Portfolio – By Maturity Range.** The report shows the yield to maturity, and percentage of the portfolio which each type of investment represents.
- c. **Portfolio Holdings by Custodian.** This report shows each depository, investment firm or custodian holding NVTA securities or cash.

**Attachments:** Compliance - GASB 40 Report shows reporting requirements as listed above, and not otherwise presented. This report is also fundamental for the Authority’s Annual Financial Statements and annual audit.



## Northern Virginia Transportation Authority

*The Authority for Transportation in Northern Virginia*

# Attachment

### Portfolio Holdings Compliance - GASB 40 Report - As of 5/31/2021

Description	Face Amount/Shares	Book Value	Market Value	Credit Rating 1	Credit Rating 2	% of Portfolio	Days To Maturity	Maturity Date	YTM @ Cost	Duration To Maturity
<b>Certificate Of Deposit</b>										
United Bank 0.15 7/15/2021	10,000,000.00	10,000,000.00	10,000,000.00	NR	NR	0.83	45	7/15/2021	0.150	0.12
United Bank 0.15 7/22/2021	5,000,000.00	5,000,000.00	5,000,000.00	NR	NR	0.42	52	7/22/2021	0.150	0.14
United Bank 0.2 9/2/2021	30,315,273.30	30,315,273.30	30,315,273.30	NR	NR	2.52	94	9/2/2021	0.200	0.26
Sub Total / Average Certificate Of Deposit	45,315,273.30	45,315,273.30	45,315,273.30			3.77	79		0.183	0.22
<b>Commercial Paper</b>										
Barclays Bank0 8/27/2021	11,500,000.00	11,491,566.67	11,498,620.00	S&P-A1	Moody's-P1	0.96	88	8/27/2021	0.301	0.24
Barclays Bank 0 7/16/2021	10,000,000.00	9,996,294.44	9,999,600.00	S&P-A1	Moody's-P1	0.83	46	7/16/2021	0.291	0.13
Credit Suisse 0 2/18/2022	25,000,000.00	24,967,125.00	24,987,250.00	S&P-A1	Moody's-P1	2.08	263	2/18/2022	0.180	0.72
JPMorgan 0 12/17/2021	20,000,000.00	19,976,666.66	19,992,200.00	S&P-A1	Moody's-P1	1.67	200	12/17/2021	0.210	0.55
Landes Bank 0 11/22/2021	10,000,000.00	9,990,277.78	9,996,600.00	Moody's-P1	Fitch-F1	0.83	175	11/22/2021	0.200	0.48
Lloyds0 6/4/2021	20,000,000.00	19,999,400.00	20,000,000.00	S&P-A1	Moody's-P1	1.67	4	6/4/2021	0.270	0.00
National Bank of Canada 0 8/9/2021	10,000,000.00	9,997,083.33	9,999,000.00	Fitch-A+	Moody's-Aa3	0.83	70	8/9/2021	0.150	0.19
Royal Bank of Canada 0 10/19/2021	10,000,000.00	9,991,383.34	9,997,300.00	S&P-A1+	Moody's-P1	0.83	141	10/19/2021	0.220	0.39
Royal Bank of Canada 0 10/28/2021	10,000,000.00	9,990,000.00	9,997,100.00	S&P-A1+	Moody's-P1	0.83	150	10/28/2021	0.241	0.41
Standard Chartered0 1/11/2022	25,000,000.00	24,964,062.50	24,989,000.00	S&P-A1	Moody's-P1	2.08	225	1/11/2022	0.230	0.62
Toyota Industries0 7/12/2021	10,000,000.00	9,997,550.00	9,999,700.00	S&P-A1	Moody's-P1	0.83	42	7/12/2021	0.210	0.12
Sub Total / Average Commercial Paper	161,500,000.00	161,361,409.72	161,456,370.00			13.45	146		0.226	0.40
<b>Corporate Bond</b>										
Apple0.75 5/11/2023	5,000,000.00	5,045,545.02	5,051,950.00	S&P-AA+	Moody's-Aa1	0.42	710	5/11/2023	0.280	1.93
Apple1.7 9/11/2022	16,145,000.00	16,124,776.96	16,458,697.35	S&P-AA+	Moody's-Aa1	1.34	468	9/11/2022	1.800	1.27
Apple2.4 5/3/2023	2,500,000.00	2,598,692.26	2,599,825.00	S&P-AA+	Moody's-Aa1	0.21	702	5/3/2023	0.340	1.89
Apple2.85 5/11/2024-24	2,135,000.00	2,282,656.10	2,280,671.05	S&P-AA+	Moody's-Aa1	0.18	1,076	5/11/2024	0.484	2.85
Apple2.85 5/11/2024-24	10,000,000.00	10,704,621.10	10,682,300.00	S&P-AA+	Moody's-Aa1	0.83	1,076	5/11/2024	0.442	2.85
Apple3.45 5/6/2024	10,000,000.00	10,916,827.09	10,888,600.00	S&P-AA+	Moody's-Aa1	0.83	1,071	5/6/2024	0.310	2.81
AppleVar. Corp 2/9/2022	5,011,000.00	5,026,919.78	5,028,388.17	S&P-AA+	Moody's-Aa1	0.42	254	2/9/2022	0.662	0.00
Asian Development Bank 1.75 9/13/2022	25,000,000.00	25,494,457.01	25,512,750.00	S&P-AAA	Moody's-Aaa	2.08	470	9/13/2022	0.210	1.27
Asian Development Bank 2.75 3/17/2023	18,083,000.00	18,892,830.52	18,907,584.80	S&P-AAA	Moody's-Aaa	1.51	655	3/17/2023	0.250	1.76
Asian Development Bank Var. Corp 12/15/2021	25,000,000.00	25,006,061.22	25,006,500.00	S&P-AAA	Moody's-Aaa	2.08	198	12/15/2021	0.194	0.00
Berkshire Hathaway2.75 3/15/2023-23	10,000,000.00	10,368,805.25	10,400,800.00	S&P-AA	Moody's-Aa2	0.83	653	3/15/2023	0.665	1.75
Berkshire Hathaway2.75 3/15/2023-23	5,000,000.00	5,204,680.20	5,200,400.00	S&P-AA	Moody's-Aa2	0.42	653	3/15/2023	0.449	1.75
Berkshire Hathaway2.75 3/15/2023-23	8,200,000.00	8,527,859.88	8,528,656.00	S&P-AA	Moody's-Aa2	0.68	653	3/15/2023	0.501	1.75
Exxon2.019 8/16/2024-24	10,000,000.00	10,417,780.82	10,467,600.00	S&P-AA-	Moody's-Aa1	0.83	1,173	8/16/2024	0.699	3.11

