

**Organizational Working Group
Northern Virginia Transportation Authority**

MEMORANDUM

TO: Members
Northern Virginia Transportation Authority

FROM: Christopher Zimmerman, Chairman
Northern Virginia Transportation Authority

SUBJECT: Report of the Organizational Working Group

DATE: June 1, 2007

Recommendations of Working Group:

The Organizational Working Group recommends that NVTa take the following actions on June 6, 2007:

1. Approve a job description for an executive director (Attachment I) to be hired under contract to the NVTa for an initial period of two years and approve advertisement for the position. In addition, recommend a small group of individuals to manage the hiring process and conduct initial interviews with the intent of having an executive director hired by September 2007.
2. Establish the Technical Advisory Committee and Planning Coordination Advisory Committee, as described in Attachment II.
 - a. Direct the Organizational Working Group to circulate a list of names for potential appointment to the Technical Advisory Committee and prepare a final list of recommendations prior to the July 12, 2007, meeting.
 - b. Direct the Organizational Working Group to seek nominations for the Planning Coordination Advisory Committee from the local jurisdictions and prepare a list of recommendations prior to the July 12, 2007, meeting.
3. Convert the Interim Technical Committee to the Jurisdiction/Agency Coordinating Committee (JACC), as also described in Attachment II.
4. Approve revised meeting calendar for remainder of 2007, including final determination regarding the December 13, 2007, meeting, as described in Attachment III. Consider adding a meeting in August or early September to hire the executive director.

5. Direct the Organizational Working Group to seek on a temporary basis, a location suitable for establishing a business address and phone number, for conducting business on a near-term basis with up to five employees/contractors, and for the NVTA and its three committees to meet. Preferably this would be shared space with a regional agency or local jurisdiction, but could potentially be a short-term rental if that becomes necessary. A contract for space should be presented to the NVTA for approval by the September 27, 2007, meeting.
6. Continue to rely on existing administrative arrangements, local staff support, and working group support, combined with the three committees and space at a temporary location, until an executive director arrives and leads the further transformation of the NVTA.
7. Direct the Organizational Working Group, in conjunction with the Public Outreach Working Group, to develop recommendations for meeting locations specific to the following types of meetings: business meetings, public hearings/information sessions, and work sessions.
8. Direct the working groups, with the Financial Working Group in the lead, to cooperatively develop a start up budget for NVTA and recommend a method of funding it to present at the July 12, 2007, meeting.
9. Authorize the advertisement of a public hearing for July 12, 2007, to consider public comments on the imposition of the Northern Virginia taxes and fees authorized by the General Assembly in HB 3202.

Response to Overarching Question

- How should NVTA be organized to effectively and efficiently undertake that work it has been assigned, and what are the interim steps that need to be taken to reach that end?

The Organizational Working Group believes that the answer to this question should be broken into two parts, immediate and medium term. "Immediate" represents actions that should be taken in the next several months. "Medium Term" represents actions that should be taken in six to 12 months.

Based on the information discussed by the Organizational Working Group and provided by the other working groups, the Organizational Working Group believes that NVTA should proceed with hiring or contracting for an Executive Director, legal counsel, and the financial management, project management, administrative and public information functions.

Executive Director

Immediate: This position is mandated by the original legislation establishing NVTA. The position is needed to direct the formal establishment of NVTA as an independent body and will report directly to the NVTA. The executive director is also needed as the lead person to hire or procure any additional staff or contractors contingent on NVTA consent. The Organizational Working Group discussed several different ways to provide for an executive director. These include hiring the executive director as an NVTA staff person directly, contacting with a firm or individual to provide for these functions or borrowing a staff member from a local jurisdictions or an existing transportation agency to provide these function.

Since NVTA will need specific organizational skills that may be different than the skills needed to run NVTA over the long term, the Organizational Working Group recommends that NVTA hire an Executive Director directly for two years. The initial executive director should not be precluded from being considered for the permanent position.

Medium Term: After the first year, NVTA should review the status of the organization and begin to consider which skills it requires in a permanent executive director.

Financial Management Function

Immediate: The financial management function is important, since a primary function of the NVTA, particularly initially, will be a financial one. This function could be accomplished by utilizing some of the existing regional agencies to perform the accounting function in the short-term. However, it is important that the NVTA have personnel to supervise this work during start-up and set the groundwork for NVTA's future financial operations. This could be done by contracting with a private firm, setting up an arrangement with a regional agency, or hiring staff directly. The Executive Director will make a recommendation to the NVTA regarding financial staffing.

