



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

CONTRACT AWARD COVERPAGE

TO: AECOM TECHNICAL SERVICES, INC. 301 WILSON BLVD., STE. 900 ARLINGTON, VIRGINIA 22201	DATE ISSUED: 10/28/2022
	CONTRACT NO: 23-CPHD-SS-371
	CONTRACT TITLE: PLANNING CONSULTANT FOR THE LANGSTON BOULEVARD PLANNING STUDY

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 AGREEMENT No. 23-CPHD-SS-371, including any attachments or amendments thereto. Terms and conditions are in accordance with AGREEMENT No. 778-15-4.

EFFECTIVE DATE: NOVEMBER 1, 2022
EXPIRES: OCTOBER 31, 2024
RENEWALS: THERE ARE NO RENEWALS
LIVING WAGE: N

ATTACHMENTS:
SCOPE OF WORK AND PRICING

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

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EMAIL ADDRESS: RYAN.BOUMA@AECOM.COM

COUNTY CONTACT: NATASHA ALFONSO, CPHD

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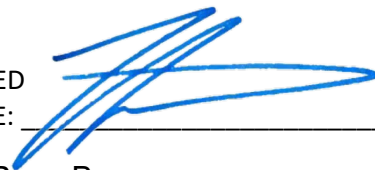
COUNTY CONTACT EMAIL: NALFONSO-AHMED@ARLINGTONVA.US

WITNESS these signatures:

THE COUNTY BOARD OF ARLINGTON
COUNTY, VIRGINIA

AECOM TECHNICAL SERVICES, INC.

AUTHORIZED
SIGNATURE: Kaylin Schreiber

AUTHORIZED
SIGNATURE:  _____

NAME: Kaylin Schreiber

NAME: Ryan Bouma

TITLE: Procurement Officer

TITLE: Vice President

DATE: 10/28/2022

DATE: October 25, 2022

SCOPE OF WORK

A. PROJECT OVERVIEW

Purpose and Approach

The County aspires for the Lee Highway corridor to be an attractive, prosperous, safe, healthy, and livable main street community. The planning process for Lee Highway is not starting from scratch. The study that results from the planning process will refine, validate and build upon the community's vision and the guiding principles and goals expressed in the 2016 Lee Highway Visioning Study report (see Reference List in Section G: Preliminary Resources). The study will culminate in a comprehensive, long-range plan that will guide private and public investment in the Lee Highway corridor over the next 25 years. The expected outcome is a plan that:

1. Establishes a high-level framework with:
 - A forward-looking vision supported by goals and objectives for the corridor
 - Fundamental policy recommendations for key planning elements such as land use, building heights, transportation, housing and public space to meet the overall future vision and reflect the County's policies as expressed in the Comprehensive Plan
 - A range of short- and long-term, innovative strategies to support the vision and goals
 - Identification of future implementation tools (i.e. zoning ordinance amendments) that would typically require additional resources and time to prepare them for formal enactment
 - Identification of issues that may require a future analysis or study, including the potential review and refinement to already-adopted plans for East Falls Church (2011) and Cherrydale (1994) to align with the new policies presented in this plan.
2. Advances the multi-modal vision in partnership with VDOT, which owns and operates the Lee Highway right-of-way.
3. Guides private development and informs future Capital Improvement Plan decisions, while recognizing that change will take time to be realized and private development initiatives will likely be the main contributor to realizing the future vision.
4. Culminates an inclusive, effective and timely process that reflects the Lee Highway community and broader Arlington community perspectives, respects the time commitments of stakeholders, and is mindful of available staff and Contractor resources.

As further discussed in subsection B "Project Phases and Responsibilities" below, key steps in the process are anticipated to include the following:

- Analyze existing conditions
- Provide education sessions for community stakeholders on baseline information, best practices, ongoing County processes, planning issues, and policies

- Validate and refine the community’s overall vision as expressed in the 2016 Visioning Study
- Define general character areas for the corridor, with accompanying descriptions, to identify a preliminary 2050 vision and identity characteristics for each neighborhood area.
- Define vision principles and goals for key planning elements, such as land use, transportation, housing and economic development
- Develop and evaluate land use scenarios (primarily in the Core Study Area and Residential Edges as described below for areas where changes in land use, density, and building form are desired and/or needed to reach key element goals) and recommendations for transportation, park, and other planning elements that effectively function as a larger network or system (“network recommendations”) (including assessment of outcomes and impacts)
- Determine a preferred scenario for each area
- Develop recommendations, identify implementation tools, and draft the plan
- Review and refine drafts of the plan
- Present the final draft plan for adoption to community stakeholders, advisory commissions and County Board

Arlington’s Planning Framework

The County’s Comprehensive Plan is comprised of eleven elements and provides overarching policies on land use, transportation and open space systems, utilities, recycling, historic resources, and affordable housing. The General Land Use Plan (GLUP), one of those elements, sets the land use vision for all areas of the County. For more than four decades, the County has developed or updated a long-range plan for each of its Metro Station areas and other special planning areas identified on the GLUP, to further articulate the land use vision for a specific area. Typically, these long-range plans often include the potential for additional development on sites close to transit, which is intended to attract developers to participate in the County’s special exception site plan review process and help achieve community goals.

Similar to those plans, a primary outcome of this study is for the County Board to adopt a detailed long range plan that will guide, but not regulate, future development in the Lee Highway area (however, elements of the plan may be codified through [Zoning Ordinance](#) amendments to support implementation of the adopted vision). Recommendations of the plan may be short- or long-term in nature.

In addition to the County’s Comprehensive Plan, the long range plan that results from the study will inform the development review process, primarily for special exception projects (i.e. site plans and use permits); although the study’s guidance may result in suggested changes to by-right zoning as well. It will provide guidance to developers on goals and objectives for the Lee Highway corridor and will also inform the County, VDOT, the Planning Commission and other advisory commissions, and the community of the review of special exception or other incentive zoning applications.

There have been two previous significant planning efforts in the Lee Highway Corridor Planning Area (Planning Area) described below, the Lee Highway Cherrydale Revitalization Plan (1994) and the East Falls Church Area Plan (2011). Specific districts on the General Land Use Plan for Cherrydale and East Falls Church provide high-level planning guidance for those areas. Aside from those two plans and planning assessments for a limited set of special exception development proposals, the County has not conducted comprehensive planning for the Lee Highway Area.

Study Area Boundaries

For purposes of the Lee Highway Planning Study, the study area consists of the following areas (*see map and legend key noted below and in Section G: Preliminary Resources*):

Lee Highway Corridor Planning Area

The Lee Highway Corridor Planning Area (Planning Area) is the widest study area boundary and includes the Census Blocks that fall within a one-quarter (1/4) mile to the north and south of Lee Highway. Areas that are already captured in the Rosslyn-Ballston Corridor and have adopted plans and policies, including Rosslyn and Courthouse Metro station areas, are excluded. The Planning Area, which captures the civic associations adjacent to Lee Highway, is the primary catchment area for the major users of Lee Highway, and the walk shed for transit bus users. This area will be used to generate and report valuable demographic data similar to other larger planning areas established in the County and to study the corridor or Countywide elements, including transportation, connectivity, public space, and public facilities that function as networks and affect the entire corridor and public realm (“network-wide” planning elements). In some instances, recommendations may be developed for network elements outside of this planning area boundary where appropriate. For this study, the Planning Area may be subdivided into five (5) smaller geographies or neighborhood areas to better understand and discuss the specific attributes, physical conditions and aspirations of each area.

Core Study Area

The Core Study Area is a narrower geography along Lee Highway and includes commercial and multi-family areas that have not been previously studied by the County. Specifically, areas designated as Service Commercial, Low-Medium Residential and Medium Residential on the General Land Use Plan (GLUP) are included, as well as areas where commercial zoning or commercial uses are inconsistent with residential GLUP designations. In several limited locations, the Core Study Area also includes areas designated as low-density residential on the GLUP that are adjacent to commercial and multi-family development.

More detailed analysis will be conducted in this area, focusing on both private property and public realm, which provides the most opportunity for change and impact through redevelopment. It is expected that the Staff Team and Contractor team will define character areas and evaluate future land use scenarios within this boundary that would be informed by the network-wide analysis undertaken for the larger Planning Area boundary.

The Cherrydale and East Falls Church (EFC) areas will remain in the Planning Area boundary, to develop a cohesive vision and recommendations for network-wide elements, such as transportation and public space. If the transportation analysis and preliminary recommendations suggest major impacts to the existing Cherrydale/EFC plans, the Staff Team and the Contractor will recommend an approach in consultation with the County Manager and County Board Liaison on how best to address such issues, which could impact the timing of this study.

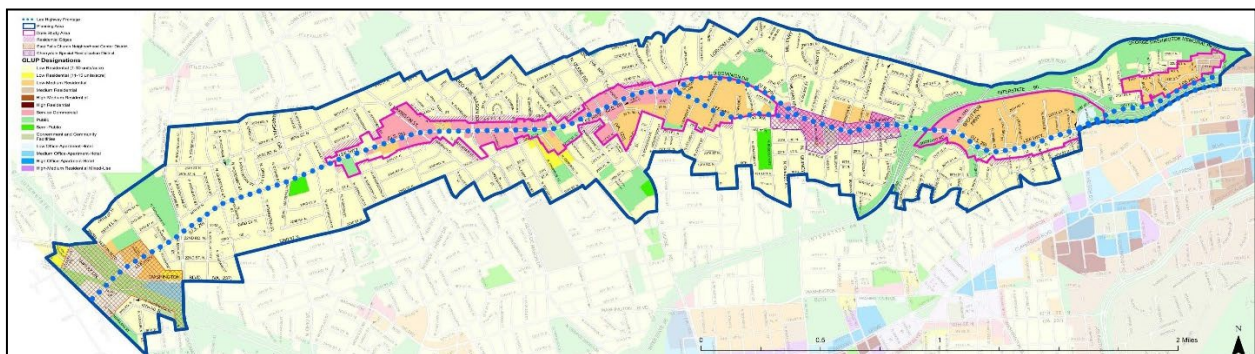
Residential Edges

Given that many commercial properties within the Core Study Area have shallow lots with adjacent and abutting low-density residential development, a transition zone will also be analyzed to 1) study impacts of potential redevelopment scenarios and/or 2) identify areas where additional land may be needed to

make redevelopment along Lee Highway feasible and create an appropriate transition (i.e., depth, scale, building height, connectivity) between the redevelopment area and low-density residential development. This transition area, includes areas designated low-residential on the GLUP, and is generally defined as areas within approximately 250 feet from Lee Highway and other arterial streets (N. Harrison, George Mason Drive, Glebe Road). However, as the study progresses, the Staff Team and Contractor will determine where a larger geography should be evaluated, such as due to a commercial property's size, configuration, and depth from Lee Highway, distance to adjacent neighborhood streets, topography, and/or other site or economic constraints.

