



ARLINGTON COUNTY, VIRGINIA
OFFICE OF THE PURCHASING AGENT
2100 CLARENDON BOULEVARD, SUITE 500
ARLINGTON, VIRGINIA 22201

CONTRACT AWARD COVERPAGE

TO: KIMLEY-HORN AND ASSOCIATES, INC. 11400 COMMERCE PARK DRIVE, SUITE 400 RESTON, VIRGINIA 20191	DATE ISSUED: JUNE 25, 2024	<hr/>
	CONTRACT NO: 24-DES-RFP-291	<hr/>
	CONTRACT TITLE: TRANSPORTATION PLANNING SERVICES	<hr/>

THIS IS A NOTICE OF AWARD OF CONTRACT AND NOT AN ORDER. NO WORK IS AUTHORIZED UNTIL THE VENDOR RECEIVES A VALID COUNTY PURCHASE ORDER ENCUMBERING CONTRACT FUNDS.

The contract documents consist of the terms and conditions of AGREEMENT No. 24-DES-RFP-291 including any attachments or amendments thereto.

EFFECTIVE DATE: JULY 1, 2024
EXPIRES: OCTOBER 31, 2026
RENEWALS: NONE
COMMODITY CODE(S): 91896,95296,91892
LIVING WAGE: N

ATTACHMENTS:
AGREEMENT No. 24-DES-RFP-291

EMPLOYEES NOT TO BENEFIT:
NO COUNTY EMPLOYEE SHALL RECEIVE ANY SHARE OR BENEFIT OF THIS CONTRACT NOT AVAILABLE TO THE GENERAL PUBLIC.

<u>VENDOR CONTACT:</u> DAVID SAMBA	<u>VENDOR TEL. NO.:</u> (703) 671-1300
<u>EMAIL ADDRESS:</u> david.samba@kimley-horn.com	
<u>COUNTY CONTACT:</u> KRISTIN CALKINS (DES-DOT)	<u>COUNTY TEL. NO.:</u> (703) 228-0088
<u>COUNTY CONTACT EMAIL:</u> kcalkins@arlingtonva.us	

PURCHASING DIVISION AUTHORIZATION

<u>Sy Gezachew</u>	<u>Title Procurement Officer</u>	<u>Date June 25, 2024</u>
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**ARLINGTON COUNTY, VIRGINIA
OFFICE OF THE PURCHASING AGENT
2100 CLARENDON BOULEVARD, SUITE 500
ARLINGTON, VA 22201**

AGREEMENT NO. 24-DES-RFP-291

THIS AGREEMENT is made, on 6/25/2024, between **Kimley-Horn and Associates, Inc.**, 421 Fayetteville Street, Suite 600, Raleigh, North Carolina 27601 ("Contractor") a North Carolina corporation authorized to do business in the Commonwealth of Virginia, and the **County Board of Arlington County, Virginia** ("County"). The County and the Contractor, for the consideration hereinafter specified, agree as follows:

1. CONTRACT DOCUMENTS

The "Contract Documents" consist of:

- This Agreement
- Exhibit A – Scope of Work
- Exhibit B – Contract Pricing
- Exhibit C – Contractor Performance Evaluation Form

Where the terms and provisions of this Agreement vary from the terms and provisions of the other Contract Documents, the terms and provisions of this Agreement will prevail over the other Contract Documents, and the remaining Contract Documents will be complementary to each other. If there are any conflicts, the most stringent terms or provisions will prevail.

The Contract Documents set forth the entire agreement between the County and the Contractor. The County and the Contractor agree that no representative or agent of either party has made any representation or promise with respect to the parties' agreement that is not contained in the Contract Documents. The Contract Documents may be referred to below as the "Contract" or the "Agreement".

2. SCOPE OF WORK

The Contractor agrees to perform the services described in the Contract Documents (the "Work"). As detailed in the "Scope of Work" (Exhibit A), the primary purpose of the Work is transportation planning services. It will be the Contractor's responsibility, at its sole cost, to provide the specific services set forth in the Contract Documents and sufficient services to fulfill the purposes of the Work. Nothing in the Contract Documents limits the Contractor's responsibility to manage the details and execution of the Work.

3. PROJECT OFFICER

The performance of the Contractor is subject to the review and approval of the County Project Officer, who will be appointed by the Director of the Arlington County department or agency requesting the Work under this Contract.

4. CONTRACT TERM

Time is of the essence. Work under this Agreement will commence on July 1, 2024. All work defined in Exhibit A, must be completed no later than October 31, 2026. No work will be deemed complete until it is accepted by the County's Project Officer.

5. CONTRACT AMOUNT

This is a cost-reimbursement contract. The Contractor will be paid the unit prices shown in the Contract Documents, up to a maximum of \$1,962,171.00. The Contractor will complete the Work for the total amount specified in this section ("Contract Amount").

The County will not compensate the Contractor for any goods or services beyond those included in Exhibit A unless those additional goods or services are covered by a fully executed amendment to this Contract. Additional services will be billed at the rates set forth in Exhibit B unless otherwise agreed by the parties in writing.

6. PAYMENT

The Contractor must submit invoices to the County's Project Officer, who will either approve the invoice or require corrections. The County will pay the Contractor within forty-five (45) days after receipt of an invoice for completed work that is reasonable and allocable to the Contract and that has been performed to the satisfaction of the Project Officer. All payments will be made from the County to the Contractor via ACH. The number of the County Purchase Order pursuant to which goods or services have been delivered or performed must appear on all invoices.

The Contractor also must submit to the County's Project Officer its W-9 Form, which will include its Federal Employer Identification Number ("FEIN") or Social Security Number ("SSN"), whichever is applicable, before the County can process payment to the Contractor under the Contract.

7. REIMBURSABLE EXPENSES

Only reasonable project-related expenses identified in Exhibit A will be reimbursed. The Contractor will charge allowed reimbursable expenses on a unit-price basis and must provide verified invoices. The total amount paid for project-related expenses will not exceed the amount shown in Exhibit B.

8. REIMBURSABLE TRAVEL-RELATED EXPENSES

The County will not reimburse the Contractor for travel-related expenses for employees located within the greater Baltimore-Washington Metropolitan Area, as defined by the United States Office of Management and Budget. For employees located outside this area, the County will reimburse for pre-approved travel-related expenses, documented with receipts, as follows:

Meals: The County will reimburse at the U.S. General Services Administration's ("GSA") per diem rates for the destination, current for the date of travel, with the first and last days of travel counted at 75% of the per diem rate.

Lodging: The County will reimburse for actual lodging costs at a reasonably priced commercial facility in the immediate area of where the Work is performed, up to the GSA's daily rates for the destination, current for the date of travel. Receipts for lodging must be itemized. Only room and tax charges will be reimbursed; no reimbursement will be made for additional expenses, including but not limited to, room service, laundry, telephone and in-room movies. If the Contractor or its employee shares a room with another person who is not connected with the performance of the Work, including a spouse, the County will reimburse for only the cost of a single room.

The applicable GSA per diem rates can be obtained at <http://www.gsa.gov/portal/content/104877>.

Transportation:

General

Reservations must be made in advance whenever possible to take advantage of all available discounts.

Ground Transportation

Use of public transportation is encouraged. The County will reimburse for the business use of personal or company vehicles, if allowed, at the GSA's mileage rates current at the time of travel. The Contractor's request for reimbursement may not include any personal use of the vehicle.

The County may approve reimbursement for rental of vehicles or use of taxicabs if the Contractor can demonstrate that to be the most economical option. Any reimbursement will cover only those rental charges, insurance and/or fuel fees allocable to work on the Contract and will not cover the purchase of liability insurance and/or collision/comprehensive insurance if the Contractor's or the employee's existing insurance coverage provides such protection.

Air Travel

The County will reimburse for air travel at the lowest available fare, typically economy. Tickets must be purchased at least seven days in advance, unless otherwise approved by the County.

Time limit: The County will not honor requests for travel reimbursement that are submitted more than 60 days after completion of the travel.

Non-reimbursable Expenses: The County will never reimburse for the following expenses:

1. Alcoholic beverages
2. Personal phone calls
3. Entertainment (e.g. pay TV, movies, night clubs, health clubs, theaters, bowling)
4. Personal expenses (e.g. laundry, valet, haircuts)
5. Personal travel insurance (e.g. life, medical, or property insurance) for airfare or rental cars
6. Auto repairs, maintenance and insurance costs for personal vehicles

9. * PAYMENT OF SUBCONTRACTORS

The Contractor is obligated to take one of the two following actions within seven days after receipt of payment by the County for work performed by any subcontractor under this Contract:

- a. Pay the subcontractor for the proportionate share of the total payment received from the County attributable to the work performed by the subcontractor under this Contract; or

- b. Notify the County and the subcontractor, in writing, of the Contractor's intention to withhold all or a part of the subcontractor's payment, with the reason for nonpayment.

The Contractor is obligated to pay interest to the subcontractor on all amounts owed by the Contractor to the subcontractor that remain unpaid after seven days following receipt by the Contractor of payment from the County for work performed by the subcontractor under this Contract, except for amounts withheld as allowed in subsection b., above. Unless otherwise provided under the terms of this Contract, interest will accrue at the rate of 1% per month.

The Contractor must include in each of its subcontracts, if any are permitted, a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.

The Contractor's obligation to pay an interest charge to a subcontractor pursuant to this section may not be construed to be an obligation of the County. A Contract modification may not be made for the purpose of providing reimbursement for such interest charge. A cost reimbursement claim may not include any amount for reimbursement for such interest charge.

10. NO WAIVER OF RIGHTS

The County's approval or acceptance of or payment for any goods or services under this Contract will not waive any rights or causes of action arising out of the Contract.

11. * NON-APPROPRIATION

All payments by the County to the Contractor pursuant to this Contract are subject to the availability of an annual appropriation for this purpose by the County Board of Arlington County, Virginia ("Board"). In the event that the Board does not appropriate funds for the goods or services provided under this Contract, the County will terminate the Contract, without termination charge or other liability to the County, on the last day of the fiscal year or when the previous appropriation has been spent, whichever event occurs first.

12. ESTIMATED QUANTITIES/NON-EXCLUSIVITY OF CONTRACTOR

This Contract does not obligate the County to purchase a specific quantity of items or services during the Contract Term. Any quantities that are included in the Contract Documents are the present expectations of the County for the period of the Contract; and the County is under no obligation to buy that or any amount as a result of having provided this estimate or of having had any normal or otherwise measurable requirement in the past. The County may require more goods and/or services than the estimated annual quantities, and any such additional quantities will not give rise to any claim for compensation other than at the unit prices and/or rates in the Contract.

The County does not guarantee that the Contractor will be the exclusive provider of the goods or services covered by this Contract. The items or services covered by this Contract may be or become available under other County contract(s), and the County may determine that it is in its best interest to procure the items or services through those contract(s).

13. * COUNTY PURCHASE ORDER REQUIREMENT

County purchases are authorized only if the County issues a Purchase Order in advance of the transaction, indicating that the ordering County agency has sufficient funds available to pay for the purchase. If the Contractor provides goods or services without a signed County Purchase Order, it does so at its own risk

and expense. The County will not be liable for payment for any purchases made by its employees that are not authorized by the County Purchasing Agent.

14. REPLACEMENT OF PERSONNEL AND SUBCONTRACTORS

The County has the right reasonably to reject staff or subcontractors whom the Contractor assigns to the project. The Contractor must then provide replacement staff or subcontractors satisfactory to the County in a timely manner and at no additional cost to the County. The day-to-day supervision and control of the Contractor's and its subcontractors' employees is the sole responsibility of the Contractor.

The Contractor may not replace key personnel or subcontractors identified in its proposal, including the approved Project Manager, without the County's written approval. The Contractor must submit any request to remove or replace key personnel or subcontractors to the County Project Officer at least 15 calendar days in advance of the proposed action. The request must contain a detailed justification, including identification of the proposed replacement and his or her qualifications.

If the approved Project Manager must be absent for an extended period, the Contractor must provide an interim Project Manager, subject to the County's written approval.

If the approved Project Manager resigns or is terminated by the Contractor, the Contractor will replace the Project Manager with an individual with similar qualifications and experience, subject to the County's written approval.

15. * EMPLOYMENT DISCRIMINATION BY CONTRACTOR PROHIBITED

During the performance of its work pursuant to this Contract:

- A. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability or on any other basis prohibited by state law. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
- B. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation will be deemed sufficient for meeting the requirements of this section.
- C. The Contractor will state in all solicitations or advertisements for employees that it places or causes to be placed that such Contractor is an Equal Opportunity Employer.
- D. The Contractor will comply with the provisions of the Americans with Disabilities Act of 1990 ("ADA"), which prohibits discrimination against individuals with disabilities in employment and mandates that disabled individuals be provided access to publicly and privately provided services and activities.
- E. The Contractor must include the provisions of the foregoing paragraphs in every subcontract or purchase order of more than \$10,000.00 relating to this Contract so that the provisions will be binding upon each subcontractor or vendor.

16. * EMPLOYMENT OF UNAUTHORIZED ALIENS PROHIBITED

In accordance with §2.2-4311.1 of the Code of Virginia, as amended, the Contractor must not during the performance of this Contract knowingly employ an unauthorized alien, as that term is defined in the federal Immigration Reform and Control Act of 1986.

17. * DRUG-FREE WORKPLACE TO BE MAINTAINED BY CONTRACTOR

During the performance of this Contract, the Contractor must: (i) provide a drug-free workplace for its employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violating such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of more than \$10,000.00 relating to this Contract so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "workplace" means the site(s) for the performance of the work required by this Contract.

18. *SEXUAL HARASSMENT POLICY

If the Contractor employs more than five employees, the Contractor shall (i) provide annual training on the Contractor's sexual harassment policy to all supervisors and employees providing services in the Commonwealth, except such supervisors or employees that are required to complete sexual harassment training provided by the Department of Human Resource Management, and (ii) post the Contractor's sexual harassment policy in (a) a conspicuous public place in each building located in the Commonwealth that the Contractor owns or leases for business purposes and (b) the Contractor's employee handbook.

