



AGENDA

Tysons Community Alliance Board Meeting
Wednesday, June 14, 2023 | 8:30 AM - 10:00 AM
Boro Station Conference Center / Zoom

1. Welcome and Overview
2. CEO Announcement
3. Financial Reports
4. Adopt Work Plan Budget
5. Board Business
6. Report: Finalize MOU with County
7. Program Reports
8. Strategic Plan Update
9. Market Report
10. Adjourn

**Tysons Community Alliance
YTD Statement of Activities
November 2022 - May 2023**

Revenue	Actual YTD	Budget YTD	Amount Remaining
GSF-General Fund (Fairfax County)	2,500,000	2,500,000	-
Total Revenue	2,500,000	2,500,000	-
Expenses YTD			
Administrative	\$ 452,729	\$ 753,750	\$ 301,021
Communications and Branding	\$ 423,118	\$ 587,250	\$ 164,132
Research, Planning and Development	\$ 116,230	\$ 409,000	\$ 292,770
Placemaking and Management	\$ 117,995	\$ 513,000	\$ 395,005
Transportation and Mobility	\$ 29,275	\$ 237,000	\$ 207,725
Total Expenses	\$ 1,139,347	\$ 2,500,000	1,360,653
Revenue Minus Expenses	\$ 1,360,653	\$ -	\$ 1,360,653



Date: June 12, 2023

Re: Tysons Community Alliance FY24 Budget and Workplan

To Members of the Tysons Community Alliance Board of Directors:

We are pleased to present to you the proposed Tysons Community Alliance (TCA) work program and budget for the upcoming FY24 fiscal year, spanning from July 1, 2023, to June 30, 2024. This document outlines our strategic plans and financial projections for the year ahead, all of which has been reviewed and endorsed by our Executive Committee.

As a reminder, the TCA's original business plan was formulated based on an annual budget of \$4 million, with funding from Fairfax County Government and the Tysons Transportation Service District. Last October, the Fairfax County Board of Supervisors granted us an initial prorated appropriation of \$2.5 million, covering the remaining two-thirds of the fiscal year. Subsequently, the TCA board of directors convened to adopt the FY23 budget.

The FY24 budget retains the same underlying work plan and budget structure endorsed by the TCA board last year. However, unlike the previous year's budget, which accounted for two-thirds of a year, the current budget encompasses the entire fiscal year.

I would like to highlight a few key points regarding revenue and expenses in the projections:

1. Revenue: To meet the anticipated program requirements amounting to approximately \$4 million, we have included the expected \$3 million contribution from the County. Additionally, we have factored in an estimated carryover of roughly \$1.05 million from FY23, resulting in a total projected revenue of \$4.1 million for the coming fiscal year.

While a carryover was anticipated in our startup year, it is important to note that this surplus is likely a one-time opportunity. In the conceptual planning for the organization's budget over a year ago, it was assumed that TCA would be eligible to receive \$1 million from the Tysons Transportation Service District to help cover expenses. We are coordinating with leadership from the County and the Tysons Transportation Service District Advisory Board to secure these funds for our FY25 budget.

2. Expenses: The budget allocates resources to support the four core programmatic functions that define our organization's essential services. These include communications and branding; placemaking and events; research, planning and economic development; and transportation and mobility. Over 50% of the proposed expenses are dedicated to staffing needs for each core function, with the remaining funds allocated to direct program expenditures. It is worth noting that our staff

members also contribute to programmatic services and have the potential to spearhead new initiatives without a significant increase in staffing requirements.

It is essential to recognize that the TCA will undergo significant transitions in the coming year, which may impact both the next year's budget and subsequent years. Of most consequence, our new CEO Katie Cristol begins in her role next month and will focus on hiring additional staff as a key priority.

Furthermore, effective January 1, 2024, the TCA will assume operational responsibility for the Tysons Transportation Management Association, including managing a transportation demand management (TDM) service program that currently generates over \$600,000 in annual revenue.