The Residential Edges are also an opportunity to explore the Affordable Housing Master Plan's (AHMP) recommendations to widen housing choices for middle-income households (i.e. those earning generally between 80% and 120% of the Area Median Income (AMI) and coined as the "missing middle"), including exploring flexibility in housing types in single-family neighborhoods. *It is expected that this analysis will be explored later in the Lee Highway process once County staff has had additional time to assemble additional baseline information on this concept, including the feasibility of middle-income housing to meet the affordability target range, and evaluate policies and/or criteria from a Countywide perspective that would inform the specific analysis for Lee Highway.*

Study Area Map



Community Engagement and Communications Approach

Because of the importance of community input in this project, it is essential that the public be regularly involved in the development of the Plan. The Contractor will be responsible for facilitating this involvement and will work with the Staff Team to devise and implement a creative civic engagement plan that effectively engages a broad range of participants who care about Lee Highway's future, including hard-to-capture groups, such as business owners, renters, non-English speakers, commuters and shoppers who travel through the study area each day, and property owners who may live outside the study area, Arlington, or region.

The County envisions a series of workshops/meetings where public input is gathered to refine and build upon the vision from the 2016 Visioning Study. The County will propose a structure for the planning process that most effectively engages the community. A variety of meeting types and engagement and communication strategies should be considered for this project, such as:

- Community Meetings
- Workshops (the project phases described below includes two workshops)
- Focus Groups
- Open Houses
- Technical “Check-in” Meetings
- Work in Progress Presentations
- Online surveys, social media, web-based material and other traditional and innovative media
- Community events, public art installations, tactical urbanism, and experiential arts engagement

In order to provide regular, consistent participation in this process, the County also anticipates establishing additional means to engage a range of stakeholders: 1) a Community Forum (approximately 35 - 40 members) consisting of a broad cross section of Lee Highway and County stakeholders and serving as a consistent feedback group and 2) a Working Group (approximately 8 members), as a subcommittee of the Community Forum, that will work closely with the Staff Team and the Contractor team.

The Community Forum is comprised of members from the Lee Highway Alliance; neighborhood including civic associations, renters, and condominium associations; property owners; business community; advisory boards and commission; and advocacy groups. In order to provide a clear understanding of the duties and responsibilities of the Community Forum and the Working Group, a Charge will be announced by the County Board or County Manager prior to the start of this planning process. The Charge will also express the purpose of the study and key expectations on civic engagement.

The Contractor will be required to attend meetings in Arlington, in person. While the Staff Team will be available to provide assistance in facilitating meetings, the Contractor must be sufficiently staffed to:

- Co-lead the public outreach for any community meetings, workshops, and charrettes with the Staff Team;
- Co-facilitate public meetings/discussions (not intended to suggest that a full-time facilitator should be enlisted for the contractor team) with County staff and/or Community Forum chair/vice chair as appointed by the County Manager or County Board;
- Collaborate with the Staff Team to generate press releases, meeting notices, posters, and other communication materials to be distributed to the public and specific stakeholder groups;
- Collaborate with the Staff Team to determine and implement the best mechanisms for outreach; and
- Collaborate with the Staff Team and the Working Group to prepare agenda and materials, determine meeting format and engagement strategies, design discussion topics and questions, and debrief from Community Forum, focus group or other public meetings.

The Contractor should have experience in skillfully managing conflict as it arises in community discussions. While the Contractor will assist the County with creating public awareness through the tasks listed above, the Contractor will not be responsible for executing mailings, legal notifications, and distribution of public awareness materials (which will be the responsibility of the County).

Key Planning Elements

Through this planning study, the Staff Team and the Contractor will analyze a series of interrelated key planning elements as they relate to the following aspirational goals identified by the County (subject to change):

- 1. Land Use:** Transform Lee Highway into a walkable, main street corridor, with a wide range of housing types, retail, services, and other uses that serve the diverse needs of nearby communities.
- 2. Housing:** Expand housing options to achieve a diverse mix of types, affordability, and tenure. Strive to achieve the goals set forth in the Affordable Housing Master Plan and ongoing County housing studies, to the extent they have been adopted by the County Board during the Lee Highway planning study (i.e. Housing Conservation District Policy Framework and Missing Middle Study), including achieving 2,500 committed affordable rental units (CAFs) at 60% of the area median income (AMI). At present, there are 266 CAFs and 126 market rate affordable units (MARKs) in the study area that are affordable to households earning up to 60% AMI. An additional 1,466 existing MARKs in the study area are affordable to households earning up to 80% AMI. Explore opportunities to achieve housing for middle-income households (i.e. those earning generally between 80% and 120% of the Area Median Income and coined as the “missing middle”), and to accommodate residents who want to age in the Lee Highway community.
- 3. Transportation:** In close coordination with VDOT, redesign Lee Highway into a complete street that better serves all modes of travel, while recognizing its continued role as a commuter corridor. Strive to achieve a multi-modal corridor that encourages bus ridership through land use recommendations and transit-oriented urban design principles. Improve walkways and overall pedestrian and bicycle connectivity throughout the study area. Examine ways to right-size parking, improve transit access, and promote alternative modes of travel. Enhance safe routes to school and access to public space.
- 4. Public Spaces:** Ensure that the Lee Highway community is connected to and well served by a diverse mix of public spaces that balance community needs. Embrace streetscapes as an important element of public space. Strive to achieve the goals and recommendations of the in-progress update to the County’s Public Spaces Master Plan (“POPS”).
- 5. Building Form, Height and Urban Design:** Promote a walkable environment with context-sensitive buildings that engage with streets and transition in scale, height and character appropriately to adjacent neighborhoods. Encourage high-quality architecture that reflects the local historic character where appropriate and place-making through conscientious urban design.
- 6. Historic Preservation and Cultural Resources:** Identify and support preservation of historic resources that increase public understanding and appreciation for the corridor’s architectural and cultural history consistent with the policies of the [Historic Preservation Master Plan](#) and the [Historic Resources Inventory](#). Increase awareness of and enhance arts, public art, and cultural activities in the corridor.
- 7. Economic Vitality:** Support retailers, restaurant owners, and other commercial business owners through strategic measures consistent with the Arlington County Retail Plan to ensure that Lee Highway continues to be a prosperous corridor. Identify opportunities to preserve or develop complementary land uses, such as residential, office, and public spaces that meet daily community needs and boost synergies among different land uses. Seek opportunities to promote and strengthen a diverse commercial base, while recognizing that Lee Highway is not a major employment market like the Rosslyn-Ballston and

Jefferson-Davis Corridors.

8. Sustainability: Design and construct buildings, street improvements, and park projects using environmentally sustainable and energy efficient practices. Make the Lee Highway frontage more comfortable and attractive with less impervious surfaces and more “green” features (trees, stormwater management, gathering spaces).

9. Public Facilities: Ensure that public facilities meet the needs of the County and the Lee Highway community. Monitor growth along the Lee Highway corridor to assess and adequately plan for future public facility needs. Identify areas that may be appropriate for future County-wide public facility needs, including core support services, while recognizing that this process will not replace siting or use determination processes to locate specific uses.

B. PROJECT PHASES AND RESPONSIBILITIES

The services sought under this Contract are divided into four phases:

- *Phase One: Analysis, Education and Refining the Vision*
- *Phase Two: Preliminary Planning and Design*
- *Phase Three: Drafting the Lee Highway Plan*
- *Phase Four: Review, Refinement and Presentation of the Lee Highway Plan*

The following scope of work details the methodology, phasing, and key tasks for each phase. Where noted, several Add-On Tasks may be incorporated via future contract amendment(s), at the discretion of the County in order to obtain and analyze additional data, advance the primary tasks described in this scope of work, or to supplement County staff resources.

The County anticipates that the study will be a multi-year process, as specified in the refined draft process outline and schedule developed in Task 1.2.1., with Phases One and Two completed within 25 months of the notice to proceed and Phases Three and Four completed within 36 months of the notice to proceed.

Phase One: Analysis, Education & Refining the Vision

Phase One will include a project kick-off with County Planning staff and the interdepartmental Staff Team (including representatives from Virginia Department of Transportation and Arlington Public Schools). It includes the review of all relevant information and the analysis of key planning elements that affect the study area. It will include a Contractor visit to the Lee Highway area of sufficient duration to complete initial stakeholder interviews and on-site analysis. The initial visit and analysis provide an opportunity for the Contractor to gather information beyond that provided by staff and to gain a greater understanding of Lee Highway’s distinct qualities, constraints, and opportunities.

Phase One also includes the preparation and hosting of a Community Kickoff Meeting, followed by a public workshop. The purpose of the workshop will be to refine, validate, and build upon the vision presented in the Visioning Study. The workshop will result in preliminary mapping and descriptions of character areas along the Lee Highway corridor (including ranges of development) and concepts to study for the key planning elements. The workshop will also include educational elements on topics such as land use, urban design, housing and transportation.

Task 1.1. Review of Relevant Information

The Contractor will review and analyze relevant information, including at a minimum the resources listed in Section G: Preliminary Resources, to familiarize themselves with the characteristic and physical configuration of the Lee Highway area.

County staff has produced a detailed [Lee Highway Briefing Book](#) with baseline information about the corridor, including historic preservation resources, civic associations, environmental background, recent developments, demographic data, existing affordable housing, existing transportation network, and an overview of pertinent planning documents and policies. Review of the Briefing Book, existing regulations, ordinances, and previous studies and Plans affecting development in the Lee Highway area, as well as pertinent maps and demographic data will help inform the team about the study area. In addition, the Contractor will become familiar with County development review processes and other ongoing initiatives, including but not limited to the following: POPS; parking studies; cultural activities; LHA non-profit activities; multi-modal studies and planned transportation improvements; planned changes to I-66; and the planning process and outcomes for Columbia Pike, another commercial corridor in Arlington with some shared characteristics to the Lee Highway corridor.

Task 1.2. Site Visit, Interviews and Community Kick-Off Meeting

A Principal and Project Manager from the Contractor and other team members will travel to the Lee Highway area and other areas of Arlington County. The duration of this initial visit will be sufficient to complete the following tasks:

1.2.1. Project Kick-Off and Refinement of Process and Schedule

During the site visit, a Principal and Project Manager from the Contractor team will hold a project kick-off meeting with the County Staff team (“County staff team” includes County and Arlington Public Schools staff) and VDOT staff, collectively “Staff Team”, to create a shared understanding of the project purpose, goals and objectives, process and schedule. The meeting will include identification of key stakeholders and their issues; exchange of information, including the Lee Highway Briefing Book (see Reference List in Section G: Preliminary Resources); and a discussion of the process and schedule.