**Portfolio Holdings Compliance - GASB 40 Report - As of 5/31/2021**

Description	Face Amount/Shares	Book Value	Market Value	Credit Rating 1	Credit Rating 2	% of Portfolio	Days To Maturity	Maturity Date	YTM @ Cost	Duration To Maturity
ExxonVar. Corp 3/6/2022	1,000,000.00	1,001,897.77	1,002,670.00	S&P-AA	Moodys-Aa1	0.08	279	3/6/2022	0.546	0.00
ExxonVar. Corp 3/6/2022	7,500,000.00	7,513,512.62	7,520,025.00	S&P-AA	Moodys-Aa1	0.62	279	3/6/2022	0.546	0.00
ExxonVar. Corp 8/16/2022	10,000,000.00	10,019,149.21	10,034,800.00	S&P-AA	Moodys-Aa1	0.83	442	8/16/2022	0.486	0.00
IBRD 0.25 11/24/2023	25,000,000.00	25,025,933.28	24,989,000.00	S&P-AAA	Moodys-Aaa	2.08	907	11/24/2023	0.208	2.47
IBRD 1.375 9/20/2021	25,000,000.00	25,093,250.74	25,090,250.00	S&P-AAA	Moodys-Aaa	2.08	112	9/20/2021	0.157	0.30
Mass Mutual Global Funding 0.48 8/28/2023	15,000,000.00	15,045,543.75	15,046,200.00	S&P-AA+	Moodys-Aa3	1.25	819	8/28/2023	0.344	2.24
Mass Mutual Global Funding 0.48 8/28/2023	15,000,000.00	15,045,592.46	15,046,200.00	S&P-AA+	Moodys-Aa3	1.25	819	8/28/2023	0.344	2.24
Mass Mutual Global Funding 3.6 4/9/2024	7,210,000.00	7,865,467.07	7,821,191.70	S&P-AA+	Moodys-Aa3	0.60	1,044	4/9/2024	0.400	2.73
MetLife 0.45 9/1/2023	10,000,000.00	10,033,555.79	10,001,500.00	S&P-AA-	Moodys-Aa3	0.83	823	9/1/2023	0.301	2.24
MetLife 0.45 9/1/2023	20,000,000.00	20,052,453.00	20,003,000.00	S&P-AA-	Moodys-Aa3	1.67	823	9/1/2023	0.333	2.24
MetLife 0.45 9/1/2023	13,920,000.00	13,966,882.89	13,922,088.00	S&P-AA-	Moodys-Aa3	1.16	823	9/1/2023	0.300	2.24
Microsoft Corp 1.55 8/8/2021	5,000,000.00	4,988,302.80	5,007,050.00	S&P-AAA	Moodys-Aaa	0.42	69	8/8/2021	2.850	0.19
Microsoft Corp 3.625 12/15/2023-23	13,000,000.00	14,013,655.81	13,999,440.00	S&P-AAA	Moodys-Aaa	1.08	928	12/15/2023	0.530	2.42
Nestle 3.35 9/24/2023-23	15,665,000.00	16,714,944.25	16,703,589.50	S&P-AA-	Moodys-Aa3	1.30	846	9/24/2023	0.437	2.24
New York Life 1.1 5/5/2023	18,175,000.00	18,479,692.58	18,454,531.50	S&P-AA+	Moodys-Aaa	1.51	704	5/5/2023	0.230	1.91
New York Life 2.875 4/10/2024	4,525,000.00	4,846,473.19	4,834,329.00	S&P-AA+	Moodys-Aaa	0.38	1,045	4/10/2024	0.378	2.76
Walmart3.4 6/26/2023-23	10,000,000.00	10,624,495.56	10,615,000.00	S&P-AA	Moodys-Aa2	0.83	756	6/26/2023	0.372	1.99
WalmartVar. Corp 6/23/2021	5,000,000.00	5,000,500.00	5,001,050.00	S&P-AA	Moodys-Aa2	0.42	23	6/23/2021	0.427	0.00
Wells Fargo Bank 3.55 8/14/2023-23	12,000,000.00	12,829,586.55	12,831,840.00	Fitch-AA-	Moodys-Aa2	1.00	805	8/14/2023	0.402	2.12
Sub Total / Average Corporate Bond	385,069,000.00	394,773,402.53	394,938,477.07			32.06	661		0.436	1.68
<b>FFCB Bond</b>										
FFCBVar. FFCB 8/1/2022	25,000,000.00	25,000,000.00	24,997,250.00	S&P-AA+	Moodys-Aaa	2.08	427	8/1/2022	0.075	0.00
FFCBVar. FFCB 9/13/2021	5,000,000.00	5,000,000.00	5,001,800.00	S&P-AA+	Moodys-Aaa	0.42	105	9/13/2021	0.194	0.00
FFCB 0.6 11/24/2025-21	19,100,000.00	19,091,428.55	18,939,560.00	S&P-AA+	Moodys-Aaa	1.59	1,638	11/24/2025	0.610	4.43
FFCB Var. FFCB 1/31/2023	25,000,000.00	25,000,000.00	24,991,750.00	S&P-AA+	Moodys-Aaa	2.08	610	1/31/2023	0.070	0.00
FFCB Var. FFCB 10/27/2021	20,000,000.00	19,999,480.30	20,002,200.00	S&P-AA+	Moodys-Aaa	1.67	149	10/27/2021	0.081	0.00
FFCB Var. FFCB 11/7/2022	10,000,000.00	10,023,163.43	10,056,100.00	S&P-AA+	Moodys-Aaa	0.83	525	11/7/2022	0.435	0.00
FFCB Var. FFCB 5/16/2022	10,000,000.00	10,003,863.03	10,024,400.00	S&P-AA+	Moodys-Aaa	0.83	350	5/16/2022	0.285	0.00
FFCB Var. FFCB 8/3/2022	30,000,000.00	30,000,000.00	29,991,300.00	S&P-AA+	Moodys-Aaa	2.50	429	8/3/2022	0.065	0.00
Sub Total / Average FFCB Bond	144,100,000.00	144,117,935.31	144,004,360.00			12.00	571		0.188	0.59
<b>FHLB Bond</b>										
FHLB 0.27 3/28/2024-21	15,000,000.00	14,998,667.81	14,987,400.00	S&P-AA+	Moodys-Aaa	1.25	1,032	3/28/2024	0.273	2.81
FHLB 1.05 3/30/2026-21	25,000,000.00	25,000,000.00	25,000,750.00	S&P-AA+	Moodys-Aaa	2.08	1,764	3/30/2026	1.050	4.72
Sub Total / Average FHLB Bond	40,000,000.00	39,998,667.81	39,988,150.00			3.33	1,490		0.759	4.00
<b>FHLMC Bond</b>										
FHLMC 0.375 4/8/2024-21	15,000,000.00	15,015,590.77	14,991,600.00	Fitch-AAA	Moodys-Aaa	1.25	1,043	4/8/2024	0.338	2.84
Sub Total / Average FHLMC Bond	15,000,000.00	15,015,590.77	14,991,600.00			1.25	1,043		0.338	2.84
<b>Local Government Investment Pool</b>										
Commonwealth of VirginiaLGIP	12,008.02	12,008.02	12,008.02	S&P-AAA	NR	0.00	1	N/A	0.080	0.00
Commonwealth of Virginia LGIP	19,518,316.20	19,518,316.20	19,518,316.20	S&P-AAA	NR	1.62	1	N/A	0.080	0.00
VIP Stable NAV LGIP	208,952.29	208,952.29	208,952.29	S&P-AAA	NR	0.02	1	N/A	0.092	0.00
Sub Total / Average Local Government Investment Pool	19,739,276.51	19,739,276.51	19,739,276.51			1.64	1		0.080	0.00