Finally, by the end of the fall, the TCA will propose a new strategic plan for Tysons, which may necessitate immediate and long-term adjustments to the budget. However, the present program and budget proposal provide a strong foundation for accommodating any necessary changes.

We appreciated your unwavering support and commitment to the TCA and its mission. Your guidance and dedication have been instrumental in shaping our organization's success and driving positive change within the Tysons community.

Sincerely,

Rich Bradley
Interim CEO
Tysons Community Alliance

Tyson Community Alliance (TCA)

FY24 Workplan and Budget

INTRODUCTION

Tyson Community Alliance (TCA) is a non-profit organization founded to promote economic and social development in the Tyson area. TCA actively works to foster collaboration and partnerships between members of the local business community, local residents, government, and non-profit organizations.

GOALS

The goals are derived from and are intended to reinforce key principles embedded in the County's new and still evolving Strategic Plan. They are:

- **Catalyze inclusive economic growth and development.**
- **Continue to establish and promote the identity of Tyson.**
- **Activate the public realm through distinctive events and pop-up experiences.**
- **Champion livability through walkability and connectivity.**

OPERATIONAL INITIATIVES AND PROGRAMS

To achieve its goals, the proposed TCA will carry out a wide range of program activities organized around four core strategies:

- **Communications and Branding**
- **Research and Business Support**
- **Placemaking and Place Management**
- **Transportation and Mobility**

Communications and Branding

The overall communication and branding program will be structured to be multifaceted and interwoven into all aspects of the TCA's service offerings. It will be considered a core function.

The independent elements include:

- Build and maintain a multimedia communications platform by establishing vital web and social media channels that serve as the promotional "face" of Tyson and central hub for all Tyson-based information and resources.
- Establish a Public Relations and Communications Program, develop messaging strategies and goals intended to highlight and promote positive perceptions of Tyson. This would

consist of creative messaging for media relations, member communications and organizational publications. The TCA will also publish an annual report as well as ongoing newsletters.

- Branding and Advertising which will build on and evolve the core brand elements established in advance of the TCA's launch and which will intend to infuse not only all the organization's communications but also serve as a template for other businesses and business organizations located in Tysons. The brand will be amplified through an ongoing advertising program which will reach out to many audiences.
- Provide signature brand events, promotions and offer sponsorship opportunities which will be offered throughout the year and intended to both serve residents but also draw visitors to the area as well as serve to communicate a vital image of Tysons.
- Facilitate community cohesion and livability through the outreach efforts of dedicated staff as well as the use of a variety of community engagement web- based tools. The purpose is to assure not only that large numbers of residents and business owners are informed of the unfolding plans for the area but also have ways to provide continuing input to major decisions.

Research and Business Support

Catalyze economic growth and inclusive development is the first stated goal of the TCA. Given the contingencies of the Covid-19 crisis on business and employment, this set of programs is essential for aiding recovery and driving new growth. Specific elements of this program include:

- Maintain and Expand a "Data Hub" by continuously collecting information about the retail, office, hotel, residential and service economies, as well as other publicly shared performance measures about living, working or being in Tysons. The purpose of collecting and analyzing these kinds of information is to help guide public and private decision making. This function will also help secure the TCA's position as the leadership organization for the area.
- Produce Market Data and Other Reports which can be shared with real estate brokers, property owners, property managers, commercial tenants, potential tenants, investment companies and public officials. These reports will also contain information about rental rates, vacancies, property sales, pedestrian counts, transit ridership and resident demographics, to name some of the important variables.
- Support Robust Market Development not only through report generation but also through regular meetings with brokers as well as company marketing directors to better understand their needs and challenges and to direct resources to solve their problems. The purpose is to help them retain as well as attract tenants.