19. TERMINATION

The County may terminate this Contract at any time as follows: (1) for cause, if, as determined by the County, the Contractor is in breach or default or has failed to perform the Work satisfactorily; or (2) for the convenience of the County.

Upon receipt of a notice of termination, the Contractor must not place any further orders or subcontracts for materials, services or facilities; must terminate all vendors and subcontracts, except as are necessary for the completion of any portion of the Work that the County did not terminate; and must immediately deliver all documents related to the terminated Work to the County.

Any purchases that the Contractor makes after the notice of termination will be the sole responsibility of the Contractor, unless the County has approved the purchases in writing as necessary for completion of any portion of the Work that the County did not terminate.

If any court of competent jurisdiction finds a termination for cause by the County to be improper, then the termination will be deemed a termination for convenience.

A. TERMINATION FOR CAUSE, INCLUDING BREACH AND DEFAULT; CURE

1. Termination for Unsatisfactory Performance. If the County determines that the Contractor has failed to perform satisfactorily, then the County will give the Contractor written notice of

such failure(s) and the opportunity to cure them within 15 days or any other period specified by the County ("Cure Period"). If the Contractor fails to cure within the Cure Period, the County may terminate the Contract for failure to provide satisfactory performance by providing written notice with a termination date. The Contractor must submit any request for termination costs, with all supporting documentation, to the County Project Officer within 30 days after the expiration of the Cure Period. The County may accept or reject the request for termination costs, in whole or in part, and may notify the Contractor of its decision within a reasonable time.

In the event of termination by the County for failure to perform satisfactorily, the Contractor must continue to provide its services as previously scheduled through the termination date, and the County must continue to pay all fees and charges incurred through the termination date.

2. Termination for Breach or Default. If the County terminates the Contract for default or breach of any Contract provision or condition, then the termination will be immediate after notice of termination to the Contractor (unless the County provides for an opportunity to cure), and the Contractor will not be permitted to seek termination costs.

Upon any termination pursuant to this section, the Contractor will be liable to the County for costs that the County must expend to complete the Work, including costs resulting from any related delays and from unsatisfactory or non-compliant work performed by the Contractor or its subcontractors. The County will deduct such costs from any amount due to the Contractor; or if the County does not owe the Contractor, the Contractor must promptly pay the costs within 15 days of a demand by the County. This section does not limit the County's recovery of any other damages to which it is entitled by law.

Except as otherwise directed by the County, the Contractor must stop work on the date of receipt the notice of the termination.

B. TERMINATION FOR THE CONVENIENCE OF THE COUNTY

The County may terminate this Contract in whole or in part whenever the Purchasing Agent determines that termination is in the County's best interest. The County will give the Contractor at least 15 days' notice in writing. The notice must specify the extent to which the Contract is terminated and the effective termination date. The Contractor will be entitled to termination costs, plus any other reasonable amounts that the parties might negotiate; but no amount will be allowed for anticipatory profits.

Except as otherwise directed by the County, the Contractor must stop work on the date of receipt of the notice of the termination.

20. INDEMNIFICATION

The Contractor covenants for itself, its employees and its subcontractors to save, defend, hold harmless and indemnify the County and all of its elected and appointed officials, officers, current and former employees, agents, departments, agencies, boards and commissions (collectively the "County Indemnitees") from and against any and all claims made by third parties for any and all losses, damages, injuries, fines, penalties, costs (including court costs and attorneys' fees), charges, liability, demands or exposure resulting from, arising out of or in any way connected with the Contractor's negligent acts or

omissions, including the negligent acts or omissions of its employees and/or subcontractors, in performance or nonperformance of the Contract. This duty to save, defend, hold harmless and indemnify will survive the termination of this Contract. If the Contractor fails or refuses to fulfill its obligations contained in this section, the Contractor must reimburse the County for any and all resulting payments and expenses, including reasonable attorneys' fees. The Contractor must pay such expenses upon demand by the County, and failure to do so may result in the County withholding such amounts from any payments to the Contractor under this Contract.

21. INTELLECTUAL PROPERTY INDEMNIFICATION

The Contractor warrants and guarantees that in providing services under this Contract neither the Contractor nor any subcontractor is infringing on the intellectual property rights (including, but not limited to, copyright, patent, mask and trademark) of third parties.

If the Contractor or any of its employees or subcontractors uses any design, device, work or material that is covered by patent or copyright, it is understood that the Contract Amount includes all royalties, licensing fees, and any other costs arising from such use in connection with the Work under this Contract.

The Contractor covenants for itself, its employees and its subcontractors to save, defend, hold harmless, and indemnify the County Indemnitees, as defined above, from and against any and all claims, losses, damages, injuries, fines, penalties, costs (including court costs and attorneys' fees), charges, liability or exposure for infringement of or on account of any trademark, copyright, patented or unpatented invention, process or article manufactured or used in the performance of this Contract. This duty to save, defend, hold harmless and indemnify will survive the termination of this Contract. If the Contractor fails or refuses to fulfill its obligations contained in this section, the Contractor must reimburse the County for any and all resulting payments and expenses, including reasonable attorneys' fees. The Contractor must pay such expenses upon demand by the County, and failure to do so may result in the County withholding such amounts from any payments to the Contractor under this Contract.

22. COPYRIGHT

By this Contract, the Contractor irrevocably transfers, assigns, sets over and conveys to the County all rights, title and interest, including the sole exclusive and complete copyright interest, in any and all copyrightable works created pursuant to this Contract. The Contractor will execute any documents that the County requests to formalize such transfer or assignment.

The rights granted to the County by this section are irrevocable and may not be rescinded or modified, including in connection with or as a result of the termination of or a dispute concerning this Contract.

The Contractor may not use subcontractors or third parties to develop or provide input into any copyrightable materials produced pursuant to this Contract without the County's advance written approval and unless the Contractor includes this Copyright provision in any contract or agreement with such subcontractors or third parties related to this Contract.

23. OWNERSHIP OF WORK PRODUCT

This Contract does not confer on the Contractor any ownership rights or rights to use or disclose the County's data or inputs.

All work product, in any form, that results from this Contract is the property of the County and must be provided or returned to the County upon completion, termination, or cancellation of this Contract. The

Contractor will not use or allow others to use the work product for any purpose other than performance of this Contract without the written consent of the County.

The work product is confidential, and the Contractor may neither release the work product nor share its contents. The Contractor will refer all inquiries regarding the status of any work product to the Project Officer or to his or her designee. At the County's request, the Contractor will deliver all work product, including hard copies of electronic files, to the Project Officer and will destroy all electronic files.

The Contractor must include the provisions of this section as part of any contract or agreement related to this Contract into which it enters with subcontractors or other third parties.

The provisions of this section will survive any termination or cancellation of this Contract.

24. CONFIDENTIAL INFORMATION

The Contractor and its employees, agents and subcontractors will hold as confidential all County information obtained under this Contract. Confidential information includes, but is not limited to, nonpublic personal information; personal health information (PHI); social security numbers; addresses; dates of birth; other contact information or medical information about a person; and information pertaining to products, operations, systems, customers, prospective customers, techniques, intentions, processes, plans and expertise. The Contractor must take reasonable measures to ensure that all of its employees, agents and subcontractors are informed of and abide by this requirement.

25. * ETHICS IN PUBLIC CONTRACTING

This Contract incorporates by reference Article 9 of the Arlington County Purchasing Resolution, as well as all state and federal laws related to ethics, conflicts of interest or bribery, including the State and Local Government Conflict of Interests Act (Code of Virginia § 2.2-3100 et seq.), the Virginia Governmental Frauds Act (Code of Virginia § 18.2-498.1 et seq.) and Articles 2 and 3 of Chapter 10 of Title 18.2 of the Code of Virginia, as amended (§ 18.2-438 et seq.). The Contractor certifies that its proposal was made without collusion or fraud; that it has not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor; and that it has not conferred on any public employee having official responsibility for this procurement any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

26. * COUNTY EMPLOYEES

No Arlington County employee may share in any part of this Contract or receive any benefit from the Contract that is not available to the general public.

27. FORCE MAJEURE

Neither party will be held responsible for failure to perform the duties and responsibilities imposed by this Contract if such failure is due to a fire, riot, rebellion, natural disaster, war, act of terrorism or act of God that is beyond the control of the party and that makes performance impossible or illegal, unless otherwise specified in the Contract, provided that the affected party gives notice to the other party as soon as practicable after the force majeure event, including reasonable detail and the expected duration of the event's effect on the party.

28. * AUTHORITY TO TRANSACT BUSINESS

The Contractor must, pursuant to Code of Virginia § 2.2-4311.2, be and remain authorized to transact business in the Commonwealth of Virginia during the entire term of this Contract. Otherwise, the Contract is voidable at the sole option of and with no expense to the County.

29. * RELATION TO COUNTY

The Contractor is an independent contractor, and neither the Contractor nor its employees or subcontractors will be considered employees, servants or agents of the County. The County will not be responsible for any negligence or other wrongdoing by the Contractor or its employees, servants or agents. The County will not withhold payments to the Contractor for any federal or state unemployment taxes, federal or state income taxes or Social Security tax or for any other benefits. The County will not provide to the Contractor any insurance coverage or other benefits, including workers' compensation.

30. ANTITRUST

The Contractor conveys, sells, assigns and transfers to the County all rights, title and interest in and to all causes of action under state or federal antitrust laws that the Contractor may have relating to this Contract.

31. REPORT STANDARDS

The Contractor must submit all written reports required by this Contract for advance review in a format approved by the Project Officer. Reports must be accurate and grammatically correct and should not contain spelling errors. The Contractor will bear the cost of correcting grammatical or spelling errors and inaccurate report data and of other revisions that are required to bring the report(s) into compliance with this section.

Whenever possible, reports must comply with the following guidelines:

- printed double-sided on at least 30% recycled-content and/or tree-free paper
- recyclable and/or easily removable covers or binders made from recycled materials (proposals with glued bindings that meet all other requirements are acceptable)
- avoid use of plastic covers or dividers
- avoid unnecessary attachments or documents or superfluous use of paper (e.g. separate title sheets or chapter dividers)

32. AUDIT

The Contractor must retain all books, records and other documents related to this Contract for at least five years, or such period of time required by the County's funding partner(s), if any, whichever is greater, after the final payment and must allow the County or its authorized agents to examine the documents during this period and during the Contract Term. The Contractor must provide any requested documents to the County for examination within 15 days of the request, at the Contractor's expense. Should the County's examination reveal any overcharging by the Contractor, the Contractor must, within 30 days of County's request, reimburse the County for the overcharges and for the reasonable costs of the County's examination, including, but not limited to, the services of external audit firm and attorney's fees; or the County may deduct the overcharges and examination costs from any amount that the County owes to the Contractor. If the Contractor wishes to destroy or dispose of any records related to this Contract (including confidential records to which the County does not have ready access) within five years after the final payment, or such period of time required by the County's funding partner(s), if any, whichever is greater, the Contractor must give the County at least 30 days' notice and must not dispose of the documents if the County objects.

The Purchasing Agent may require the Contractor to demonstrate that it has the necessary facilities, ability, and financial resources to comply with the Contract and furnish the service, material or goods specified herein in a satisfactory manner at any time during the term of this Contract.

33. ASSIGNMENT

The Contractor may not assign, transfer, convey or otherwise dispose of any award or any of its rights, obligations or interests under this Contract without the prior written consent of the County.

34. AMENDMENTS

This Contract may not be modified except by written amendment executed by persons duly authorized to bind the Contractor and the County.

35. * ARLINGTON COUNTY PURCHASING RESOLUTION AND COUNTY POLICIES

Nothing in this Contract waives any provision of the Arlington County Purchasing Resolution, which is incorporated herein by reference, or any applicable County policy.

36. * DISPUTE RESOLUTION

All disputes arising under this Agreement or concerning its interpretation, whether involving law or fact and including but not limited to claims for additional work, compensation or time, and all claims for alleged breach of contract must be submitted in writing to the Project Officer as soon as the basis for the claim arises. In accordance with the Arlington County Purchasing Resolution, claims denied by the Project Officer may be submitted to the County Manager in writing no later than 60 days after the final payment. The time limit for a final written decision by the County Manager is 30 days. Procedures concerning contractual claims, disputes, administrative appeals and protests are contained in the Arlington County Purchasing Resolution. The Contractor must continue to work as scheduled pending a decision of the Project Officer, County Manager, County Board or a court of law.

37. * APPLICABLE LAW, FORUM, VENUE AND JURISDICTION

This Contract is governed in all respects by the laws of the Commonwealth of Virginia; and the jurisdiction, forum and venue for any litigation concerning the Contract or the Work is in the Circuit Court for Arlington County, Virginia, and in no other court.

38. ARBITRATION

No claim arising under or related to this Contract may be subject to arbitration.

39. NONEXCLUSIVITY OF REMEDIES

All remedies available to the County under this Contract are cumulative, and no remedy will be exclusive of any other at law or in equity.

40. NO WAIVER

The failure to exercise a right provided for in this Contract will not be a subsequent waiver of the same right or of any other right.

41. SEVERABILITY

The sections, paragraphs, clauses, sentences, and phrases of this Contract are severable; and if any section, paragraph, clause, sentence or phrase of this Contract is declared invalid by a court of competent jurisdiction, the rest of the Contract will remain in effect.

42. * ATTORNEY'S FEES

In the event that the County prevails in any legal action or proceeding brought by the County to enforce any provision of this Contract, the Contractor will pay the County's reasonable attorney's fees and expenses.

43. SURVIVAL OF TERMS

In addition to any statement that a specific term or paragraph survives the expiration or termination of this Contract, the following sections also survive: INDEMNIFICATION; INTELLECTUAL PROPERTY INDEMNIFICATION; RELATION TO COUNTY; OWNERSHIP OF WORK PRODUCT; AUDIT; COPYRIGHT; DISPUTE RESOLUTION; APPLICABLE LAW AND JURISDICTION; ATTORNEY'S FEES, AND CONFIDENTIAL INFORMATION.

44. HEADINGS

The section headings in this Contract are inserted only for convenience and do not affect the substance of the Contract or limit the sections' scope.