**Portfolio Holdings Compliance - GASB 40 Report - As of 5/31/2021**

Description	Face Amount/Shares	Book Value	Market Value	Credit Rating 1	Credit Rating 2	% of Portfolio	Days To Maturity	Maturity Date	YTM @ Cost	Duration To Maturity
<b>Money Market</b>										
John Marshall Bank ICS MM	52,704,222.94	52,704,222.94	52,704,222.94	NR	NR	4.39	1	N/A	0.180	0.00
Truist MM	12,005,721.70	12,005,721.70	12,005,721.70	NR	NR	1.00	1	N/A	0.010	0.00
United BankMM	9,957.00	9,957.00	9,957.00	NR	NR	0.00	1	N/A	0.000	0.00
United BankMM	52,089,810.16	52,089,810.16	52,089,810.16	NR	NR	4.34	1	N/A	0.200	0.00
United BankMM	28,048,205.76	28,048,205.76	28,048,205.76	NR	NR	2.34	1	N/A	0.200	0.00
United Bank MM	73,187,607.20	73,187,607.20	73,187,607.20	NR	NR	6.09	1	N/A	0.093	0.00
Sub Total / Average Money Market	218,045,524.76	218,045,524.76	218,045,524.76			18.15	1		0.149	0.00
<b>Municipal Bond</b>										
Arlington County 0.79 8/1/2025	7,000,000.00	7,054,576.38	7,057,260.00	S&P-AAA	Moody's-Aaa	0.58	1,523	8/1/2025	0.600	4.09
Calvert County MD 2 5/1/2022	805,000.00	817,553.32	818,757.45	S&P-AAA	Fitch-AAA	0.07	335	5/1/2022	0.300	0.91
Calvert County MD 2 5/1/2023	2,640,000.00	2,720,643.70	2,726,512.80	S&P-AAA	Fitch-AAA	0.22	700	5/1/2023	0.400	1.89
Calvert County MD 2 5/1/2024	2,330,000.00	2,431,087.70	2,435,572.30	S&P-AAA	Fitch-AAA	0.19	1,066	5/1/2024	0.500	2.85
Calvert County MD 2 5/1/2025	2,620,000.00	2,756,464.28	2,750,659.40	S&P-AAA	Fitch-AAA	0.22	1,431	5/1/2025	0.650	3.78
Carroll CNTY MD 2 11/1/2024	2,385,000.00	2,512,720.17	2,510,379.45	S&P-AAA	Moody's-Aaa	0.20	1,250	11/1/2024	0.420	3.32
Carroll CNTY MD 2 11/1/2025	1,890,000.00	2,007,653.29	1,993,420.80	S&P-AAA	Moody's-Aaa	0.16	1,615	11/1/2025	0.570	4.25
City Richmond GO 2 7/15/2023	3,000,000.00	3,101,371.96	3,108,930.00	S&P-AA+	Moody's-Aa1	0.25	775	7/15/2023	0.400	2.07
City Richmond GO 2 7/15/2024	3,000,000.00	3,139,214.17	3,142,590.00	S&P-AA+	Moody's-Aa1	0.25	1,141	7/15/2024	0.500	3.02
City Richmond GO 2 7/15/2025	410,000.00	433,322.18	430,930.50	S&P-AA+	Moody's-Aa1	0.03	1,506	7/15/2025	0.600	3.95
FFX CNTY VA GO 0.645 10/1/2025	5,000,000.00	5,037,427.48	4,974,500.00	S&P-AAA	Moody's-Aaa	0.42	1,584	10/1/2025	0.470	4.28
Florida State Revenue Bonds 1.258 7/1/2025	7,000,000.00	7,060,923.33	7,083,580.00	S&P-AA	Fitch-AA	0.58	1,492	7/1/2025	1.039	3.97
NYC GO 1.58 8/1/2021	20,000,000.00	20,001,327.72	20,042,400.00	S&P-AA	Moody's-Aa1	1.67	62	8/1/2021	1.541	0.17
NYC GO 1.58 8/1/2022	10,000,000.00	10,004,520.04	10,145,900.00	S&P-AA	Moody's-Aa1	0.83	427	8/1/2022	1.541	1.16
VA Resources Auth Infrastructure Rev 0.249 11/1/20	565,000.00	565,000.00	565,242.95	S&P-AAA	Moody's-Aaa	0.05	154	11/1/2021	0.249	0.42
VA Resources Auth Infrastructure Rev 0.329 11/1/20	435,000.00	435,000.00	435,809.10	S&P-AAA	Moody's-Aaa	0.04	519	11/1/2022	0.329	1.41
VA Resources Auth Infrastructure Rev 0.436 11/1/20	720,000.00	720,000.00	721,792.80	S&P-AAA	Moody's-Aaa	0.06	884	11/1/2023	0.436	2.41
VA Resources Auth Infrastructure Rev 0.636 11/1/20	1,000,000.00	1,000,000.00	1,003,690.00	S&P-AAA	Moody's-Aaa	0.08	1,250	11/1/2024	0.636	3.38
VA Resources Auth Infrastructure Rev 0.736 11/1/20	1,180,000.00	1,180,000.00	1,176,861.20	S&P-AAA	Moody's-Aaa	0.10	1,615	11/1/2025	0.736	4.35
VA Resources Auth Infrastructure Rev 0.75 11/1/202	1,300,000.00	1,301,305.40	1,309,802.00	S&P-AA	Moody's-Aa1	0.11	1,250	11/1/2024	0.720	3.38
VA State College Building Auth 0.48 9/1/2024	22,820,000.00	22,830,853.19	22,812,469.40	S&P-AA+	Moody's-Aa1	1.90	1,189	9/1/2024	0.465	3.22
VA State College Building Auth 0.5 9/1/2023	16,305,000.00	16,367,210.21	16,374,948.45	S&P-AA+	Moody's-Aa1	1.36	823	9/1/2023	0.330	2.24
Sub Total / Average Municipal Bond	112,405,000.00	113,478,174.52	113,622,008.60			9.36	904		0.785	2.43
<b>Negotiable Certificate Of Deposit</b>										
Banco Santander 0.27 4/18/2022	25,000,000.00	25,004,459.28	25,005,250.00	S&P-A1	Moody's-P1	2.08	322	4/18/2022	0.250	0.89
Mizuho Bank 0.22 1/6/2022	25,000,000.00	25,000,000.00	25,007,250.00	S&P-A	Moody's-A1	2.08	220	1/6/2022	0.220	0.61
Sub Total / Average Negotiable Certificate Of Deposit	50,000,000.00	50,004,459.28	50,012,500.00			4.16	271		0.235	0.75
<b>Treasury Note</b>										
T-Note 2.75 9/15/2021	10,000,000.00	9,993,293.78	10,078,300.00	S&P-AA+	Moody's-Aaa	0.83	107	9/15/2021	2.990	0.29
Sub Total / Average Treasury Note	10,000,000.00	9,993,293.78	10,078,300.00			0.83	107		2.990	0.29
Total / Average	1,201,174,074.57	1,211,843,008.29	1,212,191,840.24			100	462		0.366	1.10

## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, Chief Financial Officer

**DATE:** July 1, 2021

**SUBJECT:** Monthly Revenue Report

---

1. **Purpose:** To update the Northern Virginia Transportation Authority (NVTA) on monthly revenue receipts and 30% funds distributed to member localities.
2. **Background:** The attached reports reflect funding received and distributed through May 2021.
3. **Comments:**
  - a. **FY2021 Revenues (Attachment A)**
    - i. The Authority has received approximately \$262.8 million through the May 2021 transfers from the Commonwealth. The Authority has received the \$20 million Northern Virginia District Transfer; \$17.3 million in Regional Congestion Relief Fees; \$212.1 million in Sales Tax Receipts and a \$13.4 million transfer from the Interstate Operations and Enhancement Program (IOEP) formerly referred to as I-81.
    - ii. Attachment A shows a 29.6% positive variance when comparing the annualized sales tax receipts through May 2021 to the FY2021 budget, but the actual sales tax receipts of \$212.1 million as of May 2021 are actually only 0.88% above the previous year's receipts of \$210.3 million (Please see Attachment C).
    - iii. The annualized May 2021 Regional Congestion Relief Fee (Grantor's Tax) is exceeding the FY2021 budgeted amount but due to the overall uncertainty of the COVID-19 Pandemic's impact on commercial real estate in the long-term, no budget adjustment is being recommended.
    - iv. The Regional Congestion Relief Fee was increased to of \$0.10/100 effective for transactions beginning May 1, 2021.
  - b. **FY2021 Distribution to localities (Attachment B)**
    - i. All member jurisdictions have completed the required annual HB2313 certification to receive FY2021 Local Distribution Funds (30%).
    - ii. As of May 2021, \$78.9 million has been distributed in Local 30% Distribution funds for FY2021 to member jurisdictions.
  - c. **FY2015 to FY2021 Year over Year Revenue Comparison (Attachment C).**
    - i. This chart reflects a month-to-month comparison of sales tax revenue and a year-to-year comparison of fiscal year to date revenues received through May 2021.