The Principal and Project Manager from the Contractor team will work with the Staff Team to refine the County’s proposed structure for the planning process, which will outline the proposed timeline of project phases, events, milestones, meeting frequency (including Stakeholder Interviews, Working Group, Community Forum, Focus Groups, Public, Project Management and Staff Team meetings), the purpose and/or goals for each meeting, product delivery and review periods. The Staff Team will provide a draft process outline and schedule for discussion with the Contractor. Once a preliminary understanding of the process has been established, the Contractor will refine the draft process outline and schedule with roles and responsibilities for each task, and will be responsible for updating it throughout the process. The County Project Officer and Project Manager will attend Project Management meetings and work collaboratively to ensure project remains on track and on schedule. Any updates to the schedule must be accepted and approved in writing by the County Project Officer. The Contractor will be expected to provide the Staff Team for review all work products and presentations that will be shared with the community no less than 10 work days in advance of public meetings, unless otherwise allowed by the County Project

Officer.

Communications and Civic Engagement Strategy

Members of the Contractor team will be available to work with the Staff Team to develop a strategy for an effective communications and civic engagement plan to inform and involve the community. The Contractor will work with the Staff Team to carry-out the communications and engagement strategy throughout the process.

The County has set up a project website for the planning process. As part of its project work, the Contractor will generate a range of project information for the County's website, such as project updates, progress reports, presentations, draft deliverables, photographs, renderings, and related images. County staff will be responsible for maintaining the website.

1.2.2. Initial Stakeholder Interviews and Meetings

Initial interviews and meetings with the Staff Team and key stakeholders, which may include elected officials, representatives of relevant advisory commissions, property owners, business owners, civic associations, community groups, Virginia Department of Transportation, and other local stakeholders (including federal, regional, and other local jurisdiction agencies outside the County) will focus on overall project goals and objectives. The Contractor will conduct approximately 8-12 hours of initial interviews and/or meetings. The number of interviews and/or meetings included in that timeframe will be determined at the time of scheduling, at the County's discretion. The Contractor will compile the results of the interviews into an Initial Stakeholder Interview Report.

The Contractor will provide the Staff Team for review a draft of the interview questions and meeting materials no less than 10 work days in advance of the interviews, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the interview questions and meeting materials addressing the requested changes.

1.2.3. Community Kick-Off Meeting

A Principal and Project Manager from the Contractor will facilitate, with the Staff Team, a meeting with County leaders and community members. The meeting will inform the community about the planning process, including parameters that the County Board has established regarding the scope and goals, and allow the community to provide initial input regarding specific areas of interest and concern regarding the process. The Contractor will compile the results of the public meeting into a Community Kick-Off Meeting Summary Report.

The Contractor will provide the Staff Team for review a draft of the presentation for the Community Kick-Off Meeting no less than 10 work days in advance of the public meeting, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft presentation for the Community Kick-Off Meeting addressing the requested changes.

Task 1.3. Existing Conditions Analysis

The Contractor will conduct an analysis of the existing conditions in the Planning Area, beginning with an analysis of the relevant information in Section G: Preliminary Resources, as needed, to build upon the information in the Briefing Book. To the extent that information and staff resources are available, the Staff Team will provide the Contractor additional information relevant to this scope of work that may be needed during the existing conditions analysis. In addition, the Contractor will conduct a Cultural Resources Survey and an analysis of the Key Planning Elements. The Contractor will compile the analysis in an Existing Conditions Analysis Report.

1.3.1. Cultural Resources Survey

The Contractor will conduct a Cultural Resources Survey to assist the County in implementing historic preservation measures in the Lee Highway Architectural Survey Area (See Section G: Preliminary Resources). The Cultural Resources Survey will increase the appreciation for the Lee Highway corridor's cultural history by all County residents. To this end, the survey will take in many non-traditional resource types beyond traditional building types such as open spaces, parks, and gathering places, as well as many objects and resources deemed locally significant by its residents. The identification, recognition, and preservation of resources such as these are crucial to maintaining strong, resilient communities, including Lee Highway.

All contractors must meet the Secretary of the Interior's Professional Qualification Standards as outlined in 36 CFR Part 61. Contractor will maintain regular consultation with Arlington County staff, local residents and information sources, and the Virginia Department of Historic Resources (VDHR). The survey will be conducted according to VDHR standards.

Cultural Resources Approach – Contractor will utilize a four-step “tiered approach” to the Cultural Resources Survey to allow the County flexibility to document priority sites in the greatest depth. The first step is to conduct overall background research to determine types and significance of known resources. Second step is to identify the resources that will receive in- depth research, surveying and documentation and those that will be researched, surveyed and documented at a reconnaissance level. The third step will be to conduct the field surveys and more in-depth research followed by documentation.

1.3.1.1 Overall Background Research – For the Lee Highway Architectural Survey Area, Contractor will review known sources such as the Historic Preservation Master Plan; Lee Highway Architectural Survey Area Map; Draft Multiple Properties Documentation Form - African American Historic Resources in Arlington County, Virginia (pending – estimated completion summer 2018); previously completed Architectural survey data of architectural resources within Lee Highway Architectural Survey Area; National Register Nominations, V-CRIS forms and Preliminary Information Forms (PIF) to determine types and significance of known resources. Contractor will also contact the Virginia Department of Historic Resources to determine current research questions regarding built resources. In addition, Contractor will synthesize and build upon the historic contexts for the following individual sites and neighborhoods that are listed in the National Register of Historic Places and are partially within or adjacent to the Lee Highway Architectural Survey Area: Stratford Junior High School, Cherrydale Volunteer Fire House, GlebeWood Village, Calvert Manor, Lyon Village Historic District, Maywood (local and National Register Historic District), Cherrydale Historic District, Leeway- Overlee Historic District

(potentially eligible), and Old Dominion Historic District (potentially eligible). The overall background research will be supplemented by a review of historic maps, photographs, and unpublished materials in local libraries and other repositories.

1.3.1.2 Cultural Resources Prioritization - After the overall background research is complete, Contractor will meet with County preservation and planning staff. The purpose of the meeting will be to develop a list of up to 15 buildings, spaces or neighborhoods that will receive in-depth research, field surveying and documentation and a list of 120 properties that will be researched, surveyed and documented at a reconnaissance level.

A goal of this identification effort will be to develop a priority list that is a representative sample of resource types across the corridor. Resource types may include resources that may have been previously under-represented such as resources from the more recent eras that are turning 50 years old and may include local examples of standardized resource types, such as garden apartment complexes, late 1960s subdivisions, neighborhood parks, etc. Other resource types may include properties and businesses that are significant for reasons other than architecture, including association with a locally significant person, events, or families. Contractor will consult with interested residents and community groups, as identified by the County, and will prepare an online survey and conduct up to 20 interviews of business owners to help identify key businesses that play a civic role along the corridor.

1.3.1.3 Field Survey - Upon completion of the overall background research and site prioritization, Contractor will conduct two levels of cultural resources survey:

- a. An *in-depth cultural resources* survey will be conducted for up to 15 priority sites. This survey will involve both an on-site field inspection/photographic documentation, and an in-depth background research, using a variety of published and unpublished sources at these predetermined locations. The Contractor will utilize the in-depth background research and site survey to prepare a summary of the historic context, and produce a sample of public outreach products such as text for interpretive panels or brochures for up to 15 resources previously identified by the County.

In keeping with the spirit of community outreach and inclusion that guides the Cultural Resources Survey, the in-depth research will also identify and utilize unpublished research sources such as oral histories, scrapbooks, and family photographs and records, for use in the documentation of the resources previously identified for more detailed survey. At a minimum, the Contractor will obtain research information from the Center for Local History at the Arlington Central Library. Oral histories will meet the standards of the Arlington County Public Library. In addition, the Contractor will provide paper and electronic copies to the Arlington Central Library for archival purposes. It is proposed that the historical information developed for these buildings will form the basis for a wider historic context, as well as for individual interpretive panels, signage or public education work products that may be implemented in future phases of project implementation.

b. A *reconnaissance-level cultural resources survey* on a limited number of resources (both previously surveyed and newly surveyed) will be conducted for an additional 120 architectural resources built prior to 1969 in the Lee Highway Architectural Survey Area. The reconnaissance survey will involve on-site fieldwork/photo documentation and an assessment of significance and NRHP eligibility based on the overall background research conducted to date at these locations. Fieldwork for any previously surveyed resources will concentrate on observing and documenting any exterior changes or alterations visible from the street. The proportion of newly surveyed and previously surveyed sites within the total 120 sites to be surveyed at the reconnaissance level will be determined ahead of time with the County.

Contractor will notify County of all necessary information, including schedule, staffing information including key staff names and contact information, vehicle types and license numbers, confirming that property owner letters have been issued, requesting information from County of any property owner issues, and noting any unforeseen issues (e.g., unanticipated access issues and weather delays). Once County staff has acknowledged that the project is ready, fieldwork will proceed.

1.3.1.4 Documentation – Following fieldwork, Contractor will enter survey data, site plans, and maps for any newly surveyed properties into the VCRIS System and provide photographic documentation according to VDHR standards. Contractor will also update all survey data, site plans, and maps for any previously surveyed properties as necessary in the VCRIS System and provide photographic documentation according to VDHR standards. Contractor will provide electronic copies of all of the completed V-CRIS data forms and surveys, and photographic documentation to the County's Historic Preservation Program Office. The survey will provide recommendations regarding historic resources that are potentially eligible for listing in the National Register of Historic Places and as local landmarks or districts. Contractor will utilize strategies to gather lesser known stories, documenting and supporting as much as possible intangible cultural traditions, and focusing arguments for significance on NRHP Criteria A and B and assessing integrity based on the resource's significance.

Contractor will prepare a survey report according to VDHR standards that includes survey methodology, an analysis of the individual data on the survey forms, the relevant historic contexts and property types for the significant resources identified during the reconnaissance-level survey, and recommendations for future evaluations and protection of historically significant resources. Deliverables will be submitted digitally in draft and final versions.

1.3.2 Key Planning Elements Analysis

The Contractor will analyze the key planning elements noted in subsection A (Key Planning Elements), including the identification of issues, opportunities and constraints, to be included in an Existing Conditions report. At a minimum, the analysis will include the elements listed below in Tasks 1.4.1-1.4.9. The Contractor is encouraged to suggest tailoring or additional analysis that would be needed to refine the plan goals and make recommendations for any of the key planning

elements.