45. AMBIGUITIES

The parties and their counsel have participated fully in the drafting of this Agreement; and any rule that ambiguities are to be resolved against the drafting party does not apply. The language in this Agreement is to be interpreted as to its plain meaning and not strictly for or against any party.

46. NOTICES

Unless otherwise provided in writing, all legal notices and other communications required by this Contract are deemed to have been given when either (a) delivered in person; (b) delivered by an agent, such as a delivery service; or (c) deposited in the United States mail, postage prepaid, certified or registered and addressed as follows:

TO THE CONTRACTOR:

David Samba
11400 Commerce Park Drive, Suite 400
Reston, Virginia 20191
Phone: (703) 674-1300
Email: david.samba@kimley-horn.com

TO THE COUNTY:

Kristin Calkins, Project Officer
Department of Environmental Services
Division of Transportation
2100 Clarendon Boulevard, Suite 900
Arlington, Virginia 22201
Phone: (703) 228-0088
Email: kcalkins@arlingtonva.us

AND

Dr. Sharon T. Lewis, LL.M, MPS, VCO, CPPB
Purchasing Agent
Arlington County, Virginia
2100 Clarendon Boulevard, Suite 500
Arlington, Virginia 22201
Phone: (703) 228-3294
Email: slewis1@arlingtonva.us

TO COUNTY MANAGER'S OFFICE (FOR PROJECT CLAIMS):

Mark Schwartz, County Manager
Arlington County, Virginia
2100 Clarendon Boulevard, Suite 318
Arlington, Virginia 22201

47. ARLINGTON COUNTY BUSINESS LICENSES

The Contractor must comply with the provisions of Chapter 11 ("Licenses") of the Arlington County Code, if applicable. For information on the provisions of that Chapter and its applicability to this Contract, the Contractor must contact the Arlington County Business License Division, Office of the Commissioner of the Revenue, 2100 Clarendon Blvd., Suite 200, Arlington, Virginia, 22201, telephone number (703) 228-3060, or e-mail business@arlingtonva.us.

48. * NON-DISCRIMINATION NOTICE

Arlington County does not discriminate against faith-based organizations.

49. LIMITED ENGLISH PROFICIENCY

The Contractor must comply with Executive Order 13166, Title VI of the Civil Rights Act of 1964 and make reasonable efforts to ensure that as part of the services that it provides, adequate communication services, including interpretation and translation, are available to persons who have limited English proficiency. If such services are not included in the Contract's scope of services and pricing, the Contractor will use a County-contracted service provider, and the County will pay the fees.

50. ACCESSIBILITY OF WEB SITE

If any work performed under this Contract results in the design, development or maintenance of or responsibility for the content or format of any County web sites or for the County's presence on third-party web sites, the Contractor must perform such work in compliance with ADA.

51. ADA COMPLIANCE

The Contractor is solely responsible for its compliance with the ADA and must defend and hold the County harmless from any expense or liability arising from the Contractor's non-compliance. The Contractor also must respond promptly to and cooperate fully with all inquiries from the U.S. Department of Labor.

The Contractor's responsibilities related to ADA compliance include, but are not limited to, the following:

- a. Access to Programs, Services and Facilities: The Contractor must ensure that its programs, services and facilities are accessible to persons with disabilities. If a particular facility or program is not

accessible, the Contractor must provide equivalent services in an accessible alternate location or manner.

- b. Effective Communication: Upon request, the Contractor, must provide appropriate communication aids and services so that qualified persons with disabilities can participate equally in the Contractor's programs, services and activities. Communication aids and services can include, but are not limited to, qualified sign language interpreters, Braille documents and other means of facilitating communications with people who have speech, hearing or vision impairments.
- c. Modifications to Policies and Procedures: The Contractor must modify its policies and procedures as necessary to ensure that people with disabilities have an equal opportunity to enjoy the Contractor's programs, services and activities. For example, individuals' service animals must be allowed in the Contractor's offices or facilities, even if pets are generally prohibited.
- d. No Extra Charges: The Contractor may not charge a person with a disability or any group of individuals with disabilities to cover the cost of providing aids or services or of reasonable modifications to policies and procedures.

52. INSURANCE REQUIREMENTS

Before beginning work under the Contract or any extension, the Contractor must provide to the County Purchasing Agent a Certificate of Insurance indicating that the Contractor has in force at a minimum the coverage below. The Contractor must maintain this coverage until the completion of the Contract or as otherwise stated in the Contract Documents. All required insurance coverage must be acquired from insurers that are authorized to do business in the Commonwealth of Virginia, with a rating of "A-" or better and a financial size of "Class VII" or better in the latest edition of the A.M. Best Co. Guides.

- a. Workers Compensation - Virginia statutory workers compensation (W/C) coverage, including Virginia benefits and employer's liability with limits of \$500,000/500,000/500,000. The County will not accept W/C coverage issued by the Injured Worker's Insurance Fund, Towson, MD.
- b. Commercial General Liability - \$1,000,000 per occurrence, with \$2,000,000 annual aggregate covering all premises and operations and including personal injury, completed operations, contractual liability, independent contractors, and products liability. The general aggregate limit must apply to this Contract. Evidence of contractual liability coverage must be typed on the certificate.
- c. Business Automobile Liability - \$1,000,000 combined single-limit (owned, non-owned and hired).
- d. Errors and Omissions - The Contractor shall carry Errors and Omissions or Professional Liability insurance which will pay for damages arising out of errors or omissions in the rendering, or failure to render services or perform Work under the contract, in the amount of \$1,000,000.
- e. Additional Insured – The County and its officers, elected and appointed officials, employees and agents must be listed as additional insureds on all policies except workers compensation and

automotive and professional liability; and the additional insured endorsement must be typed on the certificate.

- f. Cancellation - If there is a material change or reduction in or cancellation of any of the above coverages during the Contract Term, the Contractor must notify the Purchasing Agent immediately and must, with no lapse in coverage, obtain replacement coverage that is consistent with the terms of this Contract. Not having the required insurance throughout the Contract Term is grounds for termination of the Contract.
- g. Claims-Made Coverage - Any "claims made" policy must remain in force, or the Contractor must obtain an extended reporting endorsement, until the applicable statute of limitations for any claims has expired.
- h. Contract Identification - All insurance certificates must state this Contract's number and title.

The Contractor must disclose to the County the amount of any deductible or self-insurance component of any of the required policies. With the County's approval, the Contractor may satisfy its obligations under this section by self-insurance for all or any part of the insurance required, provided that the Contractor can demonstrate sufficient financial capacity. In order to do so, the Contractor must provide the County with its most recent actuarial report and a copy of its self-insurance resolution. The County may request additional information to determine if the Contractor has the financial capacity to meet its obligations under a deductible and may require a lower deductible; that funds equal to the deductible be placed in escrow; a certificate of self-insurance; collateral; or another mechanism to guarantee the amount of the deductible and ensure protection for the County.

The County's acceptance or approval of any insurance will not relieve the Contractor from any liability or obligation imposed by the Contract Documents.

The Contractor is responsible for the Work and for all materials, tools, equipment, appliances and property used in connection with the Work. The Contractor assumes all risks for direct and indirect damage or injury to the property used or persons employed in connection with the Work and for of all damage or injury to any person or property, wherever located, resulting from any action, omission, commission or operation under the Contract or in connection in any way whatsoever with the Work. The Contractor's insurance shall be the primary non-contributory insurance for any work performed under this Contract.

The Contractor is as fully responsible to the County for the acts and omissions of its subcontractors and of persons employed by them as it is for acts and omissions of persons whom the Contractor employs directly.

53. CONTRACTOR PERFORMANCE EVALUATION

Arlington County will perform written evaluations of the Contractor's performance at various intervals throughout the term of this Contract. The evaluations will address, at a minimum, the Contractor's work/performance, quality, cost controls, schedule, timeliness and sub-contractor management. The Project Officer shall be responsible for completing the evaluations and providing a copy to the Contractor and County Procurement Officer.

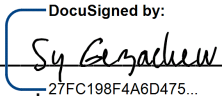
54. COUNTERPARTS

This Agreement may be executed in one or more counterparts and all of such counterparts shall together constitute one and the same instrument. Original signatures transmitted and received via facsimile or other electronic transmission, (e.g., PDF or similar format) are true and valid signatures for all purposes hereunder and shall be effective as delivery of a manually executed original counterpart.

WITNESS these signatures:

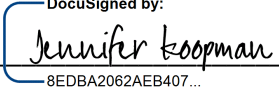
THE COUNTY BOARD OF ARLINGTON
COUNTY, VIRGINIA

Kimley-Horn and Associates, Inc.

AUTHORIZED
SIGNATURE: 
NAME: Sy Gezachew

TITLE: PROCUREMENT OFFICER

DATE: 6/25/2024

AUTHORIZED
SIGNATURE: 
NAME: Jennifer Koopman

TITLE: Vice President

DATE: 6/12/2024

Master Transportation Plan
 June 4, 2024
 EXHIBIT A - SCOPE OF WORK

The tasks below describe the scope of the work to be performed in supporting the development of the Master Transportation Plan (the “MTP”). The Contractor understands that the MTP will have a planning horizon of 2050.

For all deliverables in Task 1 through Task 9 unless otherwise noted, the Contractor assumes one (1) round of revisions with the County providing consolidated, reconciled comments.

Project Assumptions

The following are overriding assumptions for the scope of services.

Study Area. The study area for the project is Arlington County.

Project Duration. Up to 28 months

Project work plan. The services described in the scope of services below constitute a quantity of services for the project. The Contractor assumes that a project coordination plan will be developed in coordination with Arlington County early in the project process to coordinate planning work tasks, milestones, and deliverables with internal and external project meetings.

Electronic document transmittal. The Contractor assumes that electronic documents will be delivered to the County in native file formats or in Adobe PDF format for review.

Meeting venues and equipment costs. The Contractor assumes that the County will directly pay for all project-related meeting venue and specialty equipment rental costs such as audio/visual equipment. Contractor’s fees do not include the costs for meeting venue rental, reservation, or equipment rentals.

Project groups and committees. The Contractor will work with a variety of groups. Regular meetings will be held with the following groups as described in the scope below:

Group	Participants	Meeting Type
Project Management Team	<ul style="list-style-type: none"> County Project Manager Key Contractor staff 	Bi-weekly coordination meetings
Planning Team	Project Management Team plus <ul style="list-style-type: none"> County Transportation Planning Staff and/or subject matter experts (SMEs) Contractor SMEs 	Milestone meetings
County Working Group	Planning Team plus <ul style="list-style-type: none"> Multi-disciplinary County staff 	County Working Group meetings
Advisory Committee	<ul style="list-style-type: none"> Community representatives 	Advisory Committee meetings (evenings)

Task 1: Project Coordination

Task 1.1 Project Management

The Contractor will identify a Project Manager (PM) as the key point of contact for the study.

The PM and key Contractor staff identified by the PM will participate in an in-person kick-off meeting at the Arlington County offices within one week of notice to proceed. During the kick-off meeting, County staff and the Contractor will confirm the scope of work, Contractor staff will provide a detailed draft project management plan and a draft schedule identifying deliverables and anticipated review periods.

The Contractor anticipates a 28-month project schedule and understands that the County anticipates the following:

- Approximately four months between notice-to-proceed and the first round of public engagement;
- A public planning process duration of 18 months following the first round of public engagement; and
- Approximately four (4) months of plan adoption. The County will lead the plan adoption phase.

Following the kick-off meeting, the Contractor will finalize the project management plan and schedule and return both deliverables and a meeting summary to the County within 10 business days.

The Contractor will set-up an online file sharing system that can be accessed by relevant members of the project team (i.e., Contractor staff, County staff, and external stakeholders) as mutually identified by the Contractor and the County.

The Contractor will manage a quality control/quality assurance process for the duration of the project.

The Contractor will monitor and update the project schedule in coordination with the County. On a quarterly basis, or as frequently as requested by the County, the Contractor will provide the most recent schedule outlining upcoming milestones.

The Contractor will submit monthly invoices and progress reports. Via progress reports and bi-weekly project meetings (see Task 1.3) the Contractor will notify the County Project Officer of substantive concerns related to project risks (timeline, budget, or resource constraints).

Task 1.2 Milestone Meetings

The Contractor will coordinate up to eight (8) project milestone meetings following the project kick-off meeting. It is anticipated that each milestone meeting will be up to two (2) hours in duration and will be attended by up to three (3) Contractor staff. These meetings will be in-person with a hybrid option for virtual participation. Anticipated meeting topics are provided in **Appendix A: Meeting Matrix**.

Task 1.3 Bi-Weekly Project Meetings

The Contractor and the County Project Officer will participate in bi-weekly virtual meetings. These meetings will include the Contractor PM and County Project Officer, with others invited as needed and as agreed to by the County Project Officer. The Contractor anticipates up to 55, 1-hour biweekly meetings. The Contractor and County will use bi-weekly meetings to confirm project status, discuss schedule and upcoming deliverables, and to identify and mitigate project risks.

The Contractor will coordinate with the County, as reasonably needed, via phone calls or email.

Task 1.4 County Working Group Meetings

The Contractor will coordinate up to five (5) meetings with a County Working Group. It is anticipated that each working group meeting will be up to two (2) hours in duration and will be attended by up to three (3) Contractor staff. These meetings will be in-person with a hybrid option for virtual participation. Materials from Advisory Committee meetings (Task 2.2.1) will be leveraged. Anticipated meeting topics are provided in **Appendix A: Meeting Matrix**. The Contractor assumes Arlington will provide conference room space and determine the makeup of the County Working Group.

Task 1 Deliverables:

1. Project kick off meeting: agenda and summary of key decisions, takeaways, and action items
2. Milestone Meetings (up to 8): agenda, materials, and summary of key decisions, takeaways, and action items
3. Bi-Weekly Project Meetings (Up to 50): agenda and summary of key decisions and action items
4. Monthly Invoicing and Progress Reports (Up to 28 (inclusive of project close-out invoice))
5. County Working Group Meetings (up to 5): agenda, materials, and summary of key decisions, takeaways, and action items
6. Draft Project Management Plan and Schedule
7. Final Project Management Plan and Schedule
8. Participation in bi-weekly project meetings
9. Establish and maintain file sharing system for up to 2.5 years
10. Communication of quality control and assurance issues as necessary

Task 2: Public Outreach Plan & Communications Management

Public engagement is at the heart of Arlington County Government activities. The development of the Master Transportation Plan is an opportunity for members of the community to help shape Arlington's transportation network. The engagement process for the MTP should be equity driven, with the intention of hearing from voices often missed through traditional engagement. The Contractor will review and incorporate the following stated goals in the development and execution of a public engagement strategy:

1. Establish a plan to communicate early and often regarding development of the MTP,
2. Apply a consistent, predictable engagement process,
3. Use strategies to ensure the engagement process is inclusive and equitable, capturing a broad and diverse set of stakeholders and interests that reflects the racial and economic diversity of Arlington County, and
4. Streamline and simplify access to MTP information and materials.

Task 2.1 Public Engagement Plan

With the above goals as foundational elements, the Contractor will develop a Public Engagement Plan in collaboration with Arlington County staff, including Communications and Engagement staff, that is in general alignment with the "6-Step Guide for Public Engagement" for transportation projects. The Contractor will use the Public Engagement Plan to:

- a) Define the project's foundational information;

- b) Identify stakeholders;
- c) Determine the levels, phasing/timeline of engagement;
- d) Develop engagement and communications strategies; and
- e) Detail the goals, objectives, tactics, and tools of engagement:
 - a. A communications plan, including key messaging milestones,
 - b. A digital media (web and social) plan, and
 - c. A marketing plan.

Once the first draft of the Public Engagement Plan is submitted, the Contractor will review and respond to one set of reconciled Comments from the County within three (3) weeks (15 business days). The Contractor will revise and submit a final Public Engagement Plan within two weeks (10 business days) of discussing the comments with the County. A general project kick-off (if needed) as well as the Public Engagement Plan are suggested as the primary agenda items for **Milestone Meeting 1**.

The Contractor will design the Public Engagement Plan to reflect strategies that will be used for specific phases of the MTP process. The Contractor will make up to six (6) updates and adjustments to the Plan during the engagement process and in alignment with major milestones or project phases. These updates will be made in collaboration with County staff. The Contractor assumes three phases of engagement.

Upon completion of each of the three phases of the engagement process, the Contractor will review and analyze public input to develop an up to 10-page engagement summary that describes the engagement approach, outcomes, and perspectives collected during the phases of engagement (three summaries), as well as guidance for future engagement strategies.

The Contractor will develop an outreach strategy to notify stakeholders and the public of project outcomes.

Following each of the three engagement phases, the Contractor will conduct up to one (1) community engagement debrief **meeting** with the County to discuss the process' successes, challenges, and lessons learned to ensure opportunity for improvement in future planning projects and future message of the MTP beyond the project planning process. The Contractor anticipates that this meeting can occur as part of one of the regular scheduled biweekly project meetings.

Task 2.2 Community Engagement

The Contractor will use a variety of public traditional and innovative involvement techniques to engage the community and gauge the public's transportation priorities in three main phases of engagement that align with and inform the project's technical work. The Contractor will schedule all community engagement events, with the County providing final approval of locations, dates, required attendees, and logistics support as appropriate. The Contractor will develop physical materials appropriate for the specific type of engagement and will print and bring them to meetings.

At the direction of the County Project Officer, the Contractor will translate materials for select community engagement events and activities into the top six languages spoken in Arlington – Spanish, Amharic, Mandarin Chinese, Mongolian, Arabic and American Sign Language – and braille. The Contractor will be responsible for providing interpretation services for speakers of these languages at

engagement events in coordination with the County Project Officer and based on identified needs in the community for each meeting.

In advance of each phase of engagement and in alignment with the Public Engagement Plan, the Contractor will coordinate with County staff to determine what outreach materials will be developed, e.g., paid print and digital advertisements, mailings, yard signs, flyers, etc. to ensure the appropriate pre-engagement event outreach. Material quantities and strategies for each phase of engagement will be determined and mutually agreed upon as part of the Public Engagement Plan (Task 2.1)

Task 2.2.1 Advisory Committee Meetings

The Contractor will attend up to 15 meetings with the County- appointed Advisory Committee created to guide the MTP process. The Contractor assumes the meetings will be up to two (2) hours in length, generally in the evenings. Meetings will generally be conducted virtually, with a subset in-person.

At the first Advisory Committee Meeting, the Contractor will provide an overview of the MTP process, roles and responsibilities for Advisory Committee members, and potential plan outcomes. The Contractor will also seek early understanding on planning perspectives, considerations, and opportunities for the MTP.

The Contractor will use subsequent Advisory Committee Meetings to educate the committee on best practices, to facilitate structured discussions on transportation policies, and to solicit Advisory committee feedback and perspectives on plan goals, visions, and outcomes.

The Contractor will use regularly scheduled biweekly meetings with the County Project Officer to prepare for upcoming Advisory Committee Meetings. The Contractor will attend additional preparatory meetings or conference calls as reasonably needed.

The Contractor assumes that meetings will be held after hours. The Contractor will work with County staff to establish a regularly scheduled day/time for the meetings. The format of meetings will be designed to solicit feedback on the process, with a specific agenda for each meeting.

For each Advisory Committee meeting, the Contractor will:

- Collaborate with the DES Communications and Engagement Team on messaging and communications.
- Provide meeting materials consisting of agendas, maps, display boards or handouts, and a PowerPoint presentation.
- Lead Presentations to the Advisory Group.
- Have up to three (3) staff attend each Advisory Committee Meeting.
- Compile comments and questions received during the meetings for discussion with County.
- Provide meeting notes, a summary of feedback received, and response to comments.

Task 2.2.2 Listening Sessions

The Contractor will participate in up to 25, 2-hour listening sessions and/or focus group meetings with community officials, community leaders, and/or other stakeholders (e.g., County staff, County leadership, relevant commissions, community members, business owners and/or others identified and invited by the County). The Contractor will provide guidance to the County on other relevant groups that could be invited to participate in the listening sessions.

The Contractor will coordinate with the County to make both in-person and virtual options available for listening sessions. The Contractor anticipates that most listening sessions will occur on a weekday, during typical working hours, but will be available to attend up to ten (10) of the listening sessions during weekday evenings or other time periods to be mutually agreed upon by the Contractor and the County.

Listening sessions will be held at the start of the public-facing planning process to understand transportation needs of varying community groups. To support Listening Sessions, the Contractor will:

- Collaborate with the County on identifying groups with whom to hold Listening Sessions, reviewing and suggesting edits and additions to the initial list of participants to be provided by County staff,
- Develop and submit draft and final list of questions for Listening Sessions (final list to be developed follow receipt of reconciled comments from the County),
- Provide up to two (2) staff members to attend each Listening Session,
- Take notes at each Listening Session, and
- Provide an up to 5-page summary document of themes and perspectives.

Task 2.2.3 Canvassing

The Contractor will facilitate and lead the canvassing of public spaces and community events. The canvassing events are anticipated to occur at up to six (6) key locations for each of the three (3) main engagement phases in the study, for a total of up to 18 canvassing events to be determined in coordination with the County Project Officer. Canvassing may be conducted at existing planned community events or community events specifically related to the MTP – e.g., Food truck events.

The Contractor will prepare canvassing material and submit them for review by County. Upon receipt of reconciled comments, the Contractor will produce final copies of material for use at the canvassing event.

For each canvassing event the Contractor will:

- Develop up to one key piece of collateral for distribution (rack card or flyer) with relevant messaging, QR codes linking to the study website, and other calls-to-action (i.e., to take an online survey or attend an event). Key collateral will be published in all top six language, all other material will be published in English and Spanish unless specifically requested by the County or in alignment with community characteristics where meetings are to be held.
- Bring needed physical materials to the events,
- Provide up to two (2) staff members to attend each canvassing event, and
- Prepare a summary of feedback heard at each event.

Task 2.2.4 Pop-up Events

The Contractor will facilitate and lead targeted pop-up events to engage with the public. The Contractor will plan for, facilitate, and lead up to four (4) pop-up events at key locations for each of the three (3) main engagement phases in the study for a total of up to 12 pop-up events throughout the course of the study. The Contractor will develop location recommendations for the pop-up events for County review, concurrence, and approval. The Contractor anticipates that locations will focus on key transportation hubs/locations (i.e., Metro stations, bus stops, and other transportation hubs across the community).

For each Pop-up event the Contractor will:

- Develop appropriate outreach materials for the events, including:
 - One promotional flyer (letter size) design for distribution across the areas nearest to the pop-up locations to promote them in advance,
 - One informational collateral piece design (fact sheet or rack card) for handing out during the pop-up events,
 - One interactive activity or input mechanism,
 - One study-branded banner, and
 - One, two-sided A-frame/sandwich board design;
- Bring needed physical materials to the events, including:
 - A study-branded or Arlington County-branded pop-up tent,
 - A table and study-branded tablecloth, and
 - Tablets for conducting the Transportation Preference Questionnaire (during Phase 1 engagement);
- Provide up to two (2) staff members to attend each event; and
- Provide a summary of feedback heard at each event.
- All material will be published in English and Spanish unless specifically requested by the County or in alignment with community characteristics where the meeting is to be held.

Task 2.2.5 Public Meetings

The Contractor will participate in and help prepare for evening community meetings and/or workshops to solicit broad-based community input. The Contractor will plan for and support facilitation of up to two (2) public meetings for each of the three (3) main engagement phases for the study, plus up to two (2) additional public meetings prior to adoption of the final plan, for a total of up to eight (8) public meetings/workshops throughout the course of the study. The Contractor will develop location recommendations for the public meetings for County review, concurrence, and approval. The Contractor anticipates making both in-person and virtual participation options available.

For each public meeting, the Contractor will:

- Collaborate with the DES Communications and Engagement Team on messaging and communications, tied to the overall phase of public engagement;
- Provide promotional materials consisting of:
 - One promotional flyer (letter size) design or direct mailer design for distribution across the areas nearest to the public meeting locations to promote them in advance,
 - Up to three (3), two-sided A-frame/sandwich board designs to aid in attendee wayfinding, and
 - Social Media content for County distribution through engagement channels;
- Develop, design, and print up to ten (10) 48" x 36" poster boards for each phase of public meetings with graphics/text to communicate key elements (topics of boards to be determined by County and Contractor staff at least six (6) weeks in advance of the meeting); boards will be translated to Spanish in hand-out and digital formats;
- Develop one feedback form for each phase of public meetings that will be available at the meeting and online, translated in English and Spanish, with an option to provide the material in the remaining the top six (6) languages for which translations needs have been identified for the

specific meeting. Feedback forms will be distributed to participants to complete at the end of the meeting or online if they do not attend the meeting. The feedback form will be provided to the County in a Word document, which County staff will put into its online feedback platform for tracking purposes and promote through its various communication vehicles;

- Provide up to four (4) staff to attend each public meeting, and
- Provide the County a summary of feedback received at the public meeting and through the online feedback form.
- All material will be published in English and Spanish unless specifically requested by the County or in alignment with community characteristics where the meeting is to be held.

Task 2.2.6 Commission and Committee Support

The Contractor will support County staff at a minimum of 15 meetings.

For each Commission or Committee meeting, the Contractor will:

- Develop appropriate meeting presentations or materials,
- Bring needed physical materials,
- Have up to two (2) staff members attend each meeting, and
- Provide a summary of feedback.

The Contractor will leverage material developed as part of other engagement events or planning tasks to develop presentations or materials for Commission and Committee meetings. The Contractor assumes that the presentations/discussion of relevant items at these meetings will be approximately up to two (2) hours in length and held during a weekday evening. The Contractor will prepare brief summary materials for distribution in-advance of, or at the meeting, as appropriate.

Task 2.2.7 Transportation Preference Questionnaire

The Contractor will develop a proposed methodology for and draft a transportation preference questionnaire to gauge transportation preferences online and at public meetings and workshops during the first phase of engagement. The questionnaire will consist of both questions and an interactive mapping exercise.

The County will review the questionnaire and interactive map and provide comments to the Contractor for discussion during a regularly scheduled bi-weekly project meeting. The Contractor will prepare the final questionnaire based on feedback from the County and will administer the questionnaire consisting of initial outreach through means agreed upon through the Public Engagement Plan such as distribution cards and follow up phone calls.

The Contractor will make the questionnaire available for community response for the duration of the first phase of engagement. Questionnaire will be published in English and Spanish and translated material in the remaining top 6 languages will be made available upon community request and County direction. Upon the end of the first engagement phase, the Contractor will summarize responses and prepare an up to 10-page summary document of key themes, trends, and revealed preferences. The summary document will consist of narrative and supporting charts and graphics.

Task 2.3 Communications Management

Task 2.3.1 Design Scheme

The Contractor will create a graphic design scheme based on Arlington's graphic design standard, which the County Project Officer will provide, to establish a visual identity for all public materials related to the MTP. This design scheme will include a color palette, major report templates with page styles, charts, styles, and unifying design features for cover art. The scheme will also include templates for PowerPoint presentations, flyers, and social media posts. The scheme will also be the basis for the public webpage for the MTP (to be developed by the County).

The Contractor will develop three graphic concepts for typography and color palette based on Arlington's graphic design standards for County review and comment.

The County will review the design scheme within five business days after submission and provide consolidated comments on the three initial concepts with an indication of the preferred concept. Following the receipt of consolidated comments on the three initial concepts and indication of a preferred concept, the Contractor will revise and provide a final design scheme for County review and approval.

The Contractor anticipates that the final design scheme will be developed in coordination with the developing the plan name (Task 2.3.2).

The contractor will distribute graphic design files associated with the design scheme to the County for use in the preparation of the website and other County-led collateral.

Task 2.3.2 Naming the Plan

The Contractor will collaborate with County staff to develop a new name for the MTP. This name will be reflective of the MTP's multimodal focus and the Arlington community. It is intended that the study name, selected by the County, will be used consistently across public facing flyers, reports, presentation materials, and social media.

The Contractor will develop five (5) study name options for County review and comment.

The County will review the study name options within five (5) business days after submission and provide consolidated comments on the options with an indication of the preferred option. Following the receipt of consolidated comments on the name options and indication of a preferred option, the Contractor will revise and provide a study naming scheme for County review and approval.

The name of the plan will be finalized with input from key stakeholders and community members who will be engaged in the early stages of the study (i.e., with Advisory Committee members) as identified by the County.

Once approved by County staff, the plan name will be used in all three (3) public-facing engagement phases to follow.

Task 2.3.3 Communication Content

The Contractor assumes the County will provide editing access to an MTP page on the Arlingtonva.us website in the OpenCities platform. The Contractor understands that we will work with the existing OpenCities templates as a starting point. The team will conceptualize content of the webpage with

Arlington, preparing a wireframe describing the proposed organization and a content outline. With feedback from the County, the Contractor will develop content for the project website, consisting of narratives for the landing page; project progress updates; project graphics; description of and links to interactive web-based engagement opportunities (if hosted on a separate website); and advertisement of upcoming and summary of past public engagement events. The Contractor will prepare the initial draft webpage for County review.

The Contractor anticipates providing monthly website updates over the 18-month planning process in alignment with the mutually agreed public engagement plan and in coordination with each phase of the project. The Contractor will leverage material developed as part of other engagement events or planning tasks to develop website content (in Microsoft word). Upon County review of draft update content, the Contractor will update the webpage.

The Contractor will develop and provide communication content describing the project process, status, and upcoming milestones for the County's use in public facing documents such newsletters. The Contractor anticipates providing monthly content in alignment with the public engagement plan and in coordination with each phase of the project.

Task 2 Deliverables:

1. Draft Public Engagement Plan
2. Final Public Engagement Plan
3. Monthly communications content, including press releases on MTP progress in Arlington's top two languages (English and Spanish, with additional language provided at request)
4. MTP project webpage on arlingtonva.us
5. Monthly Website updates (e.g., landing page content, monthly updates based on progress, etc.)
6. Design Scheme for Study (three initial concepts and one final concept)
7. Name of Plan (five initial names and one final name)
8. Public engagement materials
9. Summary of public engagement events (three rounds)

Task 3: Existing Conditions

Task 3.1 Data Collection & Conditions Establishment

The Contractor will review, analyze, and document existing conditions for Arlington's transportation network. The Contractor will collaborate with County staff to review and build on existing County provided data.

Data to be compiled by Contractor based on data & Forecast Model:

- Travel patterns by mode
- Commute times by mode
- Overall travel times
- Access to jobs by mode
- Access to services by mode
- Greenhouse gas emissions

Data to be compiled by Contractor based on most recent data available:

- Travel by mode
- Commute mode share
- Overall mode share
- Travel time reliability by mode
- Bike level of traffic stress
- Transportation cost by household
- Pedestrian friendliness / level of comfort index
- Car ownership

Data to be provided by the County but reviewed and updated by Contractor:

- Inventory of the existing transportation network
- Transit ridership
- Shared micromobility access and use
- Crash frequency and severity by mode

The Contractor will summarize findings in both narrative and graphic format.

The Contractor will evaluate the existing multimodal transportation network based on the summarized information. The focus of the Contractor's assessment will be on the identification of deficiencies, constraints, and opportunities. The transportation system assessment will be multimodal in approach and evaluate integrated performance of vehicular, pedestrian, bicycle, transit, parking, curbspace management, and freight/rail/ systems. Existing plans as well as strategic field observations will be a major source of information for the transportation assessment.

The Contractor will work with County staff to identify major activity generators, including specific sites or districts that significantly impact transportation operations. These activity generators will be mapped and shown with an assessment of the general travel demand they create. The Contractor assumes that the identification of activity generators will be a collaborative exercise with County staff and the Contractor working together to identify and assess activity generators and their impacts.

The Contractor will coordinate and work with the County to identify areas with recurring congestion as well as the severity and extent of the congestion, high crash locations (rate and frequency), and deficient (maintenance/other reasons) vehicular network infrastructure. In addition to identifying system deficiencies and issues, the Contractor will identify locations where streets are underutilized and afford opportunity for modification. The Contractor assumes that this subtask will be collaborative and involve Contractor and County staff working together with maps and graphics, identifying deficiencies in the existing vehicular network.

The Contractor will coordinate and work with the County to assess the existing pedestrian networks with regard to completeness/gaps, connections to pedestrian activity generators, multimodal safety, supporting infrastructure and lighting, comfort, suitability, and connectivity, ADA/PROWAG compliance. The Contractor will work with County staff to identify where challenges exist for users and collaboratively identify short and long term needs.

The Contractor will coordinate and work with the County to assess the existing bicycle networks with regard to function, network typology, safety, level of stress, suitability for riders of all ages and skill levels, and connectivity into countywide and regional trails and networks, planning status and funding levels, consistency in design treatments and network element applications. The Contractor will work with County staff to identify where challenges exist for users and collaboratively identify short- and long-term needs.

The Contractor will coordinate and work with the County and external transit providers as identified by the County to assess transit facilities and services at a long-range plan level of detail. The assessment will focus on the utility and use of transit at a Countywide-level, for major travel patterns, and for a variety of trip types. The Contractor assumes that the County has documentation that highlights gaps in service (coverage, hours) and facilities. The Contractor assumes that the majority of this subtask will be devoted to coordination and assimilation of already prepared documents including the Transit Strategic Plan.

The Contractor will coordinate and work collaboratively with the County to evaluate existing freight routes and facilities. The focus of the assessment for freight will be on highway and arterial freight delivery access to commercial and residential areas and will consider the unique needs of each modality. The Contractor assumes that County staff already have a significant amount of data and summary information readily available regarding freight routes, facilities, and restrictions. The Contractor assumes that the majority of this subtask will be devoted to coordination and assimilation of already published documents.

The Contractor will coordinate and work with the County to evaluate the operation of street parking and curbspace management policies, as published information and data is available. Existing parking rate structures, limitations, and other relatively large-scale aspects of parking and curbspace management will be assessed. The Contractor assumes that parking rate structure, curbspace management, parking limitations, and parking inventory and usage information is already available.

The Contractor will coordinate and work with the County to evaluate the current relationship between the use of public rights-of-way and the private realm (development). The Contractor assumes that this assessment will review the current functional classification of streets and document their relationship to Arlington County neighborhoods (context sensitive approach). The review will focus on where the planning and design of streets within the current functional classification system promotes an undesirable relationship (or perception of relationship) between transportation functions and use and the developed environment. This assessment will serve as a basis of understanding and information for the development of a context-sensitive street typology overlay in Task 6 (will be related to functional classifications).

Task 3.2 Base Map

The Contractor will develop a GIS base map that will be used for the effort, including the layouts, packages, and other items related to the creation of the map. The Contractor will coordinate with the County on the ArcGIS software versions and other technical requirements that will allow the County to review material during the project and that will allow the Contractor to transfer ownership and use of the raw map files to the County at the end of the project.

The County will prepare a digital GIS base file in a geodatabase file format that will include all relevant County layers and those for adjacent jurisdictions. The digital base file and all referenced geospatial data will be digitally packaged and transferred to the Contractor. The elements of the GIS Map may consist of:

- Municipal and County Boundaries
- Existing and Proposed Street Network
- Existing and Proposed Pedestrian Facilities
- Existing and Proposed Bicycle Facilities (Bike Lanes & Trails)
- Existing and Proposed Transit Facilities (Metrorail, bus stops, VRE, etc.).
- Existing and Proposed Transit Routes (Metrobus, ART, etc.).
- Existing and Proposed Micromobility Corrals
- Existing and Proposed Capital Bikeshare Stations
- General Land Use Plan
- Location of All the Existing and Proposed County and County Parks and Recreation Facilities
- Existing and Proposed Special Use Facilities
- Existing and Proposed Schools, Churches, and Non-Profit (Boys and Girls Club, YMCA, etc.)
- Railroad/Utility Corridors
- Historic/Cultural Resources
- Lakes, Streams, Rivers, Beaches, Wetlands and All other Natural Features
- Resource Protection Areas
- Conservation Lands, Environmentally Sensitive Areas
- Census Data
- Aerial Imagery of the County
- Other Relevant Data and Information

The Contractor will review the provided files for accuracy (e.g., whether they reflect recent changes to the County's transportation network and built environment) and submit a request for additional geospatial data as needed. The Contractor will also review the base maps that were developed as part of the MTP and its subsequent updates as well as the base maps developed in up to four (4) other transportation master plans from peer communities.

The Contractor will prepare up to three (3) separate base map options for the County's review. Following the receipt of consolidated comments on the options and indication of a preferred option, the Contractor will revise and provide an updated base map for County review and approval.

[Task 3.3. Review Precedent Policy & Related Documents](#)

Task 3.3.1: Existing Policy Documents

The Contractor will conduct a literature review of all reasonably applicable County, State, or regional plans and documents to identify the existing policies relevant to the transportation network. These documents will consist of relevant plans and policies selected in consultation with the County such as:

- The Current MTP
- Capital Trails Coalition Goals Resolution
- Biophilic City Resolution
- Equity Resolution

- Vision Zero Resolution
- Housing Arlington Resolution
- Climate Action Resolution
- The Essential Guide to Arlington County's Comprehensive Plan
- General Land Use Plan (Map and Booklet)
- Community Energy Plan
- Public Spaces Master Plan
- Affordable Housing Master Plan
- Stormwater Master Plan
- Forestry and Natural Resources Plan
- Chesapeake Bay Preservation Plan
- FY2023-FY2032 Capital Improvement Plan
- Arlington County Profile 2023
- Residential Permit Parking Program Administrative Guidelines
- Vision Zero Five-Year Action Plan (2021) and coinciding Action Plan update (anticipated 2025)
- Shared Mobility Devices Regulations
- Parking Policy for Residential Site Plan Buildings
- Carshare Ordinance
- Commercial Parking Guidelines
- Transportation Decarbonization Plan
- Transit Strategic Plan
- Transportation Decarbonization Plan
- Commuter Assistance Program Strategic Plan
- National Capital Region Transportation Planning Board (TPB) Visualize 2045 (approved) and Visualize 2050 (update in progress)
- Northern Virginia Transportation Authority (NVTA) TransAction
- Commonwealth of Virginia VTrans (Statewide Transportation Plan)
- Washington Metropolitan Area Transit Authority (WMATA) Better Bus initiative and network redesign (in progress)
- NVTA Preliminary Deployment Plan for Bus Rapid Transit
- Northern Virginia Transportation Commission (NVTC) Regional Bus Analysis (in progress)
- NVTC Envision Route 7 Planning Studies (both completed and in progress)
- Virginia Strategic Highway Safety Plan
- Sector and Area Plans including - Clarendon Sector Plan Update, Pentagon City, Four Mile Run
- Valley Area Plan, Courthouse Sector Plan Addendum: Courthouse Square, Rosslyn, Columbia
- Pike Neighborhoods Area Plan, Plan Langston Boulevard and the Missing Middle Housing Study

The Contractor will review and summarize key findings from each relevant document and identify synergies and potential conflicts between previous plans and the MTP in an up to 20-page summary.

Task 3.3.2 Best Practice & Precedent Plans

The Contractor will review up to four (4) precedent plans to assess industry trends and best practices that may be relevant to the MTP. The Contractor will collaborate with County staff to identify precedent plans for review. County staff has conducted research on precedent plans that staff will share with the

contractor to synthesize. The Contractor will provide an up to 6-page summary on precedent plans, key trends, and best practices and suggest possible relevance to the County's transportation plan.

Task 3.4 Transportation History

The Contractor will prepare narrative and documentation of Arlington's Transportation Network.

Task 3.4.1 Long Term History of Transportation

In coordination with County staff, using information from the Realizing Arlington's Commitment to Equity (RACE) initiative, the Contractor will research historical investments and policy decisions related to the development of Arlington's transportation network. The Contractor will develop a 5-to-10-page narrative and graphical timeline that describes significant milestones in the development of Arlington's existing transportation network, with emphasis on the equity impacts of historical decision making.

The Contractor will collaborate with the County on source documents (beyond those identified in Task 3.3.1) and previous summaries of Arlington's Transportation History that may be used in the development of the current work.

Task 3.4.2 2007 MTP Summary

In coordination with County staff, the Contractor will create a summary document that describes major investments and progress made in Arlington's transportation system following the adoption of the current MTP. The Contractor will identify major transportation milestones, investments, challenges, and Arlington County transportation trends from the previous 2 decades. The contractor will develop a 15-page narrative of the previous plan.

Task 3.5 Equity Analysis

Using the data collected in Task 3.1, the Contractor will conduct an equity analysis of Arlington's Transportation system with a focus on race, income, age, and people with disabilities. The County will provide the geographic extents and available GIS shapefiles associated with County-specific Equity Focus Areas – which will be defined by County Staff in advance of the MTP process.

As part of the equity analysis the Contractor will develop up to six (6) static maps and run spatial analysis using ArcGIS to report summary statistics of transportation infrastructure (network length, gaps, connectivity); past and planned investments; travel trends in Equity Focus Areas and provide comparisons to the County as a whole.

The Contractor will prepare an up to 20-page equity analysis report.

Task 3.6 Existing Conditions Report

The Contractor will compile the data and analyses of Tasks 3.1 to 3.5 to develop a graphically driven report summarizing existing transportation conditions in Arlington County.

The Contractor assumes up to two rounds of revisions to the existing conditions based on consolidated, reconciled County comments. Review of the existing conditions findings including the equity analysis is suggested as the primary agenda items for **Milestone Meeting 2**.

Task 3.7 Street and Trails Mapping (Optional Task)

If authorized by the County, the Contractor will, in coordination with County staff, develop a GIS basemap identifying existing streets, planned streets, paper streets (County-owned ROW) and existing

and planned paved trails. The Contractor also will develop recommendations for paper streets that could be developed into transportation uses and identify a hierarchy of potential uses for County-owned right of way that may no longer be needed for transportation perspective. The Contractor will develop policy recommendations to support the transition of paper streets to non-transportation uses.

Task 3 Deliverables:

1. Map Template
2. Existing Conditions Report + Equity Analysis
3. Best Practices Summary
4. Transportation History Timeline
5. 2007 MTP Summary

Task 4: Transportation Forecasting

Task 4.1 Baseline 2050 Analysis

The Contractor will review the County Travel Demand Model to understand how the model functions, along with its limitations and planning uses. The Contractor assumes that the County and the County's travel demand model subconsultants will provide all available model documentation, model data, and all compiled and uncompiled software modules and scripts. Similarly, the Contractor assumes that County will establish a line of communication between the Contractor and the County's identified subconsultant.

The Contractor will work with County staff to verify model boundaries and zone structure and will make minor zone and model boundary adjustments and network modification to bring the network up to date based on coordination the County. It is assumed that the Contractor will have access to all compiled and uncompiled software modules and scripts from the current County model.

The Contractor will work with County or identified subconsultant staff to develop and refine an analytic and modeling methodology – based on the County's Travel Demand Model as updated under this task – to evaluate each future planning scenario. The Contractor will document the analytic and modeling methodology prior to undertaking model runs and scenario evaluations.

Using the County Travel Demand Model, CUBE software, the Contractor will forecast travel demand for 2050 based on forecasted growth and the projects currently programmed in approved Arlington County and regional planning studies. This forecast will establish the 2050 Baseline.

The Contractor will work with County staff to determine appropriate calibration targets and reasonableness checks for the base year model. The County will provide all necessary calibration data. The Contractor assumes that all traffic counts needed for calibration will be provided by the County.

Once the model is calibrated the Contractor will summarize key model output that are selected in coordination with the County. The Contractor assumes approximately eight (8) model outputs such as:

- Projects assumed to be constructed by 2050
- Travel by mode
- Commute times by mode
- Commute mode share
- Overall travel times

- Transit ridership
- Travel time reliability by mode
- Bike Level of Traffic Stress
- Pedestrian friendliness / level of comfort index
- Access to jobs (by mode)
- Access to services (by mode)
- Transportation cost by household
- Crash frequency
- Car ownership
- Greenhouse gas emissions
- Vehicle Miles of Travel
- Average Trip Length by Mode

The Contractor will identify corridors where planned transportation facilities do not satisfy motorized travel demand. These corridors will be used in Tasks 4.2 and 6.1 to identify where modifications to the ROW and transportation investment might be needed to meet travel demand.

Task 4.2. Scenario Analysis

In consultation with County staff, the Contractor will develop up to three (3) scenarios reflecting different types of investment or modifications to the 2050 Baseline network. These scenarios may include investment in transit, roadway pricing, increased development along transit corridors, and the impacts of technology on transportation (e.g., electric vehicles (EVs), autonomous vehicles (AVs), ridesharing, micromobility, roadway/demand pricing, etc.). These Contractor will make modifications to the County travel demand model to evaluate and report on these scenarios.

The Contractor will develop a “report card” for each scenario modeled. These report cards will visually (maps, iconography, and images) and through tables, charts, and narrative, summarize the performance of each scenario against overall plan performance measures and goals.

Report cards will report absolute results of modeling as well as report results on a comparative basis among scenarios. The report cards will incorporate up to eight (8) analytic outputs from the County Travel Demand model. The Contractor will develop the report cards in an easy to use and understand format.

Task 4.3 Land Use / Transportation Relationship / Areas for Potential Growth

Based on the analysis in Tasks 4.1 and 4.2 and in coordination with County Staff, the Contractor will identify opportunity areas for growth. These areas could be based on the modeled transportation demand and network capacity. The Contractor will also identify locations where additional growth is supportive the transit networks, walkable neighborhood retail clusters, or locations where land use changes can catalyze transportation improvements. The Contractor assumes one conversation on methodology with County Staff (as part of a Bi-Weekly Project Meeting) and a preliminary draft for a small area of the County, prior to execution of the potential growth area identification Countywide.

Task 4.4 Future Conditions Report

The Contractor will develop a graphically driven report summarizing baseline future transportation conditions in Arlington County. This report will reflect data and analysis done as part of Tasks 4.1

through 4.3. Transportation forecasting is suggested as the primary agenda items for **Milestone Meeting 3**.

Task 4 Deliverables:

1. Calibrated Travel Demand Model with future years scenario
2. Scenario Performance Report Cards
3. Future Conditions Report
4. Summary of Potential Growth Areas
5. Summary of Scenario Analysis

Task 5: Vision and Goals

Task 5.1 Vision and Goals Development

The Contractor will review and provide commentary on the current MTP's Vision, Goals, and policy statements. The Contractor will also review vision and goals statements from peer communities as identified in the precedent plan research.

The Contractor will workshop vision and goals with the following groups:

- Planning team workshop (standalone)
- County Working Group workshop (standalone)
- Advisory Committee meetings (up to two of the meetings listed in Task 2.2.1)

Depending on the desired meeting length, each workshop agenda may include the current vision, goals and policies; emerging mobility trends and mobility strategies; and potential refinements to the vision and goals. The Contractor assumes the standalone workshops will be up to four (4) hours in length and the Advisory Committee meetings will be in accordance with Task 2.2.1. The Contractor will facilitate interactive discussion activities with the assembled group to gain insight into perspectives on vision and goals.

The Contractor will review and integrate Arlington's broader goals on equity, Vision Zero, biophilia, sustainability, and economic competitiveness in the development of vision and goals for the MTP. The Contractor will also consider how developed goals can reflect the importance of the public right-of-way to the transportation network and as a community asset.

The Contractor will summarize the feedback received during the workshops, public engagement, peer precedent plan review, and industry best practices to develop up to three (3) draft vision statements and up to 15 draft goal statements to be discussed during a regularly scheduled biweekly meeting.

Based on feedback from County Staff on the preferred vision and goal statements, the Contractor will develop a Vision and Goals report for the MTP. The Vision and Goals report will consist of narrative, graphics, and a matrix that explains the strategic alignment of the Vision and Goals with other relevant County policies, plans, priorities, and programs.

Task 5.2 Presentations Support

It is anticipated that the Vision and Goals report will undergo a round of public engagement identified in Task 3.

Following this engagement, the Contractor and County staff will refine the Vision and Goals. The Contractor will support County staff in presentations of the Vision and Goals to the County's Advisory Committee, Transportation Commission and Planning Commission and then to the County Board for adoption. The Contractor assumes that up to two Contractor staff will be available to attend meetings with each committee/commission and that meetings will be held during a weekday evening for a duration of up to three (3) hours. The Contractor will make up to one (1) revision to vision and goals statements following reconciled comments from this round of committee and commission engagement.

Once adopted and approved, the Contractor will use Vision and Goals statements to guide the development of recommendations in the MTP.

Task 5 Deliverables:

1. Vision and Goals
2. Vision and Goals Report
3. Vision and Goals Presentation Support

Task 6 Modal Hierarchies, Priority Networks, and Planning Guidance

Task 6.1 Arterial Modal Hierarchy

Building on the work in Task 4 and Task 5.1, the Contractor will identify modal priorities for major corridors in Arlington based on the countywide goal for travel mode split that will be developed collaboratively by the Contractor and County as part of Task 8.1.

The Contractor will work with County staff to develop a modal priority hierarchies for major corridors as identified by the County. These hierarchies will be based on context and overarching County goals. The Contractor will integrate neighboring planned land uses and crash histories into the development of the modal priorities as reasonably appropriate.

The Contractor will apply a network approach to the development of the modal hierarchies. The network approach will consider individual and integrated modality. The Contractor will collaborate with the County to identify which modal elements to consider for the hierarchy, such as pedestrian, transit, bicycle, freight vehicle, and a 'green street' priority.

The Contractor will develop supporting narratives and descriptions of the type of projects and treatments that can be included within the modal hierarchy framework.

Task 6.2 Modal Network Development

Building on the hierarchy identified in Task 6.1, the Contractor will develop up to ten (10) modal network maps for each identified travel mode using ArcGIS to update priority assignments for local and regional streets. The Contractor will create draft modal priority maps in advance of the first of two rounds of facilitated working sessions.

Following the first working session, the Contractor will update the modal priority maps and identify modal conflicts. The Contractor will submit electronic and PDF maps for County review. The resulting data may necessitate creation of a prioritization process and/or additional policies, which will be developed through the policy development process (Task 7 and Task 8). Conflicts will be addressed in the second round of facilitated working group sessions.

Following the second work session, the Contractor will update the modal priority maps and identify conflicts. The Contractor will submit electronic and PDF maps for County review. The Contractor will apply a set of assumptions to determine resulting or required general purpose vehicle lanes. The Contractor will coordinate on remaining conflicts with the County to create draft final maps.

Following submittal of draft final maps, the Contractor will respond to one round of consolidated, reconciled comments to finalize maps for stakeholder and public review. In addition to PDF maps, the Contractor will develop an interactive ArcGIS online map for use in the public review process. The Contractor will work with the County to select a preferred system (such as Kimley-Horn's PublicCoordinate or ESRI's ArcGIS Hub). The Contractor will respond to one round of consolidated, reconciled comments on the style and symbology of the ArcGIS online map prior to its use in the engagement process.

For each of these modes, the Contractor will conduct a network review of the map to identify gaps. If gaps in the network exist, the Contractor will provide guidance on necessary investments needed to complete the network. The Contractor will coordinate the effort of this Task with Task 9.1.

Task 6.3 Roadway Classifications

The Contractor will define roadway classifications for the network in Arlington. The Contractor will review the existing roadway classifications in the MTP Streets Element and planned land uses along corridors. The Contractor will provide recommendations that consider new and expanded classifications, modifications to existing classifications, or changes to the definitions of roadway type.

Modal hierarchies, priority networks and planning guidance are suggested as the primary agenda items for **Milestone Meeting 4**.

Task 6 Deliverables:

1. Modal Hierarchy Map
2. Modal Hierarchy Table
3. Modal Network Maps
4. Roadway Classification Map
5. Roadway Classification Table

Task 7 Transportation Guidance

The majority of Arlington's roadway network is comprised of neighborhood streets. These streets serve a significant role in the community, not only from a transportation perspective but from a community perspective.

Additionally, Arlington's curbside faces unprecedented demand. This demand is acutely felt in Arlington's activity areas, where the transportation system, goods delivery, parking, transit stops, bike lanes, public space/parklets, emergency services and green street treatments all require use of the curb space.

Clear transportation guidance for private redevelopment is needed to determine what improvements are appropriate and expected. This guidance should relate to the Arterial Modal Hierarchy developed in Task 6.1 and support the buildout of the Modal Priority Networks developed in Task 6.2.

Task 7.1 Neighborhood Streets

The Contractor will conduct a limited review of existing County policies and strategies that govern the use of neighborhood streets and a limited review of best practice approaches for neighborhood streets (as revealed in the precedent plan review, which may include street design guides).

The Contractor will prepare a brief summary of findings for discussion with County staff during an up to two (2) hour Neighborhood Streets workshop. During the workshop, the Contractor will present findings and facilitate a discussion on Task 7.1 objectives.

Based on the results of the workshop, The Contractor will develop draft MTP specific guidance on how to plan for, prioritize, and consider improvements to streets in neighborhoods. Guidance could consider parking, play streets, shared streets, bicycle boulevards, school walk zones and slow zones, tree integration, sidewalks, and appropriate speed management and traffic management applications. The Contractor will build off the Neighborhood Streets Inventory (provided by the County), which classifies streets as yield, borderline, standard, and wide.

The Contractor will submit draft neighborhood street guidance (policies and narrative) for County review. The Contractor assumes up to two (2) rounds of revisions based on consolidated, reconciled comments. The revised guidance will be integrated into the Task 8 policy and metrics development.

Task 7.2 Curb Hierarchy

The Contractor will conduct a limited review of existing County policies and strategies that govern curb hierarchy and a limited review of best practices approach for curbside management (as revealed in the precedent plan review).

The Contractor will prepare a brief summary of findings for discussion with County staff during an up to two (2) hour Curb Hierarchy workshop. During the workshop, the Contractor will present findings and facilitate a discussion on curb hierarchy objectives.

Based on the results of the workshop, the Contractor will develop a draft hierarchy matrix that prioritizes curbside uses based on context (e.g., land use, neighborhood, safety, and other factors as identified and mutually agreed to by the Contractor and the County) that will guide staff in determining tradeoffs and priorities among competing curb uses. The Contractor will build off the information gathered through the Performance Parking Pilot (provided by the County) and will make recommendations related to potential management approaches based on curb use.

The Contractor will submit draft curb hierarchy guidance (policies and narrative) for County review. The Contractor assumes up to two rounds of revisions based on consolidated, reconciled comments. The revised guidance will be integrated into the Task 8 policy and metrics development.

Task 7.3 Transportation & Development

The Contractor will request and review transportation-related zoning approval conditions for up to eight (8) development sites that have recently be approved through the County's site plan review process and Administrative Regulations 4.1. The purpose of this limited review will be to summarize the multimodal improvements and investments that have been associated with recent development. The Contractor will work with the County to determine appropriate development sites to review.

The Contractor will also conduct a limited review of existing County policies and strategies and a limited review of best practices approach related to development-related transportation investments.

The Contractor will prepare a brief summary of findings for discussion with County staff during an up to two (2) hour Transportation and Development workshop. During the workshop, the Contractor will present findings and facilitate a discussion on transportation and development objectives.

Based on the results of the workshop, the Contractor prepare guidance on transportation and development. This Contractor will develop a narrative summary on what types of improvements and investments to the transportation network can be associated with development. The narrative summary also will consist of potential draft policies on transportation and development related to topics such as shared streets, when it is appropriate to include new streets, where utilities should be placed in the ROW, how to integrate parking and loading into a site, parking ratios, pedestrian facilities, bicycle parking, transit facilities, tree placement, curbside management, ownership, easements, safety analysis, and other transportation and development related topics as mutually identified and agreed to by Contractor and the County.

The Contractor will submit draft transportation and development guidance (policies and narrative) for County review. The Contractor assumes up to two rounds of revisions based on consolidated, reconciled comments. The revised guidance will be integrated into the Task 8 policy and metrics development.

Task 7 Deliverables:

1. Recommended Policies and Narrative regarding Neighborhood Streets
2. Curbside Hierarchy and related Recommended Policies and Narrative
3. Recommended Policies and Narrative regarding Development

Task 8: Policy and Metrics Development

Task 8.1 Policy Development

In collaboration with County staff the Contractor will prepare draft policies that relate to the Vision and Goals developed for the transportation network in Task 5.1.

The Contractor assumes that, as part of Task 3, the County and Contractor will develop a policy inventory of formal and informal policies as well as recommendations from other plans that are treated as policy by County staff. Once assembled by the County, the Contractor will review the inventory, as well as policies published in the MTP, and develop a list of follow-up questions for County staff.

The Contractor will cursorily assess each policy for continued relevance and will identify which policies should be considered to carry forward, considered as relevant but in need of update, or considered obsolete and potentially subject to removal. Within the assessment, the Contractor will additionally identify potentially missing but necessary policies. Kimley-Horn assumes review of up to 90 overall mobility policies (it is noted that the MTP contains 68 published policies). County staff may complete diagnostic for additional policies. County staff will be asked to review the diagnostic and the Contractor will respond to one round of consolidated, reconciled comments.

The Contractor will assist the County in developing a list of policies that align with the plan's vision and goals (to include those existing policies to be updated as well new policies). The Contractor will summarize policy recommendations in an up to 10-page Technical Memorandum.

The Contractor will compile or develop draft policies that address transportation topics such as freight/deliveries, arterial streets, neighborhood streets, emergency management, curbside management, responses to growth, private development, lifecycle project cost/maintenance, utility placement, integration into the regional transportation network, tour bus parking, public art, safe routes to school, demand pricing, parking ratios, and other topics as mutually identified and agreed to by Contractor and the County.

The Contractor assumes confirmation, development or modernization of a refined list of up to 40 overall transportation polices that are likely to advance the progress of the defined vision and goals. The Contractor will also integrate the guidance developed as part of Task 7 into the development of policies.

The Contractor will collaborate with County staff on the development of target goals for travel mode split in Arlington based on emission and sustainability goals that are set by the County Board and in place at the time of MTP development, output from the travel demand model scenarios, and best practices as informed by precedent research, regional trends and studies, and other data sources to be provided by the County.

Task 8.2 Tracking Matrix

The Contractor will work closely with County staff to develop metrics to track the Goals and Policies developed in Tasks 5.1 and 8.1. The Contractor will support County staff in developing a simple framework for monitoring and reporting the selected indicators. The purpose of these indicators is to measure actual versus expected progress to ensure progress towards the vision and goals. These indicators will be drawn from County priorities, strategic plans, and best practices and must be specific, measurable, achievable, relevant, and time-bound (SMART metrics), ensuring that the MTP aligns with the County's goals. This list of indicators and monitoring framework will be presented in a format that can be viewed and updated electronically as staff monitors progress over time.

The Contractor will compile baseline performance for up to 25 indicators using existing datasets and tools. Some indicators will not have a baseline and will require data collection or other evaluation to be completed outside of the scope of MTP development.

Contractor will develop a draft and final matrix of MTP Performance Metrics.

Task 8.3 Polices and Metrics Report

The contractor will summarize the findings of Task 8 into a 10-to-20-page policies and metrics report with supporting narrative and graphics. The Contractor assumes up to two (2) rounds of revisions to the policies and metrics report based on consolidated, reconciled comments. Policy and Metrics are suggested as the primary agenda items for **Milestone Meeting 5**.

Task 8 Deliverables:

1. Draft MTP Policies
2. County Mode Split Goal
3. Matrix of MTP Performance Metrics
4. Policies and Metrics Report

Task 9: Priority Recommendations

Task 9.1 Gap Analysis

Based on the analysis in Task 4, the Vision and Goals developed in Task 5, and the networks identified in Task 6, the Contractor will conduct a gap analysis on Arlington's transportation network. The analysis will identify where the elements of the transportation network do not align with the recommendations and findings of Task 5 and 6. This Contractor will conduct a multimodal gap analysis that integrates an equity analysis and identifies locations where additional investment in transportation services, facilities, and infrastructure is needed to align with Task 5 and Task 6 recommendations and findings.

Task 9.2 Priority Recommendations

Based on the gap analysis in Task 9.1, the Contractor will identify corridors that will need ROW modifications by 2050.

The Contractor will base recommendations for these corridors on the modal hierarchies and guidance developed in Task 6.1. The Contractor will develop recommendations that identify corridors that require further detailed study to identify the appropriate treatment. The gap analysis will integrate work done in Task 6.2 to identify locations where smaller interventions, such as trail segments, elimination of pinch point, pedestrian connections, or other smaller treatments are needed to achieve the goals of the MTP.

The Contractor will prepare a 5-to-10-page Priority Recommendations Technical Memorandum that summarizes the analysis and findings. The Contractor assumes up to two (2) rounds of revisions based on consolidated, reconciled comments. Priority recommendations are suggested as the primary agenda items for **Milestone Meeting 6**.

Task 9 Deliverables:

1. Recommendations related to priority Corridors for Future Study
2. Priority Recommendations Technical Memorandum

Task 10: Master Transportation Plan Development

Task 10.1 MTP Document

In consultation with County staff, the Contractor will draft a new MTP that integrates the Vision and Goals identified in Task 5; Policies and Metrics identified in Task 8; Modal Hierarchy and Roadway Classifications in Task 6; guidance developed in Task 7; and analysis done in Task 9.

The Contractor will design the new MTP to incorporate narrative and graphics necessary to communicate the vision for Arlington's transportation network. The Contractor will develop static and dynamic version of the MTP in English. Development of MTP in additional languages will be an additional service.

This report will serve as the Transportation Element of Arlington's Comprehensive Plan.

Task 10.1.1 Static MTP

The Contractor will develop a stand-alone report that can be published as a PDF and/or printed. The Contractor will develop an abstract of the MTP that summarizes the proposed organization, graphics, content, and narrative direction. The MTP document abstract is suggested as the primary agenda items for **Milestone Meeting 7**.

Upon receipt of County comments the Contractor will develop an annotated outline that includes partial narratives and graphics, placeholders for call-out boxes, key takeaways, recommendations, and other structural elements. The annotated outline will be presented to the County for review and comment. Upon receipt of consolidated, reconciled comments from the County on the annotated outline, the Contractor will develop the full draft of the static MTP.

The Contractor assumes up to two (2) rounds of revisions to the draft Static MTP based on consolidated, reconciled County comments.

Task 10.1.2 Web-based Dynamic MTP

The Contractor will develop a web-based, user-friendly dynamic and interactive version of the MTP, hosted in ArcGIS Online.

The Contractor will present up to four (4) ArcGIS Web GIS Solution examples to the County. Examples will be drawn from web-based transportation plans from peer communities. The Contractor will collect feedback from the County on desired functionality, mapping, or content as informed by the example site.

Based on feedback, the Contractor will conceptualize web-specific content of the Dynamic MTP with County Staff and will prepare up to three concepts wireframes describing proposed organization, graphics and content. The content of the dynamic MTP will otherwise be based on the same content, style, and language used to develop the static MTP.

As part of a bi-weekly meeting, the Contractor and County will discuss the concepts and determine the approach for Web-based Dynamic MTP. Following direction from the County on a preferred concept/approach, the Contractor will develop draft content (narrative and graphics) for County review in Word.

The Contractor assumes up to two (2) rounds of revisions to the draft Web-based Dynamic MTP based on consolidated, reconciled County comments.

With respect to the Arc GIS Web GIS Solution or other platforms, Kimley-Horn assumes the following:

- Arc GIS Web GIS Solution developed using an Arlington County ESRI account (alternatively the Arc GIS Web GIS Solution can be hosted by Kimley-Horn for up to one (1) year) for an additional cost) and
- Incorporates alternative text and makes use of available accessibility features within the Arc GIS Web GIS Solution product see <http://storymaps-classicqa.arcgis.com/en/faq/#question26a>).

Task 10.1.3 Final MTP

The Contractor will submit the final web-based and static MTP for staff review prior to presentation to the County Board for approval.

The Contractor anticipates that the Final MTP will undergo two rounds of staff review. For the first round of review, staff will have up to 20 business days to provide consolidated, reconciled comments. The Contractor will have up to 15 business days to respond to or integrate the responses as mutually agreed upon. For the second review, staff will have up to 15 business days to provide consolidated, reconciled comments. The Contractor will have 10 business days to respond to or integrate responses as mutually agreed upon.

The Contractor will deliver all final MTP materials in final PDF forms and native formats so that staff can make any future modifications as needed.

Task 10.2 MTP Map

In coordination with County GIS staff, the Contractor will develop a new MTP map for the plan.

Task 10.2.1 Static PDF Map

In coordination with Arlington County GIS staff, the Contractor will develop a version of the MTP map that can be printed and viewed in static form. The Contractor will design one primary map that communicates the key MTP recommendations. The Contractor will design a supplemental static map series of up to 10 maps that communicates modal hierarchy, geographic focus, growth scenarios, or other critical planning information as mutually agreed to by the Contractor and the County. The Contractor will submit draft maps for up to two (2) rounds of consolidated and reconciled review by the County prior to finalization.

Task 10.2.2 Interactive Map

In coordination with County GIS staff, the Contractor will develop an online, interactive version of the MTP map. This Contractor will incorporate map functionality to allow users to toggle layers on and off and filter data. The map will provide associated information on recommendations and be designed by the Contractor to be user-friendly and easily navigable. The Contractor will participate in up to six (6) collaborative meetings with County staff focused on the development of the interactive map. For the purposes of scoping, it is assumed these meetings can occur as part of regularly scheduled biweekly meetings. The Contractor will provide access to a draft map for up to two rounds of consolidated and reconciled review by the County prior to finalization. The Contractor will deliver all geospatial datasets and products in native formats to allow future modification by staff.

Task 10.3 MTP Approval Support

The final MTP document and MTP approval support are suggested as the primary agenda items for Milestone Meeting 8. The Contractor will support County Staff in the development of a Board Report and presentations to the Transportation Commission, Planning Commission, and County Board. The Contractor assumes the preparation of one overall PowerPoint presentation that can be adapted for presentation to each Commission and the Board. The Contractor will make findings, recommendations, and additional data developed or compiled as part of the MTP available for the use in the preparation of the Board Report and presentation. The Contractor will participate in up to six (6) strategy/preparation meetings directly related to approval presentations to the Transportation Commission, Planning Commission, and County Board.

Up to three (3) Contractor Staff will be available to attend/co-present at each meeting. The Contractor will support the county in recording action items or directives that are generated in each meeting and provide support for the update of Board Report or presentations following each meeting. Following MTP approval, the Contractor will print and bind up to 20 hard copies of the final static MTP and submit for distribution to the County.

Task 10 Deliverables:

1. Draft and Final Master Transportation Plan Document
2. Draft and Final Web Based MTP

3. Draft and Final MTP Static Map
4. Draft and Final MTP Interactive Web Based Map

	Senior Planner II	Planner	Project Manager	Display Project Manager	GIS Analyst	Senior Engineer (Traffic)	Engineer (Traffic)	Senior Forecast Modeler	Forecast Modeler	QA/QC Manager	Senior Public Engagement Specialist	Public Engagement Specialist	Senior Graphic Designer	Graphic Designer	Total Hours	Total Fee	Project Manager	Senior Planner I	Planner	GIS Analyst	Total Hours	Total Fee	Project Manager	Senior Planner I	Planner	GIS Analyst / Graphic Designer	Total Hours	Total Fee	Senior Public Engagement Specialist	Public Engagement Specialist	Engagement Analyst / Analyst Support	Graphic Designer	Total Hours	Total Fee	Senior Public Engagement Specialist	Public Engagement Specialist	Senior Graphic Designer	Total Hours	Total Fee	Total Cost	Total Cost													
Staff Payrate	260.00	165.00	270.00	190.00	150.00	257.00	152.00	280.00	160.00	310.00	198.00	145.00	183.00	130.00			234.00	142.00	123.00	98.00			295.00	175.00	130.00	118.00			183.00	131.00	92.00	115.00			250.00	135.00	150.00																	
Task 1: Project Management	0	0	275	175	0	0	0	0	0	0	0	0	0	0	450	\$ 107,500.00	40				40	\$ 9,360.00	10	30			40	\$ 8,200.00	55				55	\$ 13,750.00	640	\$ 148,875.00																		
1.1 Project Management	0	0	275	175	0	0	0	0	0	0	0	0	0	0	450	\$ 107,500.00	40				40	\$ 9,360.00	10	30			40	\$ 8,200.00	55				55	\$ 13,750.00	640	\$ 148,875.00																		
1.2 Milestone Meetings	0	36	48	48	0	0	0	0	0	0	0	0	0	0	132	\$ 28,020.00	12				12	\$ 2,100.00	12	30			12	\$ 2,100.00	12				12	\$ 2,100.00	180	\$ 38,124.00																		
1.3 Bi-Weekly Project Meetings	0	50	125	100	0	0	0	0	0	0	0	0	0	0	275	\$ 61,000.00	0				0	\$ -	0	0			0	\$ -	0				0	\$ -	275	\$ 61,000.00																		
1.4 County Working Group Meeting	0	10	10	10	0	0	0	0	0	0	0	0	0	0	10	\$ 2,100.00	0				0	\$ -	0	0			0	\$ -	0				0	\$ -	30	\$ 6,300.00																		
Task 1: Hours	0	96	458	333	0	0	0	0	0	0	0	0	0	0	887	\$ 19,750.00	52	0	0	0	52	\$ 1,164.00	10	42	0	0	52	\$ 1,164.00	67	0	0	0	67	\$ 1,470.00	1095	\$ 23,550.00																		
Task 1: Total Cost	\$ -	\$ 15,840.00	\$ -	\$ 123,660.00	\$ 63,370.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 887	\$ 19,750.00	\$ 12,168.00	\$ -	\$ -	\$ -	\$ -	\$ 12,168.00	\$ 2,950.00	\$ 7,350.00	\$ -	\$ -	\$ 10,300.00	\$ 12,261.00	\$ -	\$ -	\$ -	\$ 12,261.00	\$ 16,750.00	\$ -	\$ -	\$ 16,750.00																		
Task 2: Public Outreach Plan & Communications Management	0	0	14	20	0	0	0	0	0	0	20	0	0	0	54	\$ 11,540.00	0				0	\$ -	0	90			110	\$ 15,450.00	6	8		14	\$ 2,580.00	178	\$ 29,570.00																			
2.1 Public Outreach Plan	0	0	14	20	0	0	0	0	0	0	20	0	0	0	54	\$ 11,540.00	0				0	\$ -	0	90			110	\$ 15,450.00	6	8		14	\$ 2,580.00	178	\$ 29,570.00																			
2.2 Community Engagement	0	5	30	10	0	0	0	0	0	0	0	0	0	0	45	\$ 10,825.00	0				0	\$ -	0	0			0	\$ -	0			0	\$ -	155	\$ 27,125.00																			
2.2.1 Advisory Committee Meetings	0	5	30	10	0	0	0	0	0	0	0	0	0	0	45	\$ 10,825.00	0				0	\$ -	0	0			0	\$ -	0			0	\$ -	155	\$ 27,125.00																			
2.2.2 Listening Sessions	0	25	50	50	0	0	0	0	0	0	0	0	0	0	125	\$ 27,125.00	0				0	\$ -	0	0			0	\$ -	0			0	\$ -	125	\$ 27,125.00																			
2.2.3 Caravanning	0	0	24	36	0	0	0	0	0	0	10	10	10	20	110	\$ 21,180.00	0				0	\$ -	0	0			0	\$ -	0			0	\$ -	725	\$ 92,925.00																			
2.2.4 Pop-up Events	0	10	12	12	0	0	0	0	0	0	20	20	10	20	104	\$ 18,400.00	8				8	\$ 1,336.00	8	8			60	\$ 1,040.00	60	240	300	15	615	\$ 71,745.00	0	\$ -	595	\$ 77,941.00																
2.2.5 Public Meetings	10	10	50	50	40	0	0	0	0	0	80	60	40	60	400	\$ 72,930.00	8	8			16	\$ 3,008.00	4	4			60	\$ 1,220.00	60	180	380	15	635	\$ 71,245.00	0	\$ -	1059	\$ 148,383.00																
2.2.6 Commission and Committee Support	10	10	60	60	0	0	0	0	0	0	10	10	20	0	180	\$ 38,940.00	0				0	\$ -	0	0			0	\$ -	0			20	50	70	\$ 11,750.00	250	\$ 50,690.00																	
2.2.7 Transportation Preference Questionnaire	5	15	15	15	0	0	0	0	0	10	10	10	10	0	90	\$ 19,035.00	0				0	\$ -	0	0			30	\$ 4,940.00	30	60	120	\$ 14,940.00	0	\$ -	210	\$ 33,975.00																		
2.3 Communications Management	10	10	20	10	0	0	0	0	0	0	20	10	20	20	120	\$ 23,220.00	0				0	\$ -	0	0			0	\$ -	15	20	35	\$ 5,365.00	10		10	\$ 2,500.00	165	\$ 31,085.00																
2.3.1 Design Scheme	10	10	20	10	0	0	0	0	0	0	20	10	20	20	120	\$ 23,220.00	0				0	\$ -	0	0			0	\$ -	15	20	35	\$ 5,365.00	10		10	\$ 2,500.00	165	\$ 31,085.00																
2.3.2 Naming The Plan	10	5	10	5	0	0	0	0	0	0	10	5	10	10	65	\$ 12,910.00	0				0	\$ -	0	0			0	\$ -	5	10	15	\$ 2,225.00	10		10	\$ 2,500.00	90	\$ 17,635.00																
2.3.3 Communication Content	45	110	291	283	40	0	0	0	0	0	10	10	10	10	142	\$ 28,254.00	8	16	0	0	24	\$ 4,444.00	0	4	12	0	16	\$ 2,260.00	250	770	940	45	2005	\$ 5,175.00	36	158	40	254	\$ 41,330.00	3741	\$ 570,408.00													
Task 2: Total Cost	\$ 11,700.00	\$ 18,150.00	\$ 78,570.00	\$ 53,770.00	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ 3,100.00	\$ 45,144.00	\$ 18,125.00	\$ 32,940.00	\$ 16,900.00	\$ 284,399.00	\$ 1,872.00	\$ 2,272.00	\$ -	\$ -	\$ -	\$ 4,444.00	\$ -	\$ 700.00	\$ 1,560.00	\$ -	\$ -	\$ 2,260.00	\$ 45,750.00	\$ 100,870.00	\$ 96,480.00	\$ 5,175.00	\$ 238,275.00	\$ 14,000.00	\$ 21,930.00	\$ 6,000.00	\$ 41,330.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Task 2: Existing Conditions	10	30	15	25	25	0	10	0	0	0	0	0	0	0	115	\$ 21,620.00	16	50	80	40	186	\$ 24,604.00	8	20	32	60	\$ 7,776.00	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	361	\$ 54,000.00													
3.1 Data Collection & Conditions Establishment	10	30	15	25	25	0	10	0	0	0	0	0	0	0	115	\$ 21,620.00	16	50	80	40	186	\$ 24,604.00	8	20	32	60	\$ 7,776.00	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	361	\$ 54,000.00													
3.2 Base Map	10	40	15	10	60	0	10	0	0	0	0	0	0	0	145	\$ 25,670.00	0				0	\$ -	0	0			0	\$ -	0			0	\$ -	0	\$ -	0	\$ -	0	\$ -	145	\$ 25,670.00													
3.3 Review Precedent Policy & Related Documents	25	30	10	25	0	0	0	0	0	0	0	0	0	0	90	\$ 18,900.00	4	4	40	40	84	\$ 9,776.00	40	40			40	\$ 5,200.00	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	214	\$ 33,876.00														
3.3.1 Existing Policy Documents	25	30	10	25	0	0	0	0	0	0	0	0	0	0	90	\$ 18,900.00	4	4	40	40	84	\$ 9,776.00	40	40			40	\$ 5,200.00	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	214	\$ 33,876.00														
3.3.2 Best Practice & Precedent Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ -	0	0	0	0	0	\$ -	0	0			0	\$ -	0			0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	
3.4 Transportation History	20	40	10	10	20	0	10	0	0	0	0	0	10	20	140	\$ 25,350.00	0				0	\$ -	0	0			0	\$ -	20	20	10	50	\$ 7,200.00	0	\$ -	0	\$ -	0	\$ -	190	\$ 32,550.00													
3.4.1 Long Term History of Transportation	20	40	10	10	20	0	10	0	0	0	0	0	10	20	140	\$ 25,350.00	0				0	\$ -	0	0			0	\$ -	20	20	10	50	\$ 7,200.00	0	\$ -	0	\$ -	0	\$ -	190	\$ 32,550.00													

Reimbursable Items		
	Cost	Quantity
1.0 Travel		
1.1 Vehicle Mileage	\$ 2,546	100 round trips at 38 miles
1.2 Parking	\$ 1,600	200 parked cars at \$2 per hour @ 4 hours
1.3 Train	\$ 2,000	200 round trips at \$5 per trip
2.0 Public Engagement Materials	\$ -	
2.1 Boards	\$ 7,360	32 boards @\$230 per board
2.2 Post Cards	\$ 25,000	\$3-6k per area per workshop; \$5k budget; we should be very strategic with these mailers and maybe only send at launch or during the most critical phase of engagement.
2.3 Mailing Costs	\$ 40,000	
2.4 Flyers	\$ 12,500	2-4k per distribution depending on qty
2.5 Food	\$ 5,000	
Translation Support	\$ 36,800	Assume \$25 hourly rate, average of 6 hours per event, 80 events, meetings, workshops + 20k for translated printings.
2.6 Giveaways	\$ 20,000	Budget halved pending direction from County as to whether it is an eligible cost.
2.7 Food Truck	\$ 30,000	
2.8 Banner, table cloths, t-shirts, etc	\$ 20,000	
2.9 Yard Signs	\$ 12,500	500 signs @\$25 per sign
3.0 Publishing Material + miscellaneous printing		
3.1 Printed and Bound Final Reports	\$ 500	20 Printed and bound final reports
3.2 Large Plot Maps (printed in house)	\$ 2,000	
3.3 Miscellaneous Prints for Promotion and Awareness (Take-ones, misc event printing like panel screens).	\$ 15,000	
3.4 Print Ads (Wapo or local Paper, etc.)	\$ 5,000	Mostly focused on Local print publications: Arlingtonian, Arlington Magazine, etc
3.5 Digital / On-Air Ads (ARLnow, radio, streaming, youtube, etc.)	\$ 7,500	Emphasis on digital because of greatest RPI
Total Direct	\$ 245,306	
Total Hours + Direct	\$ 2,207,477.00	

EXHIBIT C

CONTRACTOR PERFORMANCE EVALUATION FORM

ARLINGTON COUNTY GOVERNMENT

Contractor Performance Evaluation Form

Contractor Name: _____ Contract No.: _____

Date: _____ Project/Contract Name: _____

Interim Evaluation ____ Final Evaluation ____

Scope of Work/Services Provided:

Contract Start Date: ____/____/____ Contract End Date: ____/____/____ Actual Completion Date: ____/____/____

Please rate the effectiveness of the Contractor’s performance on the Contract/Project across the following dimensions:

Evaluation Criteria: Unacceptable Poor Satisfactory Excellent

Written comments to explain assigned ratings are required for any performance ratings below “satisfactory” or an “excellent” in any category.

Evaluation Questions

1. Quality of Workmanship

Rate the quality of the Contractor’s workmanship. Were there quality-related or workmanship problems on the Contract? Was the Contractor responsive to remedial work required?

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

2. Problem Solving and Decision Making

Rate the Contractor’s ability to provide effective and creative problem solving, coordination and fair decision making on Contract/Project.

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

3. Project Schedule

Rate the Contractor's performance with regard to adhering to contract schedules. Did the Contractor meet the contract schedule, or the schedule as revised by approved change orders? If not was the delay attributable to the Contractor?

Unacceptable Poor Satisfactory Excellent N/A

4. Subcontractor Management

Rate the Contractor's ability, effort and success in managing and coordinating subcontractors (if no subcontractors rate the Contractor's overall project management). Was the Contractor able to effectively resolve problems?

Unacceptable Poor Satisfactory Excellent N/A

5. Safety

Rate the Contractor's safety procedures on this Contract/Project? Were there any OSHA violations or serious safety accidents?

Unacceptable Poor Satisfactory Excellent N/A

6. Environmental Compliance

Did the Contractor comply with local, state, and federal environmental standards in the performance of the Contract? Did the Contractor comply in good faith with local erosion and sedimentation control requirements and/or any Stormwater Pollution Prevention Plan?

Unacceptable Poor Satisfactory Excellent N/A

7. Change Orders

Did the Contractor unreasonably claim change orders or extras? Were the Contractor's prices on change orders and extra work reasonable?

Unacceptable Poor Satisfactory Excellent N/A

8. Paperwork Processing

Rate this Contractor's performance in completing and submitting required project paperwork (i.e. change orders, submittal, drawings, invoices, workforce reports, etc.) Did the Contractor submit the required paperwork promptly and in proper form?

Unacceptable Poor Satisfactory Excellent N/A

9. Supervisory Personnel

Rate the general performance of this Contractor's supervisory personnel. Did they have the knowledge, management skills and experience to run a project of this size and scope?

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

10. Expertise, Knowledge and Experience

Rate this Contractor's personnel. Were they dedicated, experienced and qualified for the duration of project.

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

11. Project/Contract Closeout

Rate the Contractor's performance on timeliness and quality of closeout deliverables such as As-Built Drawings, Operation and Maintenance Manuals, and training. Did the Contractor complete the tasks or Project on schedule; was the punch list completed within the allotted time?

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

12. Level of Overall Performance

___ Unacceptable ___ Poor ___ Satisfactory ___ Excellent ___ N/A

Based on these comments, would you recommend this Contractor for comparable work in the future?

Yes No

Please provide any comments regarding the Contractor's performance or the quality of its work. The Contractor can also provide any comments or clarification on the evaluation in the box below.

(Project Officer or Contractor, use additional sheets, if Necessary):

Signatures and Certifications:

1. The information contained in this evaluation form represents, to the best of my knowledge, a true and accurate analysis of the Contractor’s performance record on this Contract; and,
2. The contents on the evaluation form and the ratings were not negotiated with the Contractor or its representative for any reason.

Evaluator’s Signature: _____ Date: _____

Evaluator’s (PjO) Printed Name _____ Evaluator’s Title: _____

Contractor’s signature below acknowledges receipt and the opportunity to respond:

Contractor Signature: _____ Date: _____

Contractor Printed Name: _____ Title: _____

EVALUATION RATINGS DEFINITIONS

Rating	Definition	Notes
Excellent	Performance meets contractual requirements and exceeds many to the County’s benefit. The contractual performance of the element or sub-element being evaluated was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.	To justify an Exceptional rating, identify multiple significant events and state how they were of benefit to the County. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
Satisfactory	Performance meets contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	To justify a Satisfactory rating, there should have been only minor problems, or major problems the contractor recovered from without impact to the contract/order. There should have been NO significant weaknesses identified. A fundamental principle of assigning ratings is that contractors will not be evaluated with a rating lower than Satisfactory solely for not performing beyond the requirements of the contract/order.

Poor	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being evaluated reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	To justify poor performance, identify a significant event in each category that the contractor had trouble overcoming and state how it impacted the County. A poor rating should be supported by referencing the management tool that notified the contractor of the contractual deficiency (e.g., management, quality, safety, or environmental deficiency report or letter).
Unacceptable	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains a serious problem(s) for which the contractor's corrective actions appear or were ineffective.	To justify an Unsatisfactory rating, identify multiple significant events in each category that the contractor had trouble overcoming and state how it impacted the County. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating. An Unsatisfactory rating should be supported by referencing the management tools used to notify the contractor of the contractual deficiencies (e.g., management, quality, safety, or environmental deficiency reports, or letters).
Not Applicable (N/A)	N/A (not applicable) should be used if the ratings are not going to be applied to a particular area for evaluation.	

END