**Attachments:**

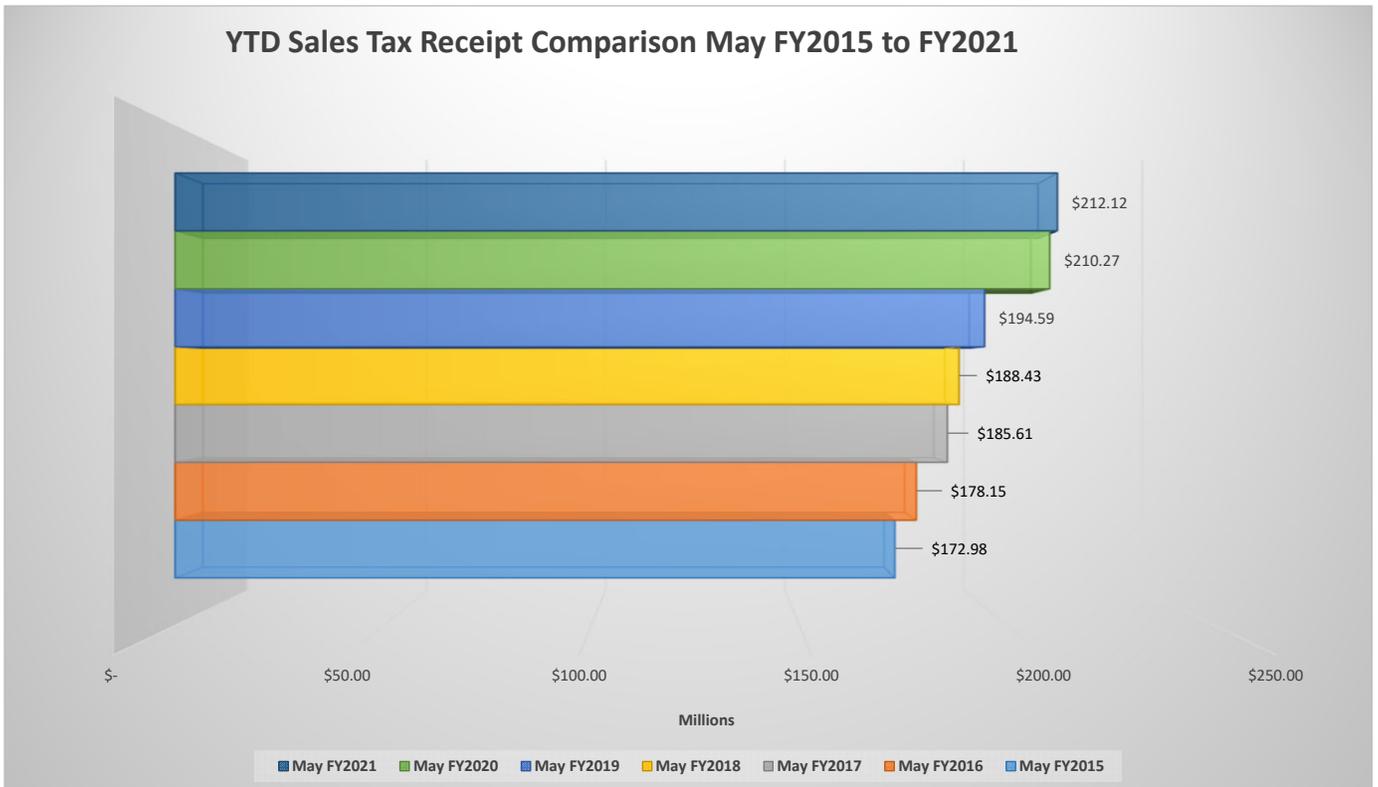
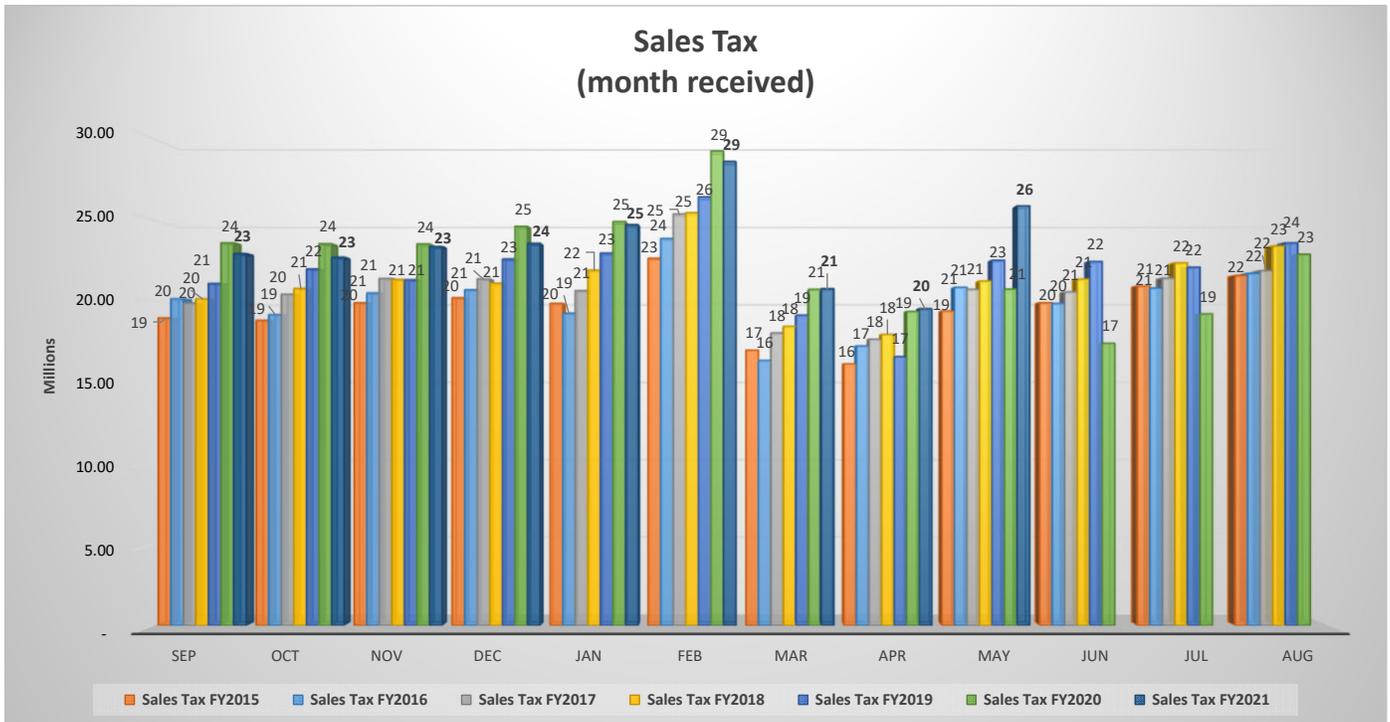
- A. Sales Tax Revenues Received Compared to NVTA Estimates, Through May 2021
- B. FY2021 30% Distribution by Jurisdiction, through May 2021
- C. Month to Month Comparison of Sales Tax Revenue and YTD Receipts for May 2015 to 2021