Medium Term: After the first year, NVTA should review the status of the organization and consider whether on not the on-going financial work load warrants the hiring of additional financial staff or contractors.

Legal Counsel

Immediate: The Legal Working Group proposed to provide day-to-day legal counsel by using a group of local legal staff. These staff would be appointed by their local boards or councils, and approved by the NVTA. This group of legal staff would be divided into specific specialty areas, such as revenue collection agreements, project implementation agreements, personnel agreements, etc. The Legal Working Group also recommended retaining outside Bond Counsel immediately. It was determined that much of the cost of retaining a bond counsel could be included in the bond issuance, however there will be some additional costs associated with such a bond issuance.

Medium Term: After the first year, NVTA should review the status of the organization and consider whether on not the on-going legal work load warrants the hiring of a General Counsel or a contractor to fill this function.

Project Management Function

Immediate: Since the Legal Working Group will likely recommend a legal strategy that involves selling bonds for projects, the Organizational Working Group believes it will be important to have personnel to be initially responsible for project implementation. This would involve working with the Jurisdictional and Agency Coordinating Committee to prepare a Six Year Program for NVTA, as well as coordinating details related to specific projects, as needed, and ensuring that appropriate reports are filed with NVTA. This function could be accomplished by hiring a contractor or staffing it directly; the Executive Director will make a recommendation to the NVTA regarding hiring or procuring this function.

Medium Term: Given the potential amount of funds available to NVTA to implement projects and services, it may be appropriate for NVTA to hire several project managers over time. After the first year, the Executive Director and the NVTA should review the status of the organization and consider whether to augment its project management capabilities either directly or through contractors.

Public Information Function

Immediate: There is an immediate need for NVTA to have a person to provide public information on a regional basis. The function would provide a day to day technical point of contact for the media and citizens who have questions about the direction NVTA is proceeding with the institution of the taxes and fees and implementation of projects. This function would also coordinate outreach activities and NVTA public comment periods. This function could likely be accomplished in the short-term by using a local government or regional agency staff or by contracting with a private firm; the Executive Director will make a longer-term recommendation to the NVTA regarding hiring or procuring this function.

Medium Term: After the first year, NVTA should review the status of the organization and consider whether changes should be made to its public outreach approach.

Other Staff: Accountant, Administrative Assistant, Inspector General

Immediate: The accounting function should be contracted out initially with input from existing regional public agencies. The administrative function could be included as part of the shared office space, if space is found at a local government or regional agency. However, it is an important function, so if it becomes necessary to rent office space, an administrative assistant should be hired or procured.

Medium Term: In the medium term it will probably be necessary for NVTA to hire or procure a full time support for these functions, including an inspector general function...

Responses to Other Questions Submitted to Working Group:

- Including input from the other four working groups, what is the best organizational structure, related to the use of in house staff, consultants, local jurisdictional staffs, and transportation and planning agency staffs?

The Organizational Working Group's recommendations are outlined above by function.

- How will the Planning Committee established in NVTA's legislation be organized? What functions will be assigned to the committee? Other than the towns, who will be members? How often will the committee meet?

The Organizational Working Group recommends that the Planning Coordination Advisory Committee as outlined in NVTA's legislation be established as outlined in Attachment II.

- How will the Technical Committee established in NVTA's legislation be handled? What functions will be assigned to the committee? How often will the committee meet? How will it interact with the Interim Technical Committee? Will the Interim Technical Committee remain? Are any changes needed in its organization? If it remains, should it be renamed?

The Organizational Working Group recommends that the Technical Advisory Committee included in NVTA's legislation be established as outlined in Attachment II. In addition, the Organizational Working Group recommends that the Interim Technical Committee retain its current functions and be converted to the Jurisdiction and Agency Coordinating Committee as outlined in Attachment II.

- Does the organization of NVTC, PRTC, NVRC or MWAA offer any lessons for NVTA?

The Organizational Working Group did consider the organization of NVTC, PRTC and NVRC, and its recommendations are consistent with a small administrative staff and the use of contractors. The Organizational Working Group did not pursue the MWAA model of a larger organization directly responsible for operating and constructing transportation projects and services.

- What process should NVTA use for hiring an executive director?