The analysis will be included in the Existing Conditions Report, unless the Contractor and County mutually agree that a particular task would be better completed in a later phase of the project. An example of tasks that may be appropriate to complete in a later phase is best practice research. Any tasks not completed in the Existing Conditions Report in Phase 1 will be provided in an Addendum at a time to be determined by the County Project Officer and Contractor. Analysis is described further below. Tasks described below may be tailored to specific areas of the study area as noted.

1.3.2.1. Land Use and Zoning Analysis

The Contractor will analyze the current zoning regulations and land use patterns for the Planning Area. The analysis should include for the Core Study Area:

- Amount, distribution and patterns of residential, commercial, and other uses
- Characterization of built and permitted densities and building heights including aggregate data information at a parcel and/or node level (or other geographic area to be determined)
- Land ownership patterns (i.e. condominium vs. rental, large property owners and/or land acquisitions and assemblages)

1.3.2.2. Urban Design and Building Form Analysis

The Contractor will conduct an urban design and building form analysis for the Core Study Area and Residential Edges by studying existing development, including the street network, block pattern, topography, parcel configuration, and buildings types and form. The analysis will include a focus on development intensity/density, building heights, bulk, scale, setback, building design, urban design (including streetscape elements), and a qualitative lot frontage analysis. The Contractor will also research and present a review of best practices of urban design solutions for parking.

1.3.2.3. Housing Analysis

The Contractor will conduct a Housing Analysis, which will include the following:

1. Analysis of existing housing types, building/structure age, tenure, and affordability (i.e. rental rates, ownership sales) within the Core Study Area and Residential Edges. At the beginning of the analysis phase, the County will provide available data on age, tenure, bedroom-mix and affordability
2. Assessment of the applicability of recommendations from the County's Affordable Housing Master Plan, ULI mTAP and/or Missing Middle Study and Housing Conservation District Policy Framework, as established in the GLUP (as of 12/16/17), for the Lee Highway Planning Area.
3. Identification of opportunities, constraints and needs related to aging in the community (e.g., needed amenities and services, housing types, and assisted living facilities).
4. Review of best practices for diverse multi-family housing types in the region (e.g., what new housing types are being developed in the region? What are the opportunities and constraints for producing a variety of types in the Core Study Area

and Residential Edges?).

The Contractor will interview developers and property owners to understand the anticipated level of responsiveness to County policies and programs including the Affordable Housing Master Plan, Housing Preservation District Policy Framework. Approximately ten property owners and up to six developers, active in Arlington County, will be interviewed. Structured, semi-formal interviews will be conducted either in person or via phone depending on the interviewer's convenience. This task will attempt to elicit insights on the conditions under which property owners are likely to continue to operate and maintain affordable housing and developers are likely to engage in the development of affordable and missing middle housing along the corridor.

To better understand the feasibility of producing affordable housing along the corridor, Contractor will carry out pro form a cashflow analysis of prototypical existing and proposed affordable housing properties (including existing multifamily housing and potential new affordable housing developments) to understand the market feasibility of developing, maintaining and managing various types of housing. Particular attention will be paid to multifamily housing that could be developed at the edge of existing nodes and segments of the corridor that are ripe for redevelopment in the short and medium term, including duplexes, 4-plexes and courtyard housing.

Contractor will prepare a presentation of successful case studies in affordable and missing middle housing in Arlington and the DMV area.

Contractor will prepare a qualitative evaluation of the capacity of the corridor to accommodate an increase in senior housing. Contractor will utilize their understanding of the preferences and priorities of senior residents in the DMV area (as it relates to neighborhood amenities and connectivity) as well as the vision for senior housing development in the corridor (developed in the 2016 visioning study), to evaluate the current situation in the corridor. Based on the anticipated feasibility of developing senior living options along Lee Highway, the gap analysis will inform the proposed land use scenarios and urban design (or other) considerations such as but not limited to age-in-place concepts.

1.3.2.4. Transportation and Connectivity- Existing Inventory and Assessment

The Contractor will conduct a Transportation and Connectivity Inventory, which will document existing conditions and analyze the following existing transportation plans, facilities, policies and standards within the Planning Area including linkages to the larger County and regional network:

Plans:

1. Master Transportation Plan and all sub-elements
2. Other Planned Improvements:
 - a. Inventory of previously committed and planned improvements in the Planning Area, including the improvement status (e.g. planned, designed, funded, scheduled for or under construction);
 - b. Qualitative consideration of impacts from planned widening and toll lanes on I-

Facilities:

1. Street Network (e.g. number of lanes, speed limits, intersection locations and controls, turn lanes)
 - a. Connectivity (e.g. location and number of streets and alleys, typical block lengths, opportunities for new intermodal connections);
 - b. Operations (e.g. level of service and delay in seconds) at intersections with arterial streets per VDOT's Traffic Operations and Safety Analysis Manual (TOSAM); Travel Times (e.g., Google Real-Time Data Application Programming Interface (API) to collect GPS data or floating car method to collect travel time and stop delay)
2. Streetscape Design (e.g. medians, landscape, bike/transit/pedestrian facilities)
3. Local and Regional Transit Network (e.g. service providers, routes, ridership, transit hubs, opportunities for intermodal connections, stations/stop locations, station/stop access and amenities). Transit ridership will be provided by the County or the Northern Virginia Transportation Commission (NVTC).
4. Bike Network (e.g. facility types, new segments, trail connections, bike counts, bike crashes, opportunities for intermodal connections)
5. Pedestrian Network (e.g. facility types, sidewalk access points, Safe Routes to Schools, connectivity to public spaces, new segments, opportunities for intermodal connections)
6. Parking Facilities
 - a. Existing parking supply and current parking needs based on existing uses (both on street and off street) for the entire Core Study Area and Residential Edges
 - b. Existing code requirements for minimum off street parking;
 - c. Parking demand sample for at least two commercial and multi-family complexes in similar environments in the region. The Contractor will review the Transportation Performance Reports for Special Exception Projects (See Section G: Preliminary Resources), provided by the County, to understand the parking demand in the County.
7. Shared Ride Options (e.g. ride sharing, Capital Bikeshare, taxi, autonomous vehicles)

Policies/Standards:

1. AASHTO and VDOT standards, specifications, and access management criteria related to Lee Highway's classification as a principal arterial and a National Highway System route.
2. Virginia Department of Transportation Road Design Manual and Appendices (including the Multimodal System Design Guidelines) and other applicable standards and policies

The Transportation and Connectivity existing inventory and assessment will be informed by discussions and close coordination with VDOT, as owners of the Lee Highway right-of-way, in

addition to the County Staff Team.

At the beginning of this task, the County, in coordination with VDOT, will provide the Contractor with available relevant historic and current traffic count data, survey and GIS data, drawings and data related to current transportation projects, and the 2015 Multimodal Needs Assessment. The inventory and assessment will be supported by data from within the past five years. Sources of information will be cleared with County Staff prior to assessment.

Based on the inventory, the Contractor will 1) identify existing constraints and challenges on the corridor for each mode of transportation (i.e., street network, streetscape, transit, bicycles, pedestrians, parking, shared ride options) and 2) at a high-level, identify opportunities and facilities for improvement for each mode of transportation (i.e., street network, streetscape, transit, bicycles, pedestrians, parking, shared ride options). These preliminary recommendations will initially be based on the analysis of existing conditions, existing plans, and anticipated corridor growth (i.e. County growth projection estimates, which are based on the GLUP designations) utilizing the MWCOG travel demand forecast model as further described in task 2.2.4. In Phase 1, the model will be used to establish an understanding of 1) the existing conditions, which takes into account the existing density, roadway conditions and transit options and 2) the 2045 baseline conditions, which takes into account the County's growth projections (derived from the GLUP designations), existing roadway conditions and existing plans for roadway improvements that have already been incorporated into the CLRP for 2045.

In Phase 1, the Contractor will conduct the following model runs:

Specifications	Model Runs
2017 existing conditions – all models will be run once for PM peak	1
2045 baseline (GLUP) conditions – all models will be run once for PM peak	1
Total	2

In Phase 2, the preliminary recommendations will be refined and augmented to include transportation strategies that will be based on future conditions and projected corridor growth for each of the corridor-wide land use scenarios, as described in Task 2.1. At the end of Phase 2, a preferred corridor-wide land use scenario will be selected to prepare a preliminary concept plan that will be presented to the community. In Phase 3, the preferred corridor-wide land use scenario will be refined along with the proposed transportation strategies.

1.3.2.5. Public Space Analysis

The Contractor will conduct a review and assessment of existing Plans and conditions for parks, natural resources, and public spaces (including those that are publicly accessible spaces under private ownership) in, or immediately outside, the Planning Area, including sidewalk, bike and trail linkages to parks in the larger County and regional network. The County is currently undergoing a study to [update the Public Spaces Master Plan](#). This process should be nearing completion at the start of the Lee Highway study. The Contractor will need to stay informed about that process and use the draft Public Spaces Master Plan and final

recommendations to inform the analysis for Lee Highway.

1.3.2.6. Historic and Cultural Resources Analysis

Using the County's existing and new architectural survey data collected by the Contractor as described in Task 1.3.1, the Contractor will provide preliminary recommendations regarding appropriate levels of preservation (e.g. full building preservation, façade preservation or other conservation methods) for historically significant buildings and sites in the Planning Area. The Contractor will also review information on existing arts, public art, and cultural activities. The Contractor will identify strategies to retain, identify and enhance historic resources, arts, public art, and cultural activities in the Planning Area.

1.3.2.7. Economic Vitality Analysis

The Contractor will review and analyze a preliminary existing economic conditions evaluation of the Lee Highway corridor provided by the County, which will include:

- Identification of Commercial Market Clusters within the Study Area
- Definition of Commercial Market Cluster Typologies and applicability of the typologies to the Lee Highway Commercial Market Clusters
- Baseline analysis of commercial market activity and performance, for each of the identified Lee Highway Commercial Market Clusters, such as general data on rents, occupancies, and other performance metrics

The Contractor will conduct additional analysis and evaluation of the preliminary data, as needed, using available data from the Arlington County Retail Plan, databases such as CoStar, ESRI household income and spending data sets, in-house data, and on-site observation. In addition, the Contractor will conduct the following tasks to supplement the County's preliminary existing economic conditions evaluation of the Lee Highway corridor:

1. Mapping Commercial Market Clusters: Building on the information contained in the County's existing economic conditions evaluation, the Contractor will prepare a map layer identifying the specific commercial market clusters, the typologies and the neighborhood(s) that make up their primary market bases; and
2. Assessment of strengths, weaknesses, and opportunities for each Lee Highway Commercial Market Cluster: The Contractor will prepare a SWOT matrix for each of the identified commercial clusters. The Contractor will also analyze the data points to determine the relative health of each cluster and identify potential opportunities or gaps. To accomplish this for each of the previously identified clusters, Contractor will estimate supportable sales potential by type; identify potential opportunities or gaps; and survey the corridor businesses (via online survey) for specific data on rents, sales per square foot, and other performance metrics.