# Attachment A

**NORTHERN VIRGINIA TRANSPORTATION AUTHORITY**  
**SALES TAX REVENUES RECEIVED BY JURISDICTION, COMPARED TO NVTA ESTIMATES**  
 Based on: Revenue Data Through May 2021  
 FYE June 30, 2021

Regional Sales Tax	Transaction Months	9	Annualized		FY2021	Annualized - Actual	
			Received To Date	Revenue based on YTD Receipts			
City of Alexandria			\$ 13,933,575	\$ 18,578,100	\$ 14,188,675	\$ 4,389,425	
Arlington County			17,100,414	22,800,553	21,828,731	971,822	
City of Fairfax			5,965,173	7,953,565	5,893,757	2,059,808	
Fairfax County			87,583,672	116,778,229	92,335,532	24,442,697	
City of Falls Church			2,508,713	3,344,951	2,401,160	943,791	
Loudoun County			44,303,859	59,071,811	42,347,738	16,724,073	
City of Manassas			5,073,253	6,764,338	5,020,608	1,743,730	
City of Manassas Park			1,262,112	1,682,816	1,309,724	373,092	
Prince William County			34,390,196	45,853,595	32,961,384	12,892,211	
<b>Total Sales Tax Revenue</b>			<b>\$ 212,120,968</b>	<b>\$ 282,827,957</b>	<b>\$ 218,287,309</b>	<b>\$ 64,540,648</b>	<b>29.6%</b>
Vehicle License-Registration Fees	Transaction Months	1	Annualized		FY2021	Annualized - Actual	
			Received To Date	Revenue based on YTD Receipts	Budget	To Budget	
City of Alexandria			\$ 868,598	\$ 868,598	\$ 138,367	\$ 730,231	
Arlington County			1,142,686	1,142,686	212,872	929,814	
City of Fairfax			386,080	386,080	57,476	328,604	
Fairfax County			5,534,627	5,534,627	900,450	4,634,177	
City of Falls Church			152,092	152,092	23,416	128,676	
Loudoun County			2,763,977	2,763,977	412,972	2,351,005	
City of Manassas			324,436	324,436	48,961	275,475	
City of Manassas Park			83,823	83,823	12,772	71,051	
Prince William County			2,155,566	2,155,566	321,437	1,834,129	
<b>Total Vehicle License-Registration Fees</b>			<b>\$ 13,411,884</b>	<b>\$ 13,411,884</b>	<b>\$ 2,128,723</b>	<b>\$ 11,283,161</b>	<b>530.0%</b>
Regional Congestion Relief Fee	Transaction Months	10	Annualized		FY2021	Annualized - Actual	
			Received To Date	Revenue based on YTD Receipts	Budget	To Budget	
City of Alexandria			\$ 1,731,481	\$ 2,077,777	\$ 721,500	\$ 1,356,277	
Arlington County			1,738,126	2,085,751	1,110,000	975,751	
City of Fairfax			123,401	148,081	299,700	(151,619)	
Fairfax County			6,897,038	8,276,445	4,695,300	3,581,145	
City of Falls Church			128,126	153,751	122,100	31,651	
Loudoun County			3,716,826	4,460,191	2,153,400	2,306,791	
City of Manassas			174,330	209,195	255,300	(46,105)	
City of Manassas Park			65,663	78,796	66,600	12,196	
Prince William County			2,738,459	3,286,151	1,676,100	1,610,051	
<b>Total Regional Congestion Relief Fee</b>			<b>\$ 17,313,449</b>	<b>\$ 20,776,139</b>	<b>\$ 11,100,000</b>	<b>\$ 9,676,139</b>	<b>87.2%</b>
NVTD Transfer from COVA	Transaction Months	4	Annualized		FY2021	Annualized - Actual	
			Received To Date	Revenue based on YTD Receipts	Budget	To Budget	
City of Alexandria			\$ 1,301,942	\$ 1,301,942	\$ 1,300,000	\$ 1,942	
Arlington County			1,596,603	1,596,603	2,000,000	(403,397)	
City of Fairfax			562,786	562,786	540,000	22,786	
Fairfax County			8,208,053	8,208,053	8,460,000	(251,947)	
City of Falls Church			232,891	232,891	220,000	12,891	
Loudoun County			4,285,429	4,285,429	3,880,000	405,429	
City of Manassas			487,739	487,739	460,000	27,739	
City of Manassas Park			115,409	115,409	120,000	(4,591)	
Prince William County			3,209,149	3,209,149	3,020,000	189,149	
<b>Total NVTD Transfer from COVA</b>			<b>\$ 20,000,000</b>	<b>\$ 20,000,000</b>	<b>\$ 20,000,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Revenue Received</b>			<b>\$ 262,846,301</b>	<b>\$ 337,015,980</b>	<b>\$ 251,516,032</b>	<b>\$ 85,499,948</b>	<b>33.99%</b>





## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

### MEMORANDUM

**FOR:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Michael Longhi, Chief Financial Officer

**DATE:** July 1, 2021

**SUBJECT:** Monthly Operating Budget Report

---

1. **Purpose:** To update the Northern Virginia Transportation Authority (NVTA) on the Authority's Operating Budget for FY2021.
2. **Background:** The Authority elected to fund the Operating Budget for FY2021 through transfers from the Regional Revenue Fund.
3. **Comments:** Through May 31, 2021, the FY2021 Operating Budget has produced the following:
  - a. The Operating Budget is being funded through quarterly transfers of \$692,305 from the Regional Revenue Fund.
  - b. As of May 31, 2021, the Authority has utilized 73% of its FY2021 expenditure budget even though May represents 83% of the year.
  - c. The utilization rate of 73% reflects lower expenses in certain categories as a result of working and meeting remotely during FY2021. These cost savings have been carried over to the FY2022 Operating Budget.
  - d. The 73% utilization rate for the budget doesn't include the cost of the current phase of the Project Implementation Management and Monitoring System (PIMMS) which is expected to be invoiced in June 2021.
  - e. Through May 31, 2021, all expense account categories within the operating budget remain within budget.
  - f. The attached statement shows the total operating budget income and expenditure activity for FY2021 through May 31, 2021.