- Develop Innovative and Thought Leadership Capacity focusing attention on new kinds of programs or technologies which could be applied in the Tysons area to enhance environmental sustainability (i.e., co-generation or energy management districts) or inclusive growth keyed to community and economic development goals (i.e., affordable housing and workforce development).
- Promote a Network of Walkable, Livable and Connected Neighborhoods by working in cooperation with County agencies to organize collaborative public/private/civic processes to drive appropriate investments and improvements in a best-in-class pedestrian-oriented park and public open space system which connect to and through the commercial cores.

Placemaking and Place Management

A key focus of the TCA will be on enhancing Tysons' emerging urban place amenities and weaving them into comprehensive and uniform high-quality identity. This will be accomplished through the following program initiatives:

- Help Shape a Set of Urban and Public Space Design Fundamentals and Principles which help set new standards especially for streetscape improvements, parks, and plazas, as well as landscaping treatments. As part of this effort, it will help design and implement a comprehensive wayfinding program that is welcoming and is reflective of the Tysons brand.
- Catalyze Public Space Developments and Improvements through participation in small scale "pilot" projects, like pocket parks or parklets, in partnership with the County or private developers. This could also include participating in the creation of a Public Arts program, which will be engaging and will foster community pride.
- Create and Manage a Supportive Place Activation Program which includes a range of events (i.e., festivals, concerts, street performers, farmers markets), often in partnership with other businesses or community organizations, to help communicate identity and build community. These kinds of activities will be targeted to underutilized or vacant spaces by using pop-up markets or temporary public art installations or other innovative techniques to help create a new sense of place possibilities.
- Manage the Quality of Place Throughout Tysons to insure attention to basic services like cleanliness and security and the maintenance of public and private infrastructure, primarily through coordination and cooperation with property owners and the County. This could also include coordinating with public and nonprofit service providers to help address any social or health needs.
- Upgrading and Beautifying Streetscape and Street Furnishings by providing a vibrant flower program and introducing holiday décor strategically positioned to draw attention

to area attractions. This focus of attention will also include helping to model comfortable, attractive, high quality, low maintenance street furniture sensitive to a newly developing Tysons' aesthetic.

Transportation and Mobility

Simultaneously, one of the Tysons areas greatest advantages – its centrality and accessibility, also poses its most significant challenge – its resulting congestion and car orientation. The following programs are intended to help alleviate this major drawback. They include:

- Deliver Transportation Demand Management (TDM) Programs and Services directly or through employer-based programs which offer a range of ride sharing or collective transportation options, especially to employees. This would also include continuing to promote telework and other alternative work arrangements which minimize peak hour commuting and reduce congestion.
- Coordinate with Metro, County and The Commonwealth to help plan and ensure the timely delivery of new transit services and infrastructure, as well as public capital projects and other improvements, giving special attention to the ways they enhance and reinforce placemaking opportunities.
- Collect transportation and mobility data to determine key trends, opportunities and challenges shaping Tysons. Coordinate with Tysons property owners, employers, and businesses to identify and track commuter trends to better understand regional mobility needs.
- Help Reduce Congestion and Improve Connectivity by helping to catalyze public and private investments like shuttle buses or the application of automated vehicles for internal mobility, which are focused primarily on enhancing the use of alternative options to privately driven auto travel.
- Promote Multi-Modal Transit, Bike and Pedestrian Improvements by giving special attention to pedestrian and bike infrastructure improvements. This includes focusing on ways to encourage the installation of bike racks, the use of e-bikes and scooters and the establishment of bike trails and cycle tracks. Traffic signalization could be timed to give more priority to pedestrian movements.
- Promote the Implementation of Micro-Mobility and “Last Mile” Solutions which facilitate internal mobility for transit users or others who use shared riding to access the area.

PERFORMANCE MEASURES

All the programs, projects and activities presented in this plan, as well as new projects which the TCA will catalyze, will be evaluated on a regular basis to ensure they remain relevant,

provide value to the organization, and meet strategic outcome criteria. Some of the input and outcome metrics include:

Communications and Branding

- Perception surveys
- Website traffic
- Social media followers and engagement
- Earned media value generated (advertising value equivalency)
- Sponsorship revenue
- Number and quality of publications
- Quality of organizational partnerships
- Event attendance

Research and Business Support

- Increased occupancy counts
- Increased retail/restaurant sales
- Increased home and condo sales
- Increased employment
- Number of media citations using research data
- Increase in Rev/PAR rates for hotels
- Attendance at broker briefings
- Quality of reports and research findings
- Increase in park and place investments
- Increase investment in infrastructure

Placemaking and Place Management

- Number (and intensity of use) parks, places and parklets
- Installation and use of street furniture
- Amounts and kinds of beautification improvements
- Number of events and event attendance
- Amount of investment in parks and plazas
- Expansion of public art program
- Pedestrian counts of people dog-walking
- Way-finding improvements
- Increase in pedestrian counts

Transportation and Mobility

- Improvement in modal shift to shared vehicle travel
- Reduced congestion
- Higher bike and transit usage
- Reduced travel times
- Improved transit services

- Improved pedestrian safety
- Improvements in public and private parking information system
- Expanded use of telework

Tyson's Community Alliance: Proposed FY24 Budget

REVENUE

FY24 Fairfax County Appropriation		\$ 3,000,000
FY23 TCA Carryover (projected)		\$ 1,052,802
	Total	\$ 4,052,802

EXPENDITURES

Communications and Branding

Staff

Director	\$ 150,000	
Communications Manager	\$ 90,000	
Social Media/Graphic Design	\$ 75,000	
Community Outreach Coordinator	\$ 70,000	
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	\$ 385,000	\$ 385,000
Benefits (33%)	\$ 127,050	\$ 127,050

Other

Marketing Materials	\$ 90,000	
Web Design and Maintenance	\$ 90,000	
Advertising	\$ 70,000	
Promotions	\$ 75,000	
Community Engagement Platform	\$ 60,000	
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	\$ 385,000	\$ 385,000

Subtotal \$ 897,050

Research and Business Support

Staff

Senior Director	\$ 175,000	
Planning Manager	\$ 90,000	
Research Manager	\$ 90,000	
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	\$ 355,000	\$ 355,000
Benefits (33%)	\$ 117,150	\$ 117,150

Other

Supplemental Market Studies	\$ 90,000	
Supplemental Planning Studies	\$ 40,000	

Reports/Publication	\$ 20,000	
Meeting Support	\$ 20,000	
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	\$ 170,000	\$ 170,000

Subtotal \$ 642,150

Placemaking and Place Management

Staff

Director	\$ 140,000	
Events Manager	\$ 90,000	
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	\$ 230,000	\$ 230,000
Benefits (33%)	\$ 75,900	\$ 75,900

Other

Event Programs	\$ 125,000	
Place Projects	\$ 125,000	
Equipment and Supplies	\$ 75,000	
Beautification	\$ 90,000	
Way-finding Program	\$ 90,000	
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	\$ 505,000	\$ 505,000

Subtotal \$ 810,900

Transportation and Mobility

Staff

Director	\$ 150,000	
TDM Manager	\$ 90,000	
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	\$ 240,000	\$ 240,000
Benefits	\$ 79,200	\$ 79,200

Other

TDM Incentives	\$ 80,000	
Pilot Projects	\$ 85,000	
Transportation Studies	\$ 50,000	
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	\$ 215,000	\$ 215,000

Subtotal \$ 534,200

Administration and Finance

Staff

Executive Director	\$ 205,000	
Dir. Admin + Finance	\$ 150,000	
Workplace Manager	\$ 90,000	
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	\$ 445,000	\$ 445,000
Benefits	\$ 146,850	\$ 146,850

Other

Rent	\$ 100,000	
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Equipment	\$ 70,000	
Travel/Meeting Expenses	\$ 70,000	
Supplies	\$ 40,000	
Insurances	\$ 70,000	
Accounting/Audits	\$ 50,000	
Consultants	\$ 120,000	
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	\$ 520,000	\$ 520,000
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	Subtotal	\$ 1,111,850

TOTAL EXPENDITURES

\$ 3,996,150

**TYSONS COMMUNITY ALLIANCE
RESOLUTIONS OF THE BOARD OF DIRECTORS**

June 14, 2023

EXECUTIVE COMMITTEE VACANCY:

WHEREAS, Tammy Hoffman has resigned from the Executive Committee.

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby elects Kathryn Falk to serve as an Executive Committee member until the expiration of her term as a director or until her successor is appointed.

BOARD VACANCY:

WHEREAS, Tammy Hoffman has resigned from the Board; and

WHEREAS, pursuant to § 13.1-862 of the Virginia Nonstock Corporation Act, the Board may fill vacancy occurring on the Board.

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby elects Lorig Armenian to serve on the Board until the next member meeting at which directors are elected.

NOMINATING COMMITTEE:

WHEREAS, TCA's Bylaws provides that TCA shall have a Nominating Committee with such roles and responsibilities as detailed in Section 5.01(b) of TCA's Bylaws.

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby elects the following directors to serve as the initial members of the Nominating Committee, who shall serve until the expiration of each such director's term or until his or her successor is elected:

1. Hilary Zahm
2. Greg Riegle
3. Lisa Samuels
4. Rebecca Moudry

FINANCE COMMITTEE:

WHEREAS, TCA's Bylaws provides that TCA shall have a Finance Committee with such roles and responsibilities as detailed in Section 5.01(c) of TCA's Bylaws.

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby elects the following directors to serve as the initial members of the Finance Committee, who shall serve until the expiration of each such director's term or until his or her successor is elected:

1. Dave Gelfond
2. Prमित Patel
3. Joe Mondoro

ANNUAL WORK PLAN AND BUDGET:

WHEREAS, the Executive Committee has reviewed and approved the annual work plan and budget for the 2024 fiscal year; and

WHEREAS, the Executive Committee presents the FY 2024 annual work plan and budget for approval by the Board.

NOW, THEREFORE, BE IT:

RESOLVED, that the Board hereby approves the FY 2024 annual work plan and budget.



Lorig Armenian
Vice President, Strategic Communications & Marketing

Lorig Armenian is Vice President of Strategic Communications & Marketing for Freddie Mac, a company chartered by Congress to make homeownership and rental housing more accessible and affordable for Americans. She is charged with working with C-suite leadership to tell the company story to key constituencies, promote corporate reputation, foster employee engagement and drive culture change.

Prior to her current role, Ms. Armenian held communications leadership positions at Freddie Mac and several technology consultancies, where she and her teams were responsible for promoting corporate reputation and employee engagement.

Ms. Armenian holds a Bachelor of Arts in French Language & Literature and a Master of Education, both from the University of Virginia.



FY24 Meeting Schedule
TCA Board and Executive Committee

TCA Board Meetings:

- Wed, Sep 27, 2023: 8:30 AM – 10:00 AM
- Wed, Dec 13, 2023: 8:30 AM – 10:00 AM
- Wed, Mar 27, 2024: 8:30 AM – 10:00 AM
- Wed, Jun 12, 2024: 8:30 AM – 10:00 AM

TCA Executive Committee Meetings:

- Wed, Jul 19, 2023: 8:30 AM – 9:45 AM
- (No Aug 2023 meeting)
- Wed, Sep 13, 2023: 9:00 AM – 10:30AM
- Wed, Oct 25, 2023: 9:00 AM – 10:30AM
- Wed, Nov 29, 2023: 9:00 AM – 10:30AM
- Wed, Jan 24, 2024: 9:00 AM – 10:30AM
- Wed, Feb 28, 2024: 9:00 AM – 10:30AM
- Wed, Apr 24, 2024: 9:00 AM – 10:30AM
- Wed, May 22, 2023: 9:00 AM – 10:30AM