



NVTC'S 2012 GOALS, OBJECTIVES AND WORK PROGRAM

--APPROVED: January 5, 2012--



2300 Wilson Boulevard • Suite 620 • Arlington, Virginia 22201
Tel (703) 524-3322 • Fax (703) 524-1756 • TDD (800) 828-1120
E-mail nvtc@nvtc.org • Website www.thinkoutsidethecar.org

2012 NVTC Meeting Schedule

[Meetings start at 8:00 P.M.]

<u>MONTH</u>	<u>DATE</u>	<u>AGENDA</u>
January	5	Elect officers. Select WMATA and VRE Board members, VTA representatives and NVTC Legislative Committee members. Conduct a public hearing and approve 2012 goals, schedule and work program. Approve FY 2013 VRE budget. Approve NVTC FY 2013 budget.
February	9*	Review progress on state and federal legislative agenda. Approve NVTC and VRE state grant applications.
March	1	Review progress on state and federal legislative agenda.
April	5	Review progress on WMATA budget for FY 2013. Review completed 2012 General Assembly session.
May	3	Approve comments on WMATA FY 2013 budget.
June	7	Focus on regional transit performance.
July	5	Review mid-year progress on NVTC work program. Approve DRPT contracts for NVTC and VRE FY 2013 grants.
August		No Meeting.
September	6	Forward preliminary NVTC FY 2014 budget to local jurisdictions.
October	4	Review quarterly progress on NVTC's work program. Approve CTB pre-allocation testimony.
November	1	Approve FY 2012 NVTC and VRE audits.
December	6	Select NVTC Nominating Committee for 2013 officers. Approve legislative agenda for 2013. Review progress on 2012 work program and release draft 2013 work program for public review and comment.

*February meeting with NVTA in the General Assembly building in Richmond starting at 5:30 p.m.

NVTC EXECUTIVE COMMITTEE
2012 MEETING SCHEDULE

[All meetings 7:30 - 8:00 P.M. prior to NVTC meetings in the small conference room.]

<u>MONTH</u>	<u>DATE</u>	<u>SUBJECT</u>
January	5	Legislative items.
February	9	No meeting.
March	1	Review General Assembly session.
April	5	Review quarterly progress on work program.
May	3	Review NVTC policies on topical transit issues.
June	7	Examine VRE performance.
July	5	Mid-year review of progress on work plan and Executive Director's performance goals. Meet with auditors to preview FY 2012 audit.
August		No meeting.
September	6	Preliminary NVTC FY 2014 budget.
October	4	Review quarterly progress on work program.
November	1	FY 2012 NVTC and VRE audits.
December	6	Select NVTC Nominating Committee for 2013 officers. Consider 2013 legislative agenda. Review progress on 2012 work program and preview 2013 work program. Executive Director's performance review. Establish performance goals for 2013 contract year.

NVTC MANAGEMENT ADVISORY COMMITTEE
2012 MEETING SCHEDULE

[All meetings begin at NVTC at 1:30 P.M. on the third Tuesday of each month. At each meeting the agenda and suggested material for the upcoming NVTC board meeting are reviewed.]

<u>MONTH</u>	<u>DATE</u>	<u>SUBJECT</u>
January	17	FY 2013 state grant application; NVTC legislative agenda.
February	21	Progress on legislative agenda.
March	20	Review of legislative accomplishments; WMATA FY 2013 budget issues.
April	17	Prepare CTB testimony on draft six-year program.
May	15	To be determined.
June	19	Mid-year progress review on NVTC work program; authorize funding of scope of work for NTD data collection; authorize funding of scope of work for e-schedules maintenance and promotion.
July		No meeting.
August	21	NVTC preliminary administrative budget for FY 2014.
September	18	Review draft CTB pre-allocation testimony.
October	16	NVTC audit for FY 2012.
November	20	Draft NVTC legislative agenda for 2013; first draft 2013 NVTC work program.
December	18	Proposed 2013 work program; VRE and NVTC budgets for FY 2014.

NVTC MISSION STATEMENT

To serve the public by providing a forum for elected officials to achieve an effective regional transportation network. Focusing primarily on transit, NVTC will develop strategies, identify funding sources, advocate for additional funding, prioritize allocations, oversee transit systems such as VRE and WMATA, measure and report transit performance and pursue new transit programs. NVTC will work to improve mobility, reduce traffic congestion, protect the environment and stimulate the regional economy by increasing transit and ridesharing use.