**Attachment:** FY2021 Monthly Operating Budget through May 31, 2021

06/04/21  
14:36:54NORTHERN VIRGINIA TRANSPORTATION AUTHORITY  
Income Statement  
For the Accounting Period: 5 / 21Page: 1 of 2  
Report ID: LB170A

## 1000 General Fund

Account Object	Description	----- Current Year -----				%
		Current Month	Current YTD	Budget	Variance	
<b>Expenses</b>						
410000	Personnel Expenses					
110	Salaries-Regular Pay	109,010.46	1,231,934.88	1,524,073.00	292,138.12	81
130	Health & Dental Benefits	12,146.76	153,419.50	247,968.00	94,548.50	62
131	Payroll Taxes	7,841.73	82,963.88	118,210.00	35,246.12	70
132	Retirement VRS	9,468.31	96,134.18	124,506.00	28,371.82	77
133	Life Insurance	1,620.92	15,306.53	20,331.00	5,024.47	75
134	Flex Spending/Dependent Care	51.83	539.30	881.00	341.70	61
135	Workers Comp		1,326.00	1,698.00	372.00	78
137	Disability Insurance	404.00	15,798.00	18,196.00	2,398.00	87
	Total Account	140,544.01	1,597,422.27	2,055,863.00	458,440.73	78
420000	Professional Services					
210	Audit & Accounting Services		18,500.00	29,500.00	11,000.00	63
220	Bank Service		175.95	750.00	574.05	23
230	Insurance		7,458.00	6,385.00	-1,073.00	117
240	Payroll Services	122.84	1,932.40	2,606.00	673.60	74
260	Public Outreach & Regional Event Support	5.26	38,423.48	89,093.00	50,669.52	43
261	Legal/Bond Counsel Services			10,000.00	10,000.00	
262	Financial Advisory Services		26,250.00	35,875.00	9,625.00	73
263	Bond Trustee Fees		2,687.50	2,700.00	12.50	100
264	Legislative Services	2,500.00	69,169.24	70,000.00	830.76	99
265	Investment Custody Svc		15,280.00	25,000.00	9,720.00	61
	Total Account	2,628.10	179,876.57	271,909.00	92,032.43	66
430000	Technology/Communication					
310	Acctg & Financial Report Systems	23,066.13	84,863.78	111,347.00	26,483.22	76
330	IT Support Svc Incl Hosting	2,575.00	26,535.92	24,295.00	-2,240.92	109
335	GIS/Project Mgt/Modeling	6,300.00	14,422.97	136,679.00	122,256.03	11
340	Phone Service & Web Ex Chgs	787.50	10,107.71	11,136.00	1,028.29	91
350	Web Develop & Hosting	778.30	7,163.96	9,756.00	2,592.04	73
	Total Account	33,506.93	143,094.34	293,213.00	150,118.66	49
440000	Administrative Expenses					
410	Advertisement			1,500.00	1,500.00	
411	Dues & Subscriptions	331.97	4,121.74	10,544.00	6,422.26	39
412	Duplication & Printing		5,746.53	14,610.00	8,863.47	39
414	Hosted Meeting Expenses		777.50	5,000.00	4,222.50	16
415	Mileage/Transportation		14.00	11,450.00	11,436.00	
417	Office Lease		157,248.93	173,256.00	16,007.07	91
418	Office Supplies	173.20	2,263.58	8,065.00	5,801.42	28
419	Postage & Delivery		31.55	700.00	668.45	5
420	Professional Develop & Training	299.90	10,104.22	23,650.00	13,545.78	43
	Total Account	805.07	180,308.05	248,775.00	68,466.95	72
	<b>Total Expenses</b>	<b>177,484.11</b>	<b>2,100,701.23</b>	<b>2,869,760.00</b>	<b>769,058.77</b>	<b>73</b>

1000 General Fund

Account Object	Description	----- Current Year -----				%
		Current Month	Current YTD	Budget	Variance	
	Net Income from Operations	-177,484.11	-2,100,701.23			
Other Revenue						
383000	Transfer Operating Budget from Regional Revenue		2,076,915.00	2,769,220.00	-692,305.00	75
						75
	Total Other Revenue	0.00	2,076,915.00	2,769,220.00	-692,305.00	75
Other Expenses						
521000	Transfers					
820	Transfer to Operating Reserve			567,952.00	567,952.00	
825	Transf to Equip Reserve			26,986.00	26,986.00	
	Total Account			594,938.00	594,938.00	
	Total Other Expenses	0.00	0.00	594,938.00	594,938.00	
	Net Income	-177,484.11	-23,786.23			

MEMORANDUM

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** July 1, 2021

**SUBJECT:** Executive Director's Report

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**Purpose:** To inform the Northern Virginia Transportation Authority (NVTA) of items of interest not addressed in other agenda items.

**1. TransAction.** NVTA staff and the Consultant Team finalized the overarching work plan and its subset, a public engagement plan (PEP) though both documents may continue to evolve. Among ongoing Phase 1 tasks, the Consultant Team is advancing basic travel data and building the model structure to implement the modeling strategy. Update to the bottom-up projects in the TransAction project list is in the final stages of development. A Bus Rapid Transit (BRT) Planning Working Group with staff across the region (including from Maryland and the District of Columbia) met three times to identify candidate projects related to a Bus Rapid Transit system in Northern Virginia. A work session was recently held with participation from RJACC members and additional staff from jurisdictions and agencies and discussed development of TransAction goals, objectives, and measures, and shortlisting of potential scenarios for future scenario (sensitivity) analysis. These topics will be introduced and feedback solicited at the statutory and advisory committees in the next several months.

Major public engagement activities are now ramping up with a series of activities planned for Summer and early Fall. Focus Group meetings are being planned and are expected to be held in the second half of July. A MetroQuest survey will be launched in mid-August that is expected to collect information on transportation needs and priorities. Six Year Program tasks including preliminary planning for modeling and analytical work related to the FY2022-2027 Six Year Program are also underway.

**2. FY2022-2027 Six Year Program (SYP).** On July 1, 2021, the online application portal for the FY2022-2027 SYP was opened up for jurisdiction and agency staff to start the application process. A dedicated page on the NVTA website is also established for the SYP-related information. The application deadline is October 1, 2021.

**3. Transportation Technology Strategic Plan (TTSP).** Since the Authority took action on the Transportation Technology Strategic Plan (TTSP) in May, NVTA staff have been working to develop the items called for in its Action Plan. This includes drafting a template to evaluate emerging technologies as they enter the region, and a framework for future regional transportation policies. Staff have also continued to deepen the connection between the TTSP and TransAction, through development of potential technology-related scenarios for use in modeling, and technology-related topics for public engagement.

The adoption of the strategies and Action Plan that comprise the TTSP is also inspiring external discussions of innovation in transportation, beginning with the recent publication of commentary in the Richmond Times Dispatch, entitled 'Using technology to assess demand on Va.'s infrastructure after COVID-19'. The commentary was co-authored by NVTA Chair Phyllis Randall, and Vice Chair David Snyder, who is also the Chair of the Transportation Technology Committee (TTC), along with the Director of Transportation Research and Innovation at the Virginia Department of Transportation (VDOT) and TTC member, Cathy McGhee. The commentary can be found at the link below:

[https://thenovaauthority.org/wp-content/uploads/2021/06/21.06.14-Richmond-Times-Dispatch-Phyllis-J.-Randall-David-F.-Snyder-and-Cathy-McGhee-column\\_Using-technology-to-assess-demand-on-Va.s-infrastructure-after-COVID-19-NVTA.pdf](https://thenovaauthority.org/wp-content/uploads/2021/06/21.06.14-Richmond-Times-Dispatch-Phyllis-J.-Randall-David-F.-Snyder-and-Cathy-McGhee-column_Using-technology-to-assess-demand-on-Va.s-infrastructure-after-COVID-19-NVTA.pdf)

**4. Program Implementation Management and Monitoring System (PIMMS).** All PIMMS Phase 3 deliverables are received. Final review is underway. Phase 3 included more functionalities of data download and browser-based printing on Six Year Program applications, several custom reports including monthly project status, post-processing templates for performance analyses, visual and functional enhancements to the NOVA Gateway Dashboard. In the next phase, additional enhancements will be implemented to support back-end project cash-flow analyses and additional dashboard functionalities such as project list creation based on sorting and more project details.