The Contractor must be able to address specific new or additional tasks and questions related to the data, that may arise, as a result of the land use scenario and land use scenario analysis (See Tasks 1.6 and 2.1). The Contractor will update the County's existing economic conditions evaluation of the Lee Highway corridor and prepare a summary for the Existing Conditions report.

1.3.2.8. Sustainability

The Contractor will assess existing sustainability characteristics of the Planning Area, such as tree canopy, impervious areas, stormwater management and building design elements. The Contractor will also research and present best practices, including information on funding techniques and programs, for streetscape design, reduction in impervious surfaces, building/energy efficient design and other smart growth practices that would be applicable to a corridor like Lee Highway.

1.3.2.9. Public Facilities

The Contractor will review and characterize existing and planned public facilities in, or immediately outside, the Planning Area, including schools, community centers, libraries, and fire stations. The Contractor must also become familiar with Countywide facility needs and site facilities within the Lee Highway area, by reviewing the 2015 Community Facilities Study, Fiscal Year 2019 – Fiscal Year 2028 CIP, JFAC materials, and through County staff interviews and needs documentation, and will work with the County to refine broad use categories of known Countywide needs to be evaluated through the study.

1.3.3. Existing Conditions Analysis Report

The Contractor will generate for staff review a draft Existing Conditions Analysis Report that includes an assessment of the relevant information in Section G: Preliminary Resources (building upon the Briefing Book Information), the Cultural Resources Survey and the Key Planning Elements Analysis. The report will consist of a series of analysis diagrams using the County's GIS resources.

The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the Existing Conditions Analysis Report addressing the requested changes.

Task 1.4. Additional Stakeholder Interviews

To supplement the Existing Conditions Analysis Report, the Contractor will collaborate with the Staff Team to identify stakeholders to interview (including, but not limited to, those identified as part of Task 1.2.2.) regarding issues and opportunities identified during the existing conditions analysis. Examples of stakeholders include commercial property owners, multi-family property owners, business owners, developers, and Lee Highway Alliance (LHA) members. The Contractor will conduct approximately 8-12 hours of additional interviews and/or meetings. The number of interviews and/or meetings included in that timeframe will be determined at the time of scheduling, at the County's discretion. The Contractor will compile the results of the interviews into an Additional Stakeholder Interview Report. The analysis may require interviews with:

- Existing multi-family property owners and affordable and market-rate housing developers to identify opportunities, constraints, and other considerations to understand market conditions;
- The community to identify other important cultural activities, art, traditions, and/or people of importance; and

- Property owners of particular sites to review specific issues and opportunities.

The Contractor will provide the Staff Team for review a draft of the interview questions and meeting materials no less than 10 work days in advance of the interviews, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the interview questions and meeting materials addressing the requested changes.

Task 1.5. Land Use Scenario Analysis Methodology

To prepare for the workshop described in Task 1.7, the Contractor will collaborate with the Staff Team to develop a draft methodology for evaluating land use scenarios to better understand feasibility, impacts and achievability of key planning elements. The draft methodology will utilize a land use modeling tool which will incorporate the existing conditions data compiled and analyzed in Task 1.3. The tool will allow the Contractor and the Staff Team to evaluate different land use mixes and intensities within the redevelopment areas (nodes) in the Core Study Area and Residential Edges, along with strategic combinations of possible interventions such as public open spaces or other amenities and street and transit access improvements. As scenarios may respond to nodal and corridor-wide priorities differently, the tool will help highlight how well the scenarios balance nodal and corridor-wide priorities. The tool will also provide feedback on the performance of the interdependent land use and mobility alternatives.

The draft methodology will be used to evaluate one redevelopment area or node in the Core Study Area as identified in the 2016 Visioning Study as a sample and for use as an educational item at the workshop described in Task 1.7 and early community meetings. The draft methodology will include a number of scenarios that cover a representative range of plan objectives to effectively test the methodology for comparative analysis. As further detailed in Task 2.1 and 2.2, the methodology will include an analysis of factors (i.e. land values, based upon data received from the County, estimates of development, transportation, streetscape and other infrastructure costs, land uses, and density levels), key planning elements, specific outcomes, additional performance indicators and a rating system to compare the different alternative scenarios. The draft methodology will include a performance indicator baseline (with rating) based on the existing conditions data compiled and analyzed in Task 1.3. The Contractor will suggest a methodology (e.g., formula-based or using sample sites) to project densities and impacts for other nodes or redevelopment areas that is sufficient to guide ultimate land use recommendations for inclusion in this plan and potential future GLUP designations and zoning districts, yet doesn't require substantial site-by-site analysis for each property in the Core Study Area.

Task 1.6. Public Workshop and Continued Civic Engagement

1.6.1. Design the Workshop, Format and Schedule:

The 2016 Visioning Study will serve as a baseline for beginning discussions with the community to define the vision for the Lee Highway corridor. An initial step in refining the vision will be a workshop, requiring at least two days of civic engagement. The Contractor will propose and work collaboratively with the County to structure the format, agendas and scheduling. The workshop will incorporate findings and discussion of the existing conditions analysis (existing conditions

analysis can be ongoing at time of meeting), previous plans and studies, including the Visioning Study, the land use scenario analysis methodology and community meetings and interviews.

Emphasis will be placed on inviting and understanding community input on refinements to the Visioning Study, preliminary identification of character areas for the Core Study Area, and initial input on network-wide elements. *The Contractor will provide a list of the Contractor's team members (by specialty) proposed to attend and participate in the workshop, and should, at a minimum, include a Principal and the Project Manager.*

Specifically, County staff anticipates there will be three primary elements of the workshop, which may serve as the topics for workshop meetings/events:

- Review and refine vision principles and goals for the key planning elements. The Contractor will collaborate with the Staff Team to review and refine preliminary vision principles and goals for each of the key planning elements, informed by the Visioning Study, the County's aspirational goals (subject to change, described in Part A of this scope) , and additional guidance informed by the existing conditions analysis. The Contractor will present preliminary vision principles and goals in draft form for review as part of the workshop. Ultimately, refined principles and goals will help inform recommendations of the plan and the outcomes used to evaluate the land use scenarios in Phase 2.
- Review, validate, and/or refine the vision in the Core Study Area and Residential Edges. The Contractor will present an overview of the vision (as shown in text and graphics) presented in the Visioning Study for specific activity nodes, as well as presentation of relevant background or educational elements (such as review of draft methodology for land use scenarios at a sample node as described in Task 1.6, transportation assessment including status of traffic changes due to I-66 widening/tolling, POPS analysis/recommendations, and school enrollment projections/methodologies), that could inform refinements to the vision and the identification of character areas for the Core Study Area and Residential Edges.
- Review major network-wide planning elements in Planning Area. The Contractor will present an overview of the vision for transportation and public space throughout the Planning Area as contained in the 2016 Visioning Study and 2015 Multimodal Needs Assessment to inform future discussions about how well the network-wide elements could support scenarios developed as part of Phase 2. The outcome of the workshop(s) will be a refinement of the deliverables for Phase One.

Task 1.6.2. Generate Base Maps and Supporting Materials for Workshop(s) and other Community Meetings

The Contractor will work closely with the Staff Team to obtain the information necessary to generate the base maps and other materials for the workshop(s) and community meetings. All base maps must be GIS compatible and according to County specifications (including naming of layers, geo-referencing etc.) The materials will likely include elements such as color aerial images at appropriate scales, GIS base data, and communication materials. The Contractor will be responsible for printing materials for the workshop(s) unless otherwise agreed to by the Staff Team.

Task 1.6.3. Facilitate the Public Workshop and Continued Civic Engagement

The Contractor will provide the Staff Team for review a draft of the presentation for the public workshop no less than 10 work days in advance of the public workshop unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a final draft presentation for the public workshop addressing the requested changes.

The Contractor will work collaboratively with the Staff Team to conduct the 2-day workshop and post-workshop reporting. Prior to and/or following the workshop, at the County's discretion, the Contractor will at minimum attend seven meetings in addition to the workshop, with the established stakeholder groups (i.e. Community Forum and Working Group) and/or focus groups. The County and the Contractor will determine when additional meetings are necessary, and, when needed, the County will schedule meetings to garner additional input on key topics or topics affecting specific geographic areas. The Contractor will compile the results of the public workshop and additional meetings into a Public Workshop Summary Report.

Task 1.7. Character Area Development

Based on input received through the workshop(s) and other community meetings, the Contractor will develop a draft report documenting preliminary Character Areas for the Core Study Area and Residential Edges for the Staff Team review. The report will include a Neighborhood Areas map, which generally outlines the neighborhood areas along the corridor with descriptions of the preliminary 2050 vision and identity characteristics for each neighborhood area. The Neighborhood Areas Map will also generally describe the future development pattern of the Core Study Area and Residential Edges. The vision will be refined through the land use scenario analysis in Phase 2, when the future development pattern for each neighborhood area will be defined. The Contractor will also include a preliminary set of concepts to study for the key planning elements as specified in Task 1.7 and, where appropriate, initial diagrams for the network-wide planning elements, such as public space and transportation in this report.

The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the Character Area Development Report addressing the requested changes.

Phase One Meetings: The Contractor will attend the following meetings as specified in the refined project process outline and schedule, described in Task 1.2.1. In addition to the meetings with stakeholders, Working Group, Community Forum, Focus Groups, and the Public, the Contractor will attend Staff Team meetings and Project Management meetings.