GOALS AND ACTIONS FOR 2012*

1. DEVELOP POLICY AND ADVOCATE FAVORABLE LEGISLATION

Goal: Devise and implement legislative strategies based on sound policy analysis to increase transit ridership, obtain adequate funding, and coordinate priorities with members and other agencies.

Actions:

1. With the support of local staff, identify transit issues that require policy decisions and assemble data and perform policy analyses to facilitate those decisions (e.g. fare integration, development of new technology, service expansion, customer safety, system security **and the business case for and value of public transit**).
2. Adopt a state and federal legislative agenda and work with local jurisdictions, Virginia Transit Association (VTA) and other groups, as appropriate, to implement the agenda and the supporting NVTC policies. Work with delegations in Richmond and in Washington D.C. as needed to promote NVTC's approved agendas. Emphasize a greater role for transit in authorizing the next six years of federal funding programs. Conduct NVTC's February meeting on Local Government Day at the General Assembly in Richmond, jointly with the Northern Virginia Transportation Authority. Obtain reduced rate for on-line legislative monitoring service and share access with member jurisdictions. Provide legislative alerts to commissioners and local staff during the session. Focus on transit funding.
3. **With the NVTC jurisdictions' legislative liaisons, devise and implement effective strategies to implement NVTC's annual Legislative Agenda. Reach out to newly elected legislators to provide support for public transit investments and NVTC's legislative agenda. Prepare informative district-specific legislative maps showing transit service and performance for all members of the Northern Virginia delegation. Emphasize educating legislators about the benefits of public transit using NVTC's policy analysis tools.**
4. Participate on the American Public Transportation Association's (APTA) legislative and commuter rail committees to define and implement a federal legislative strategy as part of a broad, nationwide pro-transit coalition. Provide special assistance to areas contemplating new commuter rail service.
5. Participate on VTA's executive, legislative and ad hoc committees to help define and implement an effective state legislative strategy for the transit industry and strengthen VTA as an organization and keep it responsive to Northern Virginia's concerns. Co-chair VTA events, chair VTA's Legislative Committee, encourage NVTC board members to serve as VTA officers and assist transit systems in

special legislative promotions with NVTC's public outreach and web-design expertise.

6. Prepare written testimony and appear at the CTB's annual pre-allocation hearings on public transit funding priorities and at the Transportation Planning Board (TPB) and other hearings as appropriate. Advocate NVTC's policies including balanced transportation and stable and reliable funding.
7. **Develop messaging and a plan to educate the public about the need for Commonwealth transit funding as a means to accomplish legislative action, as well as the benefits of public transit throughout the Commonwealth.**

*Note: Goals and actions are not listed in priority order. New items are highlighted in bold.

2. SEEK AND ADVOCATE FUNDING

Goal: Identify and implement cooperative strategies with member governments to gain additional transit revenues and work to obtain adequate, dedicated, stable and reliable financial support from the federal government and the commonwealth and the private sector.

Actions:

1. Identify and seek to implement stable, reliable, permanent and dedicated funding sources for operating and capital expenses for WMATA, VRE and local transit systems. Help coordinate regional efforts and prepare analysis tools, brochures and editorials to promote such funding. Safeguard the current sources of transit funding available to NVTC's local governments.
2. Produce financial projections and analyze alternative funding mechanisms to bridge the growing gap between transit operating and capital needs versus available financial resources. Actively participate in regional and statewide efforts to define public transit needs and identify funding sources, such as corridor studies, TPB's Region Forward initiative and constrained financial plan update, VTrans 2035 and Northern Virginia's TransAction 2040 transportation plan update. Analyze funding proposals produced by those studies and identify policy issues for consideration by the commission. Maintain up to date PowerPoint presentations on "The Case for Increased Funding of Public Transportation in Northern Virginia," "How Public Transportation is Organized in Northern Virginia," and the "VRE Chronology" to help educate elected officials, the media and the public.
3. Organize improved information sharing between local governments and the Virginia Department of Taxation and more effective auditing to facilitate efficient collection of NVTC's 2.1 percent motor fuels tax and increased knowledge of taxpayer responsibility on the part of motor fuels distributors. **Cooperate with the Virginia Department of Motor Vehicles as a possible transition is considered, and share NVTC's monitoring tools to ensure more accurate allocations of tax revenues to NVTC's jurisdictions.** Employ database and spreadsheet models to identify unanticipated discrepancies for particular tax payers and jurisdictions. Monitor the required reconciliation of motor fuels tax collections by jurisdiction. Brief NVTC's MAC group regularly on processes, issues, and solutions.
4. Serve as the central point of contact for Northern Virginia transit system financial information. Identify and obtain funding for new transit projects that are recommended by NVTC's jurisdictions.