**5. Route 9 Traffic Calming Ribbon-Cutting Celebration in Hillsboro** – The Town of Hillsboro in Loudoun County hosted a Route 9 reopening ribbon-cutting celebration on June 18, 2021, declared by the Town as NVTA Day. Both Chair Phyllis J. Randall and I, along with U.S. Representative Jennifer Wexton, Hillsboro Mayor Roger Vance, Hillsboro Vice-Mayor Amy Marasco, and representatives from VDOT, among others, provided remarks. Several NVTA staff members, as well as current and past Authority members, attended the event. The Route 9 traffic calming project is one of the first transportation projects in the Authority's inaugural FY2018-2023 Six Year Program to start and finish construction.

**6. Route 7 at Battlefield Parkway Ribbon-Cutting in Town of Leesburg** – On June 28, 2021, state and local leaders celebrated a milestone in multimodal improvements at Route 7 (East Market Street) and Battlefield Parkway in Leesburg, cutting the ribbon on a new interchange and removing the final traffic signal from Berryville to Sterling, aiming to relieve congestion and improve safety for the more than 100,000 vehicles moving through the area each day. Loudoun County and Authority Chair Randall and Authority members, Senator Jennifer Boysko and Leesburg Mayor Kelly Burk, provided remarks.

**7. Public Input Opportunities on NVTA-Funded Projects** – This summer is offering a lot of opportunities for the public to provide input on NVTA-funded projects, including the City of Alexandria’s Duke Street Transitway (campaign branded Duke Street in Motion), Fairfax County’s Richmond Highway Bus Rapid Transit, and Arlington County’s Crystal City to DCA Intermodal Connector: From Crystal City to Ronald Reagan Washington National Airport – all happening right now.

**8. OmniRide’s Western Maintenance & Storage Facility Ribbon-Cutting** – PRTC/OmniRide’s new Western Maintenance & Storage Facility is slated for a ribbon-cutting celebration on August 11, 2021. Save the date, more details to come.

**NVTA Standing Committee Meetings:**

- a. **Finance Committee:** The NVTA Finance Committee is scheduled to meet next on July 15, 2021, at 1:00pm.
- b. **Planning and Programming Committee:** The next meeting of the PPC is July 12, 2021, at 5:00pm.
- c. **Governance and Personnel Committee:** The next meeting of the NVTA Governance and Personnel Committee is scheduled for July 8, 2021 at 5:30pm. The meeting will be held electronically.

**Statutory Committee Meetings:**

- a. **Planning Coordination Advisory Committee:** The NVTA Planning Coordination Advisory Committee is scheduled to meet July 28, 2021, at 6:30pm.
- b. **Technical Advisory Committee:** The NVTA Technical Advisory Committee is scheduled to meet in July 21, 2021, at 7:00pm.

**CMAQ-RSTP Transfers:**

- a. CMAQ and RSTP Transfers requested since the last Executive Director’s report are presented in Attachment A.

**Regional Projects Status Report:**

Please note the updated Regional Projects Status Report, which provides a narrative update for each project and the amount of project reimbursements requested and processed to date.

**Link to the Projects Status Report:** <https://thenovaauthority.org/funded-projects/>

**Attachments:**

- A.** CMAQ-RSTP Transfers
- B.** Regional Projects Status Report

**NORTHERN VIRGINIA TRANSPORTATION AUTHORITY**  
**MEMORANDUM**

**TO:** Chair Phyllis J. Randall and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**SUBJECT:** Approval of Reallocation of Regional Surface Transportation Program (RSTP) funds for Fairfax County

**DATE:** July 1, 2021

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- 1. Purpose.** To inform the Northern Virginia Transportation Authority (NVTA) of Regional Jurisdiction and Agency Coordinating Committee (RJACC) Approval of Regional Surface Transportation Program (RSTP) funds for Fairfax County.
- 2. Background:** On September 11, 2008, the Authority delegated the authority to approve requests to reallocate Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation Program (RSTP) funding between projects that were previously approved by the NVTA to the Regional Jurisdiction and Agency Coordinating Committee (RJACC).

On June 24, 2021, Fairfax County requested the following reallocation:

- Transfer of \$1,000,000 of allocated RSTP funds from Fairfax County Parkway Corridor Improvements (UPC T18585) to Fairfax County Parkway at Popes Head Road (UPC 107937).

UPC T18585 was set up as a programmatic UPC and the transfer will allow additional funding needed to advance widening of the northern segment of Fairfax County Parkway.

At its meeting on June 24, 2021, the RJACC approved this request.

**Attachment(s):** DRAFT Letter to VDOT NOVA District Administrator Lynch  
Request Letter from Fairfax County

**Coordination:** Regional Jurisdiction and Agency Coordinating Committee



**Northern Virginia Transportation Authority**  
*The Authority for Transportation in Northern Virginia*

July 8, 2021

Mr. John Lynch  
District Administrator  
Virginia Department of Transportation  
4975 Alliance Dr. Suite 4E-342  
Fairfax, Virginia 22030

Reference: Request to Reallocate Regional Surface Transportation Program (RSTP) funds for Fairfax County

Dear Mr. Lynch:

On September 11, 2008, the Northern Virginia Transportation Authority (NVTA) delegated the authority to approve requests to reallocate Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation Program (RSTP) funding between projects that were previously approved by the NVTA to the Regional Jurisdiction and Agency Coordinating Committee (RJACC).

On May 24, 2021, Fairfax County requested the following reallocation:

- Transfer of \$1,000,000 of allocated RSTP funds from Fairfax County Parkway Corridor Improvements (UPC T18585) to Fairfax County Parkway at Popes Head Road (UPC 107937).

UPC T18585 was set up as a programmatic UPC and the transfer will allow additional funding needed to advance widening of the northern segment of Fairfax County Parkway.

NVTA's delegation requires that the RJACC notify the NVTA of these requests. The RJACC approved the request on May 24, 2021, and the NVTA was informed at their July 8, 2021, meeting. The NVTA has not objected to these reallocations.

Please take the necessary steps to reallocate these funds in the Transportation Improvement Program and the State Transportation Improvement Program. Thank you very much.

Sincerely,

Phyllis J. Randall  
Chair

cc: Monica Backmon, Executive Director, NVTA  
Tom Biesiadny, Director of Transportation, Fairfax County



# County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

June 24, 2021

Ms. Noelle Dominguez, Chairman  
Regional Jurisdiction and Agency Coordinating Committee  
Northern Virginia Transportation Authority  
3040 Williams Drive, Suite 200  
Fairfax, Virginia 22031

Re: Reallocation of Regional Surface Transportation Program (RSTP) Funds

Dear Ms. Dominguez: <sup>Noelle</sup>

Fairfax County requests the approval of the Regional Jurisdiction and Agency Coordinating Committee (RJACC) to transfer a total of \$1,000,000 in RSTP funds from Fairfax County Parkway Corridor Improvements (UPC T18585) to Fairfax County Parkway at Popes Head Road (UPC 107937). UPC T18585 was originally established as a programmatic UPC for general Fairfax County Parkway Improvements. Fairfax County requests this transfer given the advancement in implementation of the widening of the northern segment of Fairfax County Parkway, and the need for additional funding.

If you have any questions about this request, please contact Christina Farrar at (703) 877-5629.