The Organizational Working Group prepared a draft position description for an executive director for NVTA's consideration. In addition, if directed the Organizational Working Group will recommend a small group of individuals to manage the hiring process and conduct initial interviews for approval on July 12, 2007.

- What level and type of administrative staff will NVTA need?

As outlined above, the Organizational Working Group recommends that NVTA either share administrative staff with an agency it share office spaces, if this occurs, or hire/procure a person to undertake administrative functions.

- How will NVTA fund its initial expenses?

The Organizational Working Group is collecting information from each of the other working groups and will work with the Financial Working Group to prepare a strategy for NVTA's consideration at the July 12, 2007 meeting.

- What amount of office spaces will NVTA need and where should it be located?

The Organizational Working Group is discussing options with other regional transportation and planning agencies. An update will be presented at the July 12, 2007, meeting.

- What timeline should be used for implementing changes to NVTA's organizational structure?

The Organization Working Group recommends that the process for hiring an Executive Director proceed immediately after July 12, 2007, if NVTA agrees to implement some or all of the taxes and fees authorized by the General Assembly. Other key recommendations relate to procuring/hiring a chief financial officer and procuring legal representation should also be implemented immediately, if any of the taxes and fees are approved. Implementation of and changes to NVTA's committee structure can occur immediately, as well.

- How frequently should NVTA meet in the future?

The Organizational Working Group outlined a meeting schedule for the remainder of CY 2007 in Attachment III.

Responses to Additional Questions Asked by Working Group:

- How should the Technical Advisory Committee members be appointed?

See information provided in Attachment II.

- Can the taxes and fees authorized by the General Assembly be used to pay NVTA's administrative costs?

The legal representatives on the Organizational Working Group, in conjunction with the Legal Working Group, believe that since NVTA's activities are for "transportation purposes," administrative expenses could be covered by the taxes and fees authorized by the General Assembly.

Activities that the Working Group is still undertaking:

The Working Group is still working on the following outstanding items (if any): See recommendation and answers to specific questions above.

Members, Northern Virginia Transportation Authority
June 1, 2007
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Members of the Working Group:

Chris Zimmerman, Arlington County, Chairman
Robert Lederer, Fairfax City, Vice Chairman

Bernard Caton, City of Alexandria
Ignacio Pessaso, City of Alexandria
Tamara Ashby, Arlington County
Dennis Leach, Arlington County
Steve MacIsaac, Arlington County
Alex Verzosa, City of Fairfax
Tom Biesiadny, Fairfax County
Kathy Ichter, Fairfax County
Michael Long, Fairfax County
Cindy Mester, City of Falls Church
Wendy Block Sanford, City of Falls Church
Nick Garner, City of Manassas
G. Mark Gibb, Northern Virginia Regional Commission
Rick Taube, Northern Virginia Transportation Commission
Al Harf, Potomac Rappahannock Transportation Commission
Tom Blaser, Prince William County
Rick Canizales, Prince William County
Bob McDonald, Virginia Department of Transportation
Dennis Morrison, Virginia Department of Transportation
Shiva Pant, Washington Metropolitan Area Transit Authority

**Northern Virginia Transportation Authority
DRAFT Executive Director Position Description**

<p>POSITION SUMMARY</p>	<p>This position will guide the development of the NVTa small staff organization and work program. Responsibilities include organizational development, financial management, capital project programming and planning, project development, public outreach, regional consensus-building, and staff management. The Executive Director will be responsible for implementing the vision of NVTa Board and its local member jurisdictions. This position is envisioned to be for a term of two years, with an opportunity to extend should such an extension be acceptable to both parties.</p>
<p>DESIRED JOB QUALIFICATIONS/COMPETENCIES</p>	<ul style="list-style-type: none"> • Excellent oral and written communication skills • Ability to effectively interact and work cooperatively with elected officials and staff at all levels of state, regional and local government, private sector partners and members of the public. • Proven experience in developing an organizational structure, staffing plan, work program and administrative procedures for a small governmental agency or agencies • Expertise in budgeting and financial tracking/management practices desirable • Understanding of effective public/community processes that instill confidence in agency processes and decision-making • Proven analytical skills
<p>REQUIRED EDUCATION AND EXPERIENCE</p>	<ul style="list-style-type: none"> • Bachelor's degree required • Masters Degree in Planning, Business, Transportation Management, Public Administration, Economics, Engineering, or related field preferred • A minimum of 10 years management experience
<p>ESSENTIAL FUNCTIONS</p>	<ul style="list-style-type: none"> • In consultation with the appointed NVTa Board and staff from the local jurisdictions, determine appropriate NVTa staff structure and functions, develop hiring and staffing procedures and policies, and outline the necessary administrative budget for the organization. • Hire appropriate staff as authorized by the NVTa Board. • Work with the NVTa Board members to develop a detailed work program, establish priorities, and set a direction for the future.