1. Project Kick-off Meeting (1)
2. Initial Stakeholder Interviews (approximately 8-12 hours)
3. Community Kick-off Meeting (1)
4. Additional Stakeholder Interviews (approximately 8-12 hours)
5. Public Workshop (1, two-day event)

6. Working Group/ Community Forum/ Focus Group Meetings (approximately 7)
7. Additional Project Management Meetings (minimum of 3)
8. Staff Team Meetings (minimum of 7)

Phase One Deliverables:

1. Refined Project Process Outline and Schedule
2. Existing Conditions Analysis Report (including general graphics such as maps, diagrams and street sections) containing the Cultural Resources Inventory (Survey Forms and Report: 2 deliverables) and Key Planning Elements Analysis. One draft and one refined draft, including any addenda as allowed.
3. Initial and Additional Stakeholder Interview Questions. One draft and one refined draft.
4. Initial and Additional Stakeholder Interview Reports
5. Preliminary Land Use Scenario Analysis Methodology
6. Base Maps and Supporting Materials for Workshop(s) and Community Meetings
7. Community Kick-Off Meeting and Public Workshop Presentations. One draft and one refined draft.
8. Community Kick-Off Meeting and Public Workshop Summary Reports
9. Working Group/ Community Forum/ Focus Group Meeting Presentations. One draft and one refined draft.
10. Working Group/ Community Forum/ Focus Group Meeting Summary Reports
11. A report documenting Character Areas and descriptions; diagramming network-wide planning elements; and setting out concepts to study for the study's key planning elements. One draft and one refined draft.

Phase Two: Preliminary Planning and Design

The Preliminary Planning and Design phase involves the development and evaluation of land use scenarios and community meetings to review and collect feedback on the scenarios, and the development of a Preliminary Concept Plan for the entire corridor. The Preliminary Concept Plan presents the preferred land use scenario and recommendations for the network-wide planning elements for each of the five neighborhood areas and includes refined character areas (including refined descriptions of the 2050 vision and identity characteristics) and refined principles and goals for the key planning elements.

Task 2.1. Development of Land Use Scenarios and Analysis

Based on the Neighborhood Areas Map and descriptions of the preliminary 2050 vision and identity characteristics, the Contractor will develop for evaluation, in collaboration with the Staff Team, land use scenarios for the entire Core Study Area and Residential Edges. The land use scenarios will refine the future development pattern, described in the Neighborhood Areas Map, and should reflect a range of options for future development conditions (infill, partial or full redevelopment) for redevelopment areas (nodes) in the Core Study Areas and Residential Edges only. Other sections of the corridor, within the Core Study Area and Residential Edges, may be identified for preservation and should be reflected as such. For each redevelopment area, the Contractor will conduct a land use scenario analysis. The land use scenario

analysis will describe and evaluate the potential for change in terms of the physical environment, quality of life and economic impact. Based on feedback and analysis during Phase One and prior to the development of the land use scenarios (in collaboration with the Staff Team) in Phase Two, the Contractor will meet with the County Planning staff to discuss the framework for formulating the scenarios for each of the 5 neighborhood areas and refine the methodology for evaluation of the land use scenarios to reflect the preliminary vision principles and goals for the key planning elements.

In summary, the overarching process for conducting the subtasks of 2.1-, which includes formulating and evaluating the land use scenarios, will be as follows:

1. The Contractor and the County Planning staff will meet to discuss the framework for formulating the scenarios for each of the 5 neighborhood areas and refine the methodology for evaluation of the land use scenarios. At the meeting(s), the Contractor and the County Planning staff will, at a minimum:
 - a. identify the redevelopment areas in the Core Study Areas and Residential Edges,
 - b. identify key stakeholders of properties considered for redevelopment to set up meetings to discuss owners' future development plans,
 - c. identify the roadways to be analyzed for multi-modal and pedestrian and cycle enhancements (streetscape design),
 - d. identify problem flooding areas (where applicable) and potential locations for overland relief,
 - e. identify preliminary locations for open space,
 - f. identify historic resources and review preliminary recommendations for preservation or interpretation;
 - g. review previous analysis of scenarios from 2016 Visioning Study and Housing Conservation District work; and
 - h. define land use scenarios, including areas for preservation, infill development, partial redevelopment or full redevelopment and range of intensities for each redevelopment area in the Core Study Areas and Residential Edges.
2. The Contractor and the County Planning staff will meet with key Staff Team members to discuss the framework for formulating and evaluating the land use scenarios, with the goal of identifying next steps for coordinating with the Staff Team on key topics.
3. The Contractor and County Planning staff will meet with the previously identified key stakeholders of properties considered for redevelopment.
4. The Contractor will formulate initial sketches of the draft land use scenarios for the redevelopment areas in the Core Study Area and Residential Edges for review by the County Planning staff. The County Project Officer will be responsible for compiling all Planning staff comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will refine the initial sketches of the draft land use scenarios.
5. There will be one joint meeting with the Staff Team on each of the five (5) neighborhood areas. At these meetings, the refined initial sketches of potential alternatives prepared by the Contractor will be discussed and further developed. Following the meetings, the Contractor will enter the major land use and circulation components of the sketched alternatives into the land use model, which calculates quantitative scores (dashboard feedback) for selected performance indicators for each scenario.

6. The Contractor will prepare a summary of the dashboard feedback for review by the Staff Team. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor.
7. The Contractor, in collaboration with the Staff Team, will hold a preliminary meeting with VDOT to get feedback and build consensus on appropriate transportation-related changes to Lee Highway.
8. Based on the feedback from VDOT and other stakeholders, the Contractor and the Staff Team will identify the preferred land use scenarios for each redevelopment area in the Core Study Areas and Residential Edges. The Contractor will then develop corridor-wide land use scenarios, by combining the preferred individual land use scenarios.
9. The Contractor will prepare the Land Use Scenario Analysis and Key Planning Elements Report, a summary report of the preferred land use scenarios for each redevelopment area in the Core Study Areas and Residential Edges and corridor-wide land use scenarios and analysis of the key planning elements, for review by the Staff Team. The summary report, prepared only for internal use by Arlington County staff, will take the form of an annotated presentation that conveys information concisely in a simple manner using graphics, tables and short narrative text. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor.
10. The Contractor will meet with the Staff Team to discuss the Land Use Scenario Analysis and Key Planning Elements Report.
11. Based on feedback from the Staff Team, the Contractor will refine the Land Use Scenario Analysis and Key Planning Elements Report and prepare the select content, that will be posted by the Staff Team online, for community comment.
12. The Contractor, in collaboration with the Staff Team, will present the preferred individual land use scenarios and the corridor-wide land use scenarios to the community using the initial sketches, land use and circulation diagrams, analysis of the key planning elements and quantitative outputs (dashboard feedback) of the land use model. There will be one meeting for each of the five neighborhood areas, with community representatives.
13. The Contractor will meet with the Staff Team to discuss the community feedback and validate the preferred corridor-wide land use scenario.
14. The Contractor will run the transportation model for the preferred corridor-wide scenario, for both the 2045 adjusted baseline and 2045 future conditions, in order to understand the impact of the land use proposals on mobility along the corridor.
15. The Contractor will discuss the results of the transportation models of the preferred corridor-wide scenario with the County's Department of Environmental Services and Planning staff and identify any transportation-related bottlenecks.
16. Based on the feedback from staff, the Contractor will modify the transportation strategy in the preferred corridor-wide scenario with a view to relieving any impediments to traffic flow. The Contractor will then run the transportation model a second time for the 2045 future conditions to test the revised transportation strategy.
17. The Contractor, in collaboration with the Staff Team, will meet with VDOT again and discuss the preferred corridor-wide scenario, its anticipated impacts on all modes of mobility along Lee Highway, and proposed changes to the transportation system.
18. Based on feedback from VDOT and the Staff Team, the Contractor will refine the preferred corridor-wide land use scenario, transportation strategy and analysis of the key planning elements and prepare the Preliminary

Concept Plan Report for review by the Staff Team. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor.

19. Based on feedback from the Staff Team, the Contractor will refine the Preliminary Concept Plan to be posted by the Staff Team online for community comment.
20. The Contractor, in collaboration with the Staff Team, will present the Preliminary Concept Plan to the community. There will be one meeting for each of the five neighborhood areas, with community representatives.

2.1.1. Development of Land Use Scenarios and Minimum Expectations for Scenario Distinctions:

The land use scenarios will reflect a range of densities (ranging from small or limited infill to larger redevelopment) in the areas defined for redevelopment and the residential edges in the Neighborhood Areas Map. Up to three (3) distinct scenarios for each redevelopment area in the Core Study Areas and Residential Edges will be initially analyzed and modeled. The County assumes distinct scenarios for up to (six) 6 redevelopment areas in the Core Study Area and Residential Edges along the corridor, may be identified. In addition, the County and Contractor will determine based on the analysis, which combinations of the individual land use scenarios for each redevelopment area in the Core Study Areas and Residential Edges will be assembled into a minimum of three (3) corridor-wide scenarios. One corridor-wide scenario, for example, could distribute higher density residential across the majority of the study area, while another concentrates it in limited areas. Another corridor-wide scenario example could balance and manage transportation modes along the entire length of Lee Highway, while another transforms the roadway only at certain nodes or intersections.

The individual land use scenarios will be analyzed using the land use modeling tool, which will allow the Staff Team to compare the benefits and implications of the various land use scenarios. The individual land use scenarios will separately describe the network-wide recommendations (e.g., recommended street sections, intersection improvements, general public space locations, and public facility recommendations) that correlate with the levels of density in the land use scenarios.

The formulation of the individual land use scenarios will make use of “place types,” which define certain types of development based on land use, density, Floor to Area Ratio, building height, parking requirements, construction cost, population and development revenue. The place types defined for Lee Highway will be customized to reflect local conditions and community input gathered during Phase 1. The Contractor will define residential, commercial, mixed use, open space and parking place types for use in building scenarios for review with the Staff Team.

The draft land use scenarios for each redevelopment area in the Core Study Area and Residential Edges will include the following:

- a. Boundary of redevelopment areas in the Core Study Area and Residential Edges;
- b. Plan view diagram of the location and extent of the different place types;

- c. Plan view hand-drawn sketch of proposed site layout including any changes to alignments of streets, new streets, resulting block pattern, building type, placement and dimensional characteristics, parking type, configuration and parking counts, and any new or improved public open spaces;
- d. Proposed street sections; and
- e. Quantitative and qualitative outputs (dashboard feedback) of the land use model

2.1.2. Land Use Scenario Analysis and Minimum Expectations for Scenario Evaluation: The land use scenario analysis will include an evaluation of factors, key planning elements (as described in Tasks 2.1 and 2.2), specific outcomes and additional performance indicators, as described below, to compare the land use scenarios (nodal and/or corridor-wide). The Contractor will work with the County to determine which factors, key planning elements, specific outcomes and additional performance indicators will be most appropriate to evaluate for the individual land use scenarios and for the corridor-wide land use scenarios.

Specific Outcomes:

- Potential development in terms of square footages of commercial and residential development, residential units, and other uses as proposed;
- Building typologies;
- Urban design, transportation, and/or other choices to achieve desired change;
- Overall potential for new development to achieve community improvements such as new/modified streets, streetscape and other infrastructure improvements, historic preservation, affordable housing, open space, and screened/structured/underground parking;
- Extent to which the land use scenarios are consistent or in conflict with the community goals for change that were raised through the community engagement process held prior to this task;
- As further detailed in Task 2.2.1, the land use scenario analysis will also include an evaluation of the general economic and development feasibility.