Sincerely,

Tom Biesiadny  
Director

cc. Todd Wigglesworth, Fairfax County Department of Transportation (FCDOT)  
Ray Johnson, FCDOT  
Carole Bondurant, Virginia Department of Transportation (VDOT)  
Bethany Mathis, VDOT  
Jan Vaughan, VDOT

Fairfax County Department of Transportation  
4050 Legato Road, Suite 400  
Fairfax, VA 22033-2895  
Phone: (703) 877-5600 TTY: 711  
Fax: (703) 877-5723  
[www.fairfaxcounty.gov/fcdot](http://www.fairfaxcounty.gov/fcdot)



**CMAQ/RSTP Transfer Request Form**

(One Sheet Needed Per Donor Project)

Date: 6/24/2021

Name of Jurisdiction/Agency Requesting: Fairfax County

Current Balance of CMAQ/RSTP Funds Currently Allocated to Donor Project (Prior to this Transfer): \$1,000,000

From (Donor):

To (Recipient):

UPC	Project Description	Type of Funds	Transfer from Previous Fiscal	If No, Year Requested	Transfer Amount	UPC	Project Description	Previously Approved by NVTA	If Yes, Year Approved	JACC Approval (NVTA)	Authority Approval (NVTA)	Funds Verified (VDOT)	Completed (VDOT)
T18585	Route 286 Fairfax County Parkway Corridor Improvements	RSTP	Y		\$1,000,000	107937	Fairfax County Parkway at Popes Head Road	Y	2015				

TOTAL OF TRANSFER \$1,000,000.00

Attach Signed Request of Transfer Letter



**NVTA Funding Program Project Status**  
Summary Report

**Attachment**

As of June 30, 2021.		
NVTA's Regional Fund Program FY2014 - FY2025		Upcoming Public Information Meeting(s):
Total Revenue Allocated	\$2,491,195,952	1. <b>Arlington County</b> - Crystal City Metrorail Station East Station (FY2018-23) - WMATA Compact Public Hearing is scheduled on July 13 (virtual).
Total Amount Reimbursed	\$567,263,780	2. <b>Loudoun County</b> - Extend Shellhorn Road: Loudoun County Pkwy to Randolph Dr (FY2018-23) - Public Information Meeting on July 26 (virtual).
Total Number of Individual Projects	106	3. City of Alexandria - Duke St Transitway (FY2018-23) - Series of public events with project information, 7 events by July 18.
SPAs	142	<b>NOTE:</b> For latest information on project events, please refer to the "Events and Meetings" section on our home page - <a href="https://thenovaauthority.org/">https://thenovaauthority.org/</a>
Currently Active	61	For full status information, please check NVTA web page on regional fund projects - <a href="https://thenovaauthority.org/funded-projects/">https://thenovaauthority.org/funded-projects/</a>
Completed	50	
Not Yet Executed	31	
Substantive Status Updates (during May 2021 - June 2021)**		
Project Title (program year)	Updated Status	% Reimbursed
<b>Arlington County</b>		
Boundary Channel Drive Interchange (FY2014)	The design-build RFP was released in March, 2021; bids were received from 3 short-listed firms in May.	50.7%
Columbia Pike Multimodal Street Improvements - East (FY2015-16)	West Segment: Design is 100% complete; East Segment: ANCSE-DAR MOA has been signed by all parties.	10.0%
ART Operations and Maintenance Facilities (FY2018-23)	Notice-to-proceed for the next phase published on June 10, 2021; Public Information Meetings were held on June 15,16.	0.7%
Pentagon City Multimodal Connections and Transitway Extension (FY2018-23)	Transitway Extension: consultant submitted the final structural and electrical design for the stations.	0.0%
<b>Fairfax County</b>		
Frontier Drive Extension & Interchange Improvements (FY2015-16, FY2018-23)	A Virtual Public Information Meeting (PIM) was held on May 17, 2021.	FY2015-16: 100.0% FY2018-23: 0.0%
Route 28 Widening: Prince William County Line to Route 29 (FY2015-16, FY2017, FY2018-23)	VDOT and FHWA concurred with the revised Final Noise analysis. A Community information meeting was held on June 17, 2021 to present the noise analysis.	FY2015-16: 85.5% FY2017: 0.0% FY2018-23: 0.0%
Fairfax County Parkway Widening Rte. 123 to Rte. 29 (FY2015-16, FY2017, FY2018-23, FY2020-2025)	Field Inspection Plans for Segment II (Nomes Court to Route 29) submitted June 2021 to VDOT.	FY2015-16: 50.0% FY2017: 0.0% FY2018-23: 0.0%
<b>Loudoun County</b>		
Dulles West Boulevard Widening: Loudoun County Parkway to Northstar Boulevard (FY2018-23)	A virtual Public Information Meeting was held on April 29, 2021. Staff is expected to seek Design Endorsement from the Board of Supervisors at an upcoming Board Meeting on 7/6/21.	0.0%
Prentice Drive Extension: Lockridge Road (Route 789) to Shellhorn Road (Route 643) (FY2018-23)	Construction completion is delayed by a year for both phases. Phase I: 90% Design Plans are delayed, now anticipated in February 2022.	5.5%
Northstar Boulevard - Shreveport Drive to Tall Cedars Parkway (FY2018-23)	The 60% ROW Design Plans were submitted for review to VDOT April 9, 2021. Utility designations have been completed. Phase II construction bids are received and evaluated.	6.5%
Evergreen Mills Road Intersection Realignment – Watson Road and Reservoir Road (FY2018-23)	60% Design Plans have been submitted to VDOT and County on May 28, 2021, for review.	3.0%
<b>Prince William County</b>		
Summit School Rd Extension and Telegraph Rd Widening (FY2018-23)	The Prince William BOCS Public Hearing for design was held on February 2, 2021, and design was approved. Final plans are under review by VDOT.	15.3%
Construct Route 28 Corridor Roadway Improvements (Manassas Bypass) (FY2015-16, FY2018-23)	A public information meeting on the ROW process was held on June 2, 2021.	FY2015-16: 78.4% FY2018-23: 0.0%
<b>City of Fairfax</b>		
Jermantown Road Corridor Improvements Project (FY2018-23)	Concept refinement 30% plans were submitted to the City on 6/25/21 for review.	FY2018-23: 1.7%
Roadway Network Northfax West (FY2018-23)	60% Design Plans are completed, ROW acquisition continues.	FY2018-23: 1.7%
<b>City of Manassas</b>		
Route 28 Widening: Godwin Drive to the Southern City Limits (FY2015-16)	Contract has been awarded and the pre-con meeting was held on May 4th. A ground-breaking ceremony was held on May 26, 2021.	26.0%

\*\*Substantive changes: SPA appendices A/B, Project administration, Start/completion of phases, Groundbreaking/ribbon-cutting ceremonies, Public information meetings, Major engineering progress.



## NVTA Funding Program Project Status

### Summary Report

Town of Leesburg		
Route 7 (East Market Street)/Battlefield Parkway Interchange (FY2015-16, FY2017, FY2018-23)	Battlefield Parkway was open to vehicular traffic on June 28, 2021, and a ribbon-cutting ceremony was held. Construction continues for bike/ped facilities, final completion in fall 2021.	FY2015-16: 100.0% FY2017: 100.0% FY2018-23: 40.0%
Construct Interchange at Route 15 Bypass and Battlefield Parkway (FY208-23)	The contract has been executed and Notice to Proceed was issued to the design consultant on 5/13/21. A kickoff meeting was held on May 25, 2021. The IAR Framework meeting with VDOT was held on June 28, 2021.	0.0%
Town of Herndon		
Herndon Metrorail Intermodal Access improvements (FY2014)	Award authorization received from FHWA and VDOT; Town Council awarded contract in June 2021.	63.6%
Herndon Parkway Intersection Improvements at Van Buren St (FY2014)	Construction advertisement is further delayed, now anticipated for summer/fall 2021.	5.2%
WMATA		
Blue Line Traction Power Upgrades (FY2017)	The final NVTA funded location is J03TP2 Greenleaf, construction has started, and final equipment factory testing is underway. Final upgrade completion is delayed, now anticipated in March 2022.	0.0%