	<ul style="list-style-type: none"> • Secure the appropriate local and state agreements to ensure collection of NVTA taxes and fees • Participate in development of the NVTA capital program with NVTA members and local jurisdictional and agency staff. Provides management and technical support for the resultant capital program and component projects to ensure that they are designed, developed and completed on time, within budget and at the desired quality levels. • Oversee the development of a public information/outreach program • Provide staff support for NVTA’s Technical Advisory Commission, Planning Coordination Advisory Committee and Jurisdiction and Agency Coordinating Committee • Direct internal staff and consultant activities supporting program initiatives and individual projects as determined appropriate in consultation with the NVTA Board and staffs of the member local governments. Provides management and technical support for these projects with respect to scope, schedule and cost
SALARY	<ul style="list-style-type: none"> • Negotiable; consistent with experience.

NVTA Committees June 1, 2007

Technical Advisory Committee (Required)

Statute: The Authority shall have a technical advisory committee, consisting of nine individuals who reside or are employed in counties and cities embraced by the Authority and have experience in transportation planning, finance, engineering, construction, or management. Six members shall be appointed by local jurisdictions and three members shall be appointed by the chairman of the Commonwealth Transportation Board. The technical advisory committee shall advise and provide recommendations on the development of projects as required by § [15.2-4838](#) and funding strategies and other matters as directed by the Authority.

Charge: This committee of citizens with technical expertise shall be responsible for reviewing the development of major projects and potential funding strategies and providing advisory recommendations to the NVTA members. “Development of Projects” shall be defined as: the identification of projects for the NVTA long range transportation plan and the NVTA Six Year Program, and the application of performance-based criteria to the projects identified.

Membership: As specified in statute. In addition, seek to balance highway, transit, pedestrian, and bicycle expertise. In general, the membership should also be balanced regionally. NVTA will recommend a list of members each year and submit that list to the local jurisdictions and the chairman of the Commonwealth Transportation Board for approval. Initially, half the locally appointed members will serve a one-year term. The other half will serve two year terms. Subsequently, the members will serve a three-year term. The members appointed by the chairman of the Commonwealth Transportation Board will serve three year terms. All members may be reappointed for additional three year terms. Locally appointed members may be removed by the Chairman of NVTA for failure to attend three consecutive meeting or if the member longer resides in an NVTA jurisdiction.

The Chairman will be selected by the NVTA Chairman. Staff support shall be provided by the NVTA Executive Director or his/her designee.

Quorum and Voting: A quorum shall consist of five members. The committee shall strive for consensus when developing recommendations. If consensus on recommendations can not be achieved, majority and minority reports that identify issues that need to be addressed shall be presented to the NVTA.

Planning Coordination Advisory Committee (Required)

Statute: The Authority also shall have a planning coordination advisory committee, which shall include, but not be limited to, at least one elected official from each town that is located in any county embraced by the Authority and receives street maintenance payments under § [33.1-41.1](#).

Charge: This committee of elected officials shall be responsible for advising the NVTA on larger policy issues related to the periodic update of the NVTA's Long Range Transportation Plan (currently TransAction 2030), and the development of NVTA's Six Year Program with consideration to regional transportation, land use and growth issues (including follow up to the ATLAS Study), and providing advisory recommendations to the NVTA members.

Membership: Elected officials who are not members of NVTA, including one member from the Towns of Dumfries, Herndon, Leesburg, Purcellville, Vienna, and any town that receives the specified street payment in the future; one member each from the Cities of Fairfax, Falls Church, Manassas and Manassas Park; two members each from the City of Alexandria and Arlington County; three members each from Loudoun and Prince William Counties, and four members from Fairfax County (23 members). Members will be appointed annually by their local governing bodies. The Chairman will be selected by the NVTA Chairman. Staff support shall be provided by the NVTA Executive Director or his/her designee.

Quorum and Voting: A quorum shall consist of a majority of the committee members. The committee shall strive for consensus when developing recommendations. In the event that consensus cannot be attained, approval of an advisory recommendation or other action shall require an affirmative vote of two-thirds of the members present representing two-thirds of the region's population. For purposes of such votes, town populations shall be subtracted from county populations and voted independently.

Jurisdiction and Agency Coordinating Committee (Formerly the Interim Technical Committee)

Statute: *The Authority may, in its discretion, form additional advisory committees.*

Charge: This committee of jurisdiction and agency staff shall provide principal technical analyses, advice and recommendations to the NVTA on transportation projects and services, financial matters, regional transportation planning, long range transportation planning, air quality, legislation, and testimony to the CTB, and provide principal interagency coordination for NVTA. The committee shall be responsible for developing the NVTA Six Year Program with assistance from the Planning Coordination Advisory Committee and review by the Technical Advisory Committee.

Membership: One staff person from each of the nine local jurisdictions that are members of NVTA; one staff person from each of the five towns represented on the Planning Coordination Advisory Committee; one staff member from VDOT, DRPT, WMATA, VRE, NVTC, PRTC, NVRC, MWAA, and the NVTA executive director. Members shall be appointed by the Chief Administrative Officer or Chief Executive Officer of each of the jurisdictions or agencies, or his/her designee. Chairman shall be a staff person from one of the NVTA member jurisdictions, selected by the members and approved by NVTA. Staff support shall be provided by the NVTA Executive Director or his/her designee.

Quorum and Voting: A quorum shall consist of a majority of the committee members. The committee shall strive for consensus when developing recommendations. In the event that consensus cannot be achieved, approval of recommendations or other action shall require an affirmative vote of two-thirds of the members, including two-thirds of the jurisdictional members

present representing two-thirds of the region's population. For purposes of such votes, town populations shall be subtracted from county populations and voted independently. If consensus is not achieved, communication to the NVTAs should discuss both majority and minority positions.

Proposed CY 2007 Meeting Schedule and Work Program Revisions
Northern Virginia Transportation Authority
June 1, 2007 (**ADDITIONS IN BOLD**)

July 12, 2007

- Election of Officers
- Endorse Meeting Schedule for FY 2008
- **Hold Public Hearing on the Adoption of the Taxes and Fees Authorized by the General Assembly**
- **Discussion of Public Comment on Adoption of Taxes and Fees**
- **Review Follow Up Information Prepared by Working Groups and Interim Technical Committee**
- **Consideration of Action on Taxes and Fees and Subsequent Actions**
 - **Such as an initial program of projects, hiring of staff and/or filling of functions, and authorizing the issuance of debt.**
- Endorse FY 2009 CMAQ/RSTP Process and Schedule
- Receive Briefing on the TIP/CLRP Update
- Discuss TPB/MWAQC/MWCOG Issues, if any

August – No Meeting? (Discussion at June 6, 2007, meeting)

September 27, 2007 – 6:00 p.m.

- **Discuss Follow Up Actions Related to Implementation of HB 3202**
- Review Draft Testimony for the CTB's Fall Transportation (Pre-Allocation) Public Hearing
- Hold Initial Discussion of a 2008 Legislative Program
- Receive Briefing on next phase of I-66 Inside the Beltway Study/Alternative Analysis (Idea-66)
- Discuss TPB/MWAQC/MWCOG Issues, including update on ozone season

November 8, 2007

- Public Comment – Open Forum on Transportation Issues and Legislative Program
- **Discuss Follow Up Actions Related to Implementation of HB 3202**
 - **Including review of Jurisdiction and Agency Coordinating Committee Recommendations regarding a project development process, a six year implementation program, and a list of federalized projects**
- Endorse Testimony for the CTB's Fall Transportation (Pre-Allocation) Public Hearing
- Adopt 2008 Legislative Agenda
- Adopt FY 2009 CMAQ/RSTP Project List
- Discuss Proposed CY 2008 Work Program
- Receive Briefing on a Major Regional Transportation Study or Project, if appropriate
- Discuss TPB/MWAQC/MWCOG Issues, if any

December 13, 2007

- **Discuss Follow Up Actions Related to Implementation of HB 3202**
- **Adopt CY 2009 Work Program**
- **Receive Briefing on a Major Regional Transportation Study or Project, if appropriate**
- **Discuss TPB/MWAQC/MWCOG Issues, if any**