Additional Performance Indicators: In addition to summarizing the specific outcomes stated above, up to (ten) 10 additional performance indicators will also be summarized and a rating system will be developed, to compare the land use scenarios (corridor-wide). For these ten additional indicators, the Contractor assumes the County will provide the background research and/or analytical methodology for additional metrics for which it has data or an existing policy. Additional performance indicator topics could include:

- Transportation and parking impacts
- Public health impacts
- Demand for public facilities and school enrollment
- Public/private partnership opportunities for development of public facilities
- Ease of implementation
- Appropriate neighborhood transitions

Ultimately the land use scenario analysis will frame a realistic set of expectations around how land use scenarios could potentially achieve the desired County and community goals. The land use scenario

analysis for each land use scenario (nodal and corridor-wide) will help the Contractor and County identify the strategies and locations for implementation actions and timing.

Add-On Task: As described above, the land use scenarios will be generated for the Core Study Area and Residential Edges. If the transportation analysis and preliminary recommendations suggest major impacts to the existing Cherrydale or East Falls Church plans, the Staff Team would consult with the County Manager and County Board liaison to determine how best to address the issues. This may result in a request that the Contractor study the impacted parcels further and determine appropriate redevelopment scenarios to facilitate achievement of the desired transportation recommendations. In the event that additional analysis work in this area and/or other redevelopment areas may be required of the Contractor, Offerors should provide a schedule of fees the pricing for analyzing land use scenarios for 1-2 additional areas shall be as specified in Attachment B - Contract Pricing. (See Proposal Requirements, Part 9)

Task 2.2. Further Analysis of the Key Planning Elements

As part of the land use scenario analysis (Task 2.1) the Contractor will address the more specific factors for key planning elements described below. The Contractor will assess each scenario's ability to meet key planning element goals, and impacts and outcomes related to the key planning elements, including transportation, public facilities, historic preservation, population growth, commercial square footage and public space needs. *The Contractor is encouraged to suggest tailoring or additional analysis that would be needed to make recommendations for any of the key planning elements.*

- 2.2.1 Economic Vitality:** In Phase 2, the Economic Vitality Analysis is an extension of the recommendations in Phase 1, focusing more specifically on where and how retail, other commercial development and residential can be located along the corridor. In addition, select land use scenarios (preferred individual land use scenarios and/or corridor-wide land use scenarios as described in Task 2.1) will be evaluated to determine its feasibility and the tradeoffs that will be necessary to attract private investment, impact on public facilities as well as its associated costs for transportation, streetscape and other infrastructure improvements. The Contractor will identify:
- a. Appropriate locations to retain or expand clusters of commercial businesses, particularly ground floor commercial uses, along the corridor;
 - b. Amount and type of additional non-residential (such as flexible space, boutique office, and/or boutique hotels, among other uses identified during the analysis) and residential uses that are viable along the corridor, the likely timing for demand of these uses as well as the urban form they can take based on the different modes of transit suggested in the land use scenarios;
 - c. General economic and development feasibility and potential impacts of land use scenarios: Contractor will conduct an analysis to test the feasibility (including timing and developers' or the County's role in funding, necessary land acquisitions and/or assemblages) as well as potential impacts of a minimum of (three) 3 (preferred individual land use scenarios and/or corridor-wide) land use scenarios as described in Task 2.1. The general economic and development feasibility and potential impacts analysis will

include the following tasks, based on the different perspectives for the private and public sectors:

- i. Private sector: The Contractor will generate, for each scenario, an estimate of development costs based on standardized unit costs for the corridor. The Contractor will also draw conclusions about the high-level financial feasibility of the scenario *to the developer*.
- ii. Public sector: The Contractor will analyze the impacts on school enrollment and other public facilities (i.e. public space, police, fire etc.), as described in Task 2.2.8. The Contractor will also estimate the cost of the proposed transportation, streetscape and other infrastructure improvements along Lee Highway and the share of those improvements that is attributable to the area to be developed. The Contractor will not be required to calculate the operating costs to the County of providing the services necessary to enable/support the development. In addition, the Contractor will estimate employment generation under each scenario. Based on these analyses, the Contractor will draw conclusions about the high-level economic feasibility and potential impacts of the scenarios *to the County*.

d. Opportunities to support continued business success and expansion, both in terms of land use tools or through other potential assistance.

2.2.2. *Building Form & Urban Design*

- a. Effective transitions to adjacent single-family areas, including opportunities for diverse housing types in the Residential Edges where appropriate;
- b. Urban design strategies to improve the pedestrian experience; and
- c. Analysis of the scale, building height and density components of each of the redevelopment areas in the Core Study Area and Residential Edges (approximately six areas). For the preferred land use scenarios, a 3D computer modelling program, such as sketchup, will also be used to illustrate the massing reflected in the preferred land use scenarios. 3D representation will be used only to depict the preferred land use scenarios for the redevelopment areas in the Core Study Area and Residential Edges, not for the corridor-wide land use scenarios (which will be represented in two dimensions to maintain legibility at that scale).

Add-On Task: In the event that additional modeling (i.e. for key nodes or parcels to study issues and test solutions for building design and placement) may be required of the Contractor, the pricing for modeling of additional areas shall be as specified in Attachment B – Contract Pricing.

2.2.3. *Housing:*

- a. Opportunities and economic feasibility for inclusion of committed and/or unrestricted rental and/or condominium affordable housing units (at/below 60% of area median income (AMI), 60-80% AMI, and 80-120% AMI) in redevelopment projects;
- b. Opportunities and economic feasibility for achieving goals related to aging in the community and diverse housing types; and
- c. Application of recommendations from ongoing County housing studies, to the extent they have been adopted by the County Board during the Lee Highway planning study. This may include recommendations for the Housing Conservation District (areas with Market Rate Affordable Units generally located in the multi-family areas of the Core Study Area) and/or middle-income housing types (Missing Middle Study).

In completing task 2.2.3, Contractor will carry out the following tasks:

- Investigate opportunities to develop affordable housing. In coordination with the urban design and land redevelopment analyses, the Contractor will investigate specific opportunities for developing committed rental housing, unrestricted rental housing and/or condominium units that are affordable to the different target audiences. It is anticipated that some affordable units may be in multifamily housing along the corridor, while other units will be in missing middle-type projects located physically between any low/medium rise multifamily housing and the single family housing behind the corridor/nodes. Proposals for redevelopment will make explicit the assumptions as to the number and type of affordable units to be developed.
- Update the proforma cashflow analyses prepared under Task 1 above to reflect the specific conditions as well as the high-level identification of building massing and housing type proposed to be developed on those specific parcels. With a view to ensuring financial viability of individual projects, the Contractor will update the number and type of affordable units within each redevelopment area (in the Core Study Areas and Residential Edges) on the results of the cashflow analyses.

2.2.4 Transportation and Connectivity - Future Conditions Assessment and Recommendations

The Contractor will utilize the existing conditions inventory, assessment, and preliminary recommendations conducted in Phase 1 (See Task 1.3.2.4. Transportation and Connectivity Existing Inventory and Assessment) to identify potential transportation strategies for enhancing multimodal accessibility on the corridor. The land use scenarios (as described in Task 2.1) for the redevelopment areas in the Core Study Area and Residential Edges will incorporate preliminary transportation strategies that will later be refined and tested for the preferred corridor-wide land use scenario. To assess the future conditions of the transportation system, based on the preferred corridor-wide land use scenario, the Contractor will utilize the MWCOG travel demand forecasting model. In Phase 2, the model will be used to understand 1) the 2045 adjusted baseline conditions, which takes into account the County's growth projections (derived from the preferred corridor-wide land use scenario), existing roadway conditions and existing plans for roadway improvements and 2) the 2045 future conditions, which takes into account the County's growth projections (derived from the preferred corridor-wide land use scenario), future roadway conditions and future plans for roadway improvements based on the proposed transportation strategy for the preferred corridor-wide scenario. At the end of Phase 2, a Preliminary Concept Plan will be presented to the community, based on the preferred corridor-wide land use scenario. In Phase 3, after significant input on the preliminary plan has been received, the model will be used one more time to update the 2045 future conditions, which will incorporate a refined corridor-wide land use scenario and transportation strategies.

2.2.4.1 Modeling Specifications

The analysis of existing, baseline and future conditions will utilize the MWCOG travel demand forecasting model for overall corridor travel volumes, O-D patterns, and mode share. The analysis of the future conditions will also utilize smaller scale microsimulation models to analyze corridor operation, as well as a methodology to assess transportation accessibility.

The following are the required modeling specifications:

1. Using the latest adopted MWCOG/TPB model for 2017 and 2045 to analyze existing and future conditions at the TAZ level for an average weekday. Metrics resulting from this model will include origin-destination data by time period and trip purpose, non-motorized trip (bike and pedestrian trips) generated by TAZ, mode share to and from the study area by TAZ including single occupancy vehicle, carpooling, and transit.
2. A focused subarea model will be extracted from the regional MWCOG/TPB model that includes more detailed representation of the roadway network and land uses. This model will be used to provide more detailed information about traffic volumes and speeds in the corridor. Other modes, including transit and non-motorized options will be post-processed from the TAZ level to match the more fine-grained network used in the sub-area model. This model will primarily be used to understand the distribution of traffic on roadways within the study area, especially for local trips within the corridor.
3. Synchro microsimulation of (nine) 9 major intersections within the Planning Area will be used to relate link-level speeds and volumes from the Sub-Area model to more explicit assessment of corridor constraints and operations. The microsimulation model will be used to analyze operational conditions for PM peak conditions only, use existing conditions data supplied by the County, and have a particular focus on travel speeds along the Lee Highway corridor; and

Using the latest MWCOG/TPB travel demand forecasting model, analysis will be conducted to measure the accessibility by transit and by automobile to the study area within 60 and 45-minute time thresholds, to be compatible with VDOT's Smart Scale accessibility scoring.

2.2.4.2 Modeling Methodology and Development of Transportation Strategies

The simulation model will be used to model PM peak traffic only, which is the most congested time of the day for travel. The full MWCOG/TPB model and the Sub-Area model are each run for a full average weekday and are able to produce results for both the AM and PM peaks without significant additional work. Simulating the PM peak will show the most comprehensive view of operations and volumes on the corridor and will reduce the need for multiple validation efforts and superfluous model scenario runs.

