

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

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

FROM: Michael Longhi, CFO

DATE: October 7, 2021

SUBJECT: Chief Executive Officer Position Description

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

- vi. Ms. Backmon
- f. TMG used other research and resources, at its independent determination to develop the draft position description.
- g. TMG sought information from private sector representatives who are familiar with NVTA for public sector organizations to survey.
- h. NVTA staff have provided support as requested by TMG.
- i. The current Executive Director Position Description is attached for reference.
- j. The draft Chief Executive Officer Position Description is attached for review and consideration.
- k. Track change versions of the evolved position description are available upon request. They are not presented here due to the number and breadth of changes, by multiple parties, making the documents very difficult to follow.
- l. Chair Randall directed staff to distribute the draft position description to all Authority Members at the September Authority meeting for review and comment in preparation for the October Authority meeting.
- m. No comments on the draft position description were received. Thus, the current draft is exactly the same as recommended for Authority by the GPC.

4. Next Steps:

- a. Based on the current draft of the position description TMG started the compensation analysis stage of the consulting work.

Attachments:

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

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

POSITION TITLE: Executive Director

REPORTS TO: NVTA [Board]

BACKGROUND:

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

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

Organization of the Authority:

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

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

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

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

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

SPECIFIC RESPONSIBILITIES:

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

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

PREFERRED CHARACTERISTICS:

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

QUALIFICATIONS:²

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

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

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

ADDITIONAL CONSIDERATIONS:

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

WORK ENVIRONMENT:

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

NVTA is an Equal Opportunity Employer.



NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

POSITION TITLE: Chief Executive Officer

REPORTS TO: NVTA – Authority Board Members

BACKGROUND:

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

Organization of the Authority:

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

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

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

Key Functions:

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

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

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

PREFERRED CHARACTERISTICS:

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

QUALIFICATIONS:

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

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

ADDITIONAL CONSIDERATIONS:

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

WORK ENVIRONMENT:

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

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Chief Executive Officer

Date

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