3. COORDINATE TRANSIT SERVICE

Goal: Work with all public and private transit providers to coordinate all transit service within Northern Virginia, with emphasis on understandable fares, convenient schedules, proper information, good customer service, efficient performance and access by disabled persons. Help to clarify roles of respective agencies and governments to avoid overlaps or gaps in jurisdiction. Work to improve the safe and orderly movement of people and goods, primarily by encouraging greater use of integrated public transit and ridesharing systems. Involve the public in identifying problems and solutions. Use NVTC's Management Advisory Committee as a forum to work out cooperative solutions and keep local governments fully informed. Emphasize better bicycle and pedestrian access to transit facilities and services.

Actions:

1. Work with local governments to coordinate collection and dissemination of performance data for FTA's National Transit Database reports. Collect performance data and maintain a shared database that uses NTD and other sources. Encourage transit systems to use the data to improve efficiency. Publish the data on NVTC's website. Help Northern Virginia's transit systems comply with DRPT's performance data requirements. Ensure that the data are consistent, timely and accurate.
2. Manage consultants to continue NTD data collection for all of Northern Virginia's transit systems and oversee collective funding of this work that brings at least \$6 million annually of federal revenues to this region.
3. Support regional pedestrian safety initiatives and encourage bicycle and pedestrian use. Publicize and seek to expand "bike on rail and bus" opportunities. Encourage all agencies to incorporate bike and pedestrian access at major transit centers and transfer locations. Assist VDOT in ensuring that the recommendations from its Northern Virginia Regional Bikeway and Trail Network study that focus on connections to transit are implemented **and assist WMATA in implementing the recommendations in the Bicycle and Pedestrian Access study.** Support initiatives of such groups as the National Center for Bicycling and Walking and its Walkable Communities Workshops. **Encourage the success of Capital Bike Share.**
4. Serve on regional task forces examining options for improved transit, such as WMATA's Regional Mobility Panel and the Pike Transit initiative (light-rail).
5. Help transit systems implement coordinated transit services to reduce the traffic impacts of the new BRAC installations.

4. MANAGE GRANTS, CONTRACTS AND TRUST FUNDS

Goal: Facilitate the fair and equitable allocation of costs among governments, persons using transportation services and facilities and others who benefit. Manage grants fairly and effectively, according to state and federal laws and NVTC's policies. Invest trust fund assets prudently to maximize returns consistent with safety.

Actions:

1. Use NVTC's subsidy allocation model to incorporate the most recent WMATA and local budget information on transit costs, revenues and subsidies. Using NVTC's adopted allocation formula, determine each local government's share of NVTC assistance. Use their percentages to apportion shares of local contributions to NVTC's administrative budget. Maintain detailed spreadsheets to calculate NVTC's formula. Provide early estimates each year to assist local governments in budget planning.
2. Prepare and submit NVTC and VRE state grant applications (approximately \$250 million due on February 1, 2012, using DRPT's automated OLGA system).
3. Manage state grants to prepare proper billings and obtain timely reimbursements. Participate with VRE and NVTC jurisdictions in quarterly project status review meetings. Work with grantor agencies and grantees to achieve the maximum feasible flexibility in using the funds in order to meet expiration deadlines with no loss of funds.
4. Manage jurisdiction trust funds (average over \$100 million). Prepare timely and accurate quarterly cash flow forecasts of transit assistance sources and uses for NVTC's local jurisdictions (average about \$150 million annually). Assist local jurisdictions in spending promptly the proceeds of state bond issues.
5. Prepare financial reports for NVTC's annual audit. Manage a multi-year audit services contract. Accomplish an unqualified auditors' opinion and provide to the appropriate regulatory agencies. Anticipate concerns of outside auditors and work to alleviate in advance any such concerns. Develop and implement appropriate responses to any concerns of auditors contained in management letters.
6. **As part of a renewed effort by NVTC to cooperate with DRPT in a shared mission to protect and enhance public transit, encourage DRPT to provide timely opportunities to comment on Master Agreement amendments and other policy changes before they are presented for execution.**

7. Maintain up-to-date compilations of state and federal grant regulations. Ensure staff is adequately trained in grant and project management and alerted to any changes in regulations. Maintain current procurement documents to facilitate prompt release of authorized requests for proposals and invitations for bids. Obtain agreements with sub-recipients to ensure compliance. Submit annual certifications and maintain access to TEAM to ensure continued eligibility for FTA grants.
8. As requested, work with Alexandria and Arlington to apply for federal funds for BRT service improvements in the Crystal City/Potomac Yard corridor, for subsequent citywide transit improvements in Alexandria, and for access improvements in Rosslyn. Work with Falls Church to obtain federal grants for an intermodal transit center. **For the region, manage the federal grant and project to complete a multimodal transit study of Route 7. Currently NVTC has obtained and is billing federal grants for over \$11 million of jurisdictional projects and expects to execute another \$850,000 in the first half of 2012.**
9. Manage NVTA's grants for the regional transportation plan update (TransAction 2040) with a contract value of \$500,000.
10. **Actively seek opportunities to** assist jurisdictions in considering new and expanded projects (light rail, technology and other initiatives).
11. Provide accounting services to NVTA without charge and manage any required NVTA audits. Also maintain financial records, obtain any needed insurance and notify regulatory agencies.

5. PROVIDE OVERSIGHT FOR WMATA AND VRE

Goal: Exercise leadership on issues pertaining to oversight of the WMATA and VRE systems, particularly budget and finance, to reduce costs and control the growth of local subsidies and fares while improving service quality. Effectively manage ongoing transit services for which NVTC is responsible and develop efficient management structures that facilitate regional cooperation and support.

Actions:

1. In January, appoint Virginia's two principal and two alternate members of the WMATA Board of Directors. Provide staff support to WMATA Board members. As needed, facilitate caucuses of Virginia's Board members and their staffs to develop consensus positions prior to committee and board meetings. Keep NVTC commissioners informed of pending WMATA Board decisions of regional significance. Invite WMATA'S General Manager periodically to brief the entire NVTC Board on important issues.
2. Monitor the development of WMATA's budget. Provide recommendations to local jurisdictions and the WMATA Board, as appropriate. Co-sponsor public forums with WMATA.
3. Participate actively on WMATA's Jurisdictional Coordinating Committee.
4. **Assist Loudoun County as it transitions to full participation in WMATA upon completion of the Dulles Rail project while working with NVTC's WMATA Board representatives to obtain an acceptable agreement between Loudoun County and WMATA and keeping all of NVTC's jurisdictions fully informed.**
5. As co-owner of VRE (with assets of **\$378** million, outstanding debt issued by NVTC of **\$25** million and annual operating/capital budgets of over \$60 million) appoint NVTC's principal and alternate members of the VRE Operations Board, maintain close communications with PRTC and VRE staff, coordinate presentation of action items to the VRE Board and commissions, and monitor ongoing operations for consistency with the Master Agreement and approved budgets, customer service quality and NVTC jurisdictions' interests.
6. Support annual VRE customer service surveys each spring and ridership surveys each October, by providing zip code verification and on-board volunteers.
7. **Continue to encourage WMATA to use NVTC's emergency response plans for key Metrorail stations in Virginia as a template to complete plans for all of WMATA's stations.**

6. COORDINATE REGIONAL EFFORTS

Goal: Support coordinated regional efforts to improve air quality, conserve energy, boost the economy, respond to emergencies and integrate land use and transportation. Pursue new transit opportunities and actively support telework.

Actions:

1. Help direct a cooperative regional effort to provide a new Vanpool Incentive Program to increase vanpooling and qualify the region for significantly increased federal transit formula assistance. Work to obtain funding to implement the program **by April, 2012**.
2. Work to establish NVTC as the chief advocate of Intelligent Transportation Systems (ITS) investments for transit, by conducting low-cost demonstrations, evaluating the results, and more actively encouraging all of NVTC's transit providers to adopt similar (interoperable) technologies. Examples include: web-based automated bus stop information signs; on-board bus stop enunciators; passenger counters; automated maintenance devices; variable pricing of roads and parking; parking capacity electronic message signs; and alternative fuel technologies. Promote joint procurements for uniformity and cost saving and develop effective contract language to encourage non-proprietary technology. Help educate board members and the public.
3. Develop information from research on Metropolitan Washington and other regions to help NVTA, WMATA and other transit organizations define lower-cost strategies for meeting congestion challenges in the short term using such mechanisms as exclusive transit lanes, bus rapid transit, priority lanes, queue jumping, jitneys, route-deviation transit, vanpools and real-time information devices. Publicize the results and work to achieve public acceptance. Work with the local jurisdictions to initiate appropriate demonstrations of these mechanisms.
4. Participate on technical committees assisting in planning, preliminary engineering and environmental analysis for transit in the Dulles Corridor and other locations such as the Capital Beltway, I-66 and I-95/395 as requested by WMATA, VDOT, DRPT, **MWCOG** and/or local jurisdictions. **This includes such studies as the VTrans 2035 update and North-South Corridor examination.**
5. Actively promote telework initiatives. Assist Transportation Management Associations and Transportation Demand Management agencies (ridesharing, telework). Serve on boards of directors and competitive selection panels as requested.
6. Continue to examine public-private HOT lane proposals for the Beltway, I-95 and elsewhere and work to ensure adequate transit access and the use of toll

revenues to help support transit operations. Actively participate on DRPT Transit Advisory Committees to articulate transit concerns and resolve any issues.

7. Assist WMATA in negotiating a new Memorandum of Understanding for transit access with the Pentagon, by identifying important issues for all the transit systems using that facility and helping to explain concerns to Pentagon staff.

7. DELIVER PUBLIC INFORMATION, MARKETING AND CUSTOMER SERVICE

Goal: Reach out to transit customers and the general public, listen to customer concerns and implement improvements to boost regional transit ridership.

Actions:

1. Serve as the central point of contact for the news media, interest groups and the general public for transit issues in Northern Virginia, making referrals to other transit agencies and local governments when appropriate. Initiate contacts with media representatives via calls and visits. Provide NVTC's reports, analyses and policies with easy to understand explanations of their content and significance. Establish media opportunities for NVTC board members to promote NVTC's mission. **Enhance communication with NVTC board members so they are fully aware of the extent of these efforts and their results.**
2. Assist NVTA's public outreach mission, actively maintain NVTA's "virtual office" and website, and lead public outreach for NVTA's regional transportation plan update (TransAction 2040).
3. Provide the following resources to the public, primarily on NVTC's website, utilizing enhanced graphics:
 - a. Maintain and improve NVTC's website, to focus on informing the public about opportunities to be involved in regional transit and ridesharing planning;
 - b. Distribute NVTC's brochure, reports and agendas to encourage more public involvement, again emphasizing easy-to-use web-based applications;
 - c. Publish electronically an annual NVTC Handbook to provide a detailed description of the commission's history, mission and accomplishments, including the commission's workprogram, policies and by-laws;
 - d. Link to other regional transit databases to provide information about regional transit services to better inform the public;
 - e. Maintain a transit system performance database;
 - f. **Actively promote these web resources so the public is aware of them.**
4. Survey WMATA, VRE and local jurisdictions to compile innovative marketing activities, host coordination meetings, facilitate transit topics for the Marketing and Outreach Specialists Consortium and the Northern Virginia Public

Information Officers and report at least annually to the commission and jurisdictions. Assist APTA in local marketing and public information activities. Help plan VTA conferences.

5. Continue technical support for transit stores and Transportation Management Associations (e.g., serve on Boards of Directors and consultant selection committees). Assist with logo design, marketing, consultant selection, performance evaluation, fare collection, web design and customer service issues. Compile and post on NVTC's website a list of transit stores and TMA's in the region.
6. Look for opportunities to partner in order to stage events and promotions that will emphasize the effectiveness of transit and ridesharing and the need for additional transit funding
7. Implement NVTC's federal Title VI program with active outreach to **non-English speaking persons, including** simplified messages and NVTC/NVTA website accommodations.
8. Coordinate meetings with visiting delegations of transit system board members and other elected officials to describe this region's success with transit coordination, transit-oriented development and innovative transit finance.
9. **With active NVTC Board participation, devise more effective methods to communicate to the public the outstanding performance of public transit in Northern Virginia, including but not limited to developing a guiding strategy and unified message, and providing frequent email communications in an easily recognized format.**

8. STRENGTHEN NVTC AS AN ORGANIZATION

Goal: Through improved internal and external communication and a renewed emphasis on developing effective action plans and strategies, enhance NVTC's visibility within the region and state and educate the public and legislators about NVTC's unique role in the complex structure of transportation agencies.

Actions:

- 1. Improve communication with NVTC's Executive Committee, Metro representatives and the full NVTC Board.**
- 2. Develop or clarify NVTC policies and procedures for such activities as media contacts, closed meetings, roles of the board chair, By-Laws for the Executive Committee, etc.**
- 3. Revise the Executive Director's job description to refocus more time on external activities, with guidance from the NVTC Board as to which activities within that job description should receive less attention.**
- 4. Complete a 360 degree performance assessment of the Executive Director prior to his next performance review.**
- 5. Take the initiative and exert leadership to assure that NVTC is viewed across the state as a go-to organization for transit strategy and innovation related to relieving congestion, including producing a communications plan and budget to improve internal and external communications.**