In Phase 2, the 2045 baseline model will be adjusted for the preferred corridor-wide land use scenario (as described in Task 2.1) to estimate possible long-term impacts of land use changes on the future baseline transportation system. The evaluation of the impacts on the baseline transportation system allows for comparison of general transportation system capacity and quality of service constraints for the preferred corridor-wide land use scenario. Specific variables to be compared and evaluated include travel times, intersection level of service, link-level volume-to-capacity ratios, and accessibility. County Staff will work with the Contractor to determine how to integrate the preferred corridor-wide land use scenario into the MWCOG model and sub models by adjusting socioeconomic data and assumptions by TAZ. Once the impacts to the future baseline transportation system are evaluated, the

Contractor, with input from the County, will refine and test the transportation strategy enhancing mobility under the preferred corridor-wide land use scenario.

It is anticipated that the modeling of the preferred corridor-wide land use scenario will highlight some impediments to traffic flow in the performance of the transportation system by 2045. The Contractor will revise the transportation strategy with a view to reducing or eliminating those bottlenecks. The Contractor will run the transportation models again based on the revised transportation strategy.

In Phase 2, the Contractor will conduct the following model runs:

Specifications	Model Runs
2045 adjusted baseline (LHPS) conditions – all models will be run once for the preferred corridor-wide land use scenario for PM peak (taking into account existing roadway conditions and existing plans for roadway improvements only)	1
2045 future (LHPS) conditions -all models will be run once for PM peak, to test proposed transportation strategy for the preferred corridor-wide land use scenario	1
2045 future (LHPS) conditions – all models will be run once for PM peak, to test the revised transportation strategy for the preferred corridor-wide land use scenario	1
Total	3

In Phase 3, after significant input on the preliminary plan has been received, the model will be used one more time to update the 2045 future conditions, which will incorporate a refined corridor-wide land use scenario and transportation strategies.

In Phase 3, the Contractor will conduct the following model run:

Specifications	Model Runs
2045 future (LHPS) conditions - model will be run once for the refined preferred corridor-wide land use scenario (to be utilized for the draft Lee Highway Plan document), to test the refined transportation strategies for PM peak	1
Total	1

The approach to the land use scenarios and transportation strategies involve the following key principles:

1. Land use scenarios should be grounded in both regional and local expectations for changes in land use and transportation systems.
2. The Lee Highway Plan and policies should support the desired changes to land uses that

will result over time both in the near and long-term horizons.

3. Transformational changes to the corridor, over the long term, should support fiscally responsible and sustainable phasing of both private sector and public sector investments. The assessment of improvements should therefore be qualitative and flexible in nature to ensure long-term infrastructure improvements will build upon near-term infrastructure improvements.

2.2.4.3 Assessments and Recommendations

Using the results of the modeling analysis, the Contractor will use the following measures to analyze 1) the feasibility of the proposed transportation strategies and its impact on committed and planned improvements and 2) the overall future conditions related to transportation, travel time delays, density, and accessibility for the corridor-wide land use scenarios:

1. Feasibility of Transportation Strategies
 - a. Potential and feasibility of achieving transportation improvements through adjacent site redevelopment (e.g. setbacks, easements, right-of-way dedications)
2. Committed and Planned Improvements
 - a. Potential impact of proposed transportation strategies on previously committed and planned improvements in the Planning Area
3. Transportation conditions
 - a. Level of service and other multi-modal methods for accounting for the quality of the transportation experience, such as:
 - i. Intersection Level of Service, intersection delay, and corridor travel times for automobiles
 - ii. Transit Quality Level of Service (QLOS) characteristics such as frequency of service, span of service, peak period load factors, and percent of households and jobs within ¼ mile of transit stops.
4. Travel time
 - a. Expected travel time for automobile and transit trips along the corridor.

Transportation recommendations will be categorized into short-, medium-, and long-term improvements and will be provided for:

1. Street sections
2. Intersection modifications
3. Vehicular connections (e.g. new streets and alleys)
4. Transit services and facilities
5. Pedestrian facilities and connections
6. Bike facilities and connections
7. Access to public spaces and/or public facilities in the Planning Area
8. On-street and off-street parking: Strategies to address demand, including ratios by use, parking location and type (surface, structured, underground), and opportunities for co-location and shared parking.
9. Shared ride options

Add-On Task: In the event that additional transportation/parking analysis and/or modeling (i.e. for 2030 interim year) may be required of the Contractor, the pricing shall be as specified

in Attachment B – Contract Pricing and in accordance with the Scope of Work included as Exhibit 1.

2.2.5. Public Space:

- a. In consideration of recommendations from the in-progress update to the County's Public Spaces Master Plan (POPS), assess future public space needs based on land use scenario analysis, existing park inventory, projected demographic trends, sustainability, quality of life, and enhancement of surrounding development;
- b. General locations for new or improved public spaces, including descriptions of the recommended features of the public spaces; and
- c. Opportunities and economic feasibility for incentivizing new public spaces through redevelopment. (i.e. form base code, proffers, public-private partnerships, public-public partnerships, etc.)

In addressing the items above, the Contractor will begin by reviewing and incorporating relevant assessments, analyses and recommendations being developed through the County's update of the Public Spaces Master Plan (POPS) to inform the alternative land use scenarios developed concurrently in Phase 2. These public space proposals will be evaluated in light of alternative land uses configurations and intensities, connectivity enhancements, and feedback from stakeholders.

2.2.6. Sustainability:

- a. Opportunities and economic feasibility for incentivizing green building/energy efficient design and construction through redevelopment or renovation;
- b. Opportunities to increase tree canopy coverage and reduce impervious surfaces; and
- c. Strategies to meet and possibly exceed stormwater management requirements.

2.2.7. Historic Preservation and Cultural Resources:

- a. Identify historic resources for full building preservation, façade preservation, or other conservation methods.
- b. Identify opportunities, strategies, and economic feasibility for preserving and enhancing historic and cultural resources through tools such as redevelopment, transfer of development rights, easements, and local designations;
- c. Identify opportunities and potential partners (i.e., non-profits) to enhance cultural resources, the arts, and public art through education, programs, incentives and land use policies consistent with the [Historic Preservation Master Plan](#), the Public Art Master Plan (current and pending update), and the Arlington Arts & Culture Strategy (pending).

2.2.8. Public Facilities:

- a. Analysis of demographic changes that will impact school enrollment. The Staff Team will generate school enrollment projections based on housing units estimated by the Contractor for the land use scenarios;
- b. Analysis, in collaboration with the County Staff Team, of impacts to other public facilities. The County Staff Team will assess public facility needs based on housing units and commercial gross floor area estimated by the Contractor for the land use scenarios;
- c. For known Countywide needs – including core support services, child care, and small office space – identify potential areas for broad use categories;
- d. Consider opportunities and feasibility to incorporate public facilities into new private development; and

- e. Continue coordination with ongoing County efforts for public facilities, including Fire Station #8 and consideration of acquisition of Virginia Hospital Center sites, and assessment of decisions and implications to the Lee Highway planning process.

Task 2.3. Land Use Scenario Analysis and Key Planning Elements Report

The Contractor will provide the Staff Team for review a draft report, describing the formulation of the preferred land use scenarios for each redevelopment area (in the Core Study Areas and Residential Edges) and corridor-wide land use scenarios, their evaluation against the pre-agreed performance criteria, and a comparison of the scenarios based on outcomes and impacts. The report will also include a summary of the additional analysis for the Key Planning Elements outlined in Task 2.2.

The draft report, will be prepared in PowerPoint for internal use by the Staff Team only, and will be composed of drawings (i.e. sketches of plans and street sections), maps, diagrams, tables, charts and narrative text that conveys information succinctly and concisely. The report will not include narrative text that is not directly related to the formulation and evaluation of the scenarios.

The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will use the feedback from the Staff Team to refine the preferred land use scenarios for each redevelopment area (in the Core Study Areas and Residential Edges) and corridor-wide land use scenarios, update the summary of the evaluation and comparison of the scenarios (including the drawings, tables, charts and narrative text), and refine the analysis of the Key Planning Elements that will be used for the presentation to the community and other stakeholders. The Contractor will then provide a refined draft of the Land Use Scenario Analysis and Key Planning Elements Report addressing the requested changes. The Contractor and the County Planning staff will select the content of the draft report that will be shared at the community meetings as described in task 2.4.

Task 2.4. Meetings to present the Land Use Scenario Analysis

As the coronavirus pandemic is unclear and it is anticipated to continue through the end of Phase 2, the modified outreach program to the community and other stakeholders will include virtual community meetings and digital feedback on planning proposals as described below.

2.4.1. Design the Community Meetings, Format and Schedule

The Contractor will support the Staff Team in conducting one community meeting for each of the five (5) neighborhood areas to solicit feedback on the preferred land use scenarios for the redevelopment areas (in the Core Study Areas and Residential Edges) and corridor-wide land use scenarios in order to develop a Preliminary Concept Plan. The community meetings will also provide a forum for input on a refined set of vision principles and goals for the key planning elements. The meetings will be held on Microsoft Teams, Cisco Webex Meetings or similar virtual

communication platform that allows for breakout sessions during meetings.

The Contractor will propose and work collaboratively with the County to structure the format, agendas, and scheduling of the virtual community meetings. The Contractor will provide a list of the Contractor's team members (by specialty) proposed to attend and participate in the workshop, and should, at a minimum, include a Principal and the Project Manager.

2.4.2 Generate Web-based Maps and Supporting Materials for Digital Feedback

The Contractor will work closely with the Staff Team to obtain the information necessary to generate the base maps and other materials for the presentations and community meetings. Additionally, the Contractor will work closely with the County Planning staff to set up the digital platform, such as Konveio or other similar application, to collect additional feedback (online) on the preferred land use scenarios for the redevelopment areas (in the Core Study Areas and Residential Edges) and corridor-wide land use scenarios. The Contractor will generate the web-based maps and other materials to be used in the digital platform and/or survey tools. All base maps must be GIS compatible and according to County specifications (including naming of layers, geo-referencing etc.) The materials will likely include elements such as color aerial images at appropriate scales, GIS base data, and communication materials. .

2.4.3. Facilitate the Community Meetings and Meetings with Other Stakeholders:

The Contractor will provide the Staff Team for review a draft of the presentation for the community meetings no less than 10 work days in advance of the meetings, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft presentation for the virtual community meetings addressing the requested changes.

The Contractor will work collaboratively with the Staff Team to conduct the virtual community meetings and post-meeting reporting, while leading and facilitating the discussions. Prior to and/or following the community meetings, at the County's discretion, the Contractor will at minimum attend two (2) meetings (in addition to the community meetings), with VDOT. The County and the Contractor will determine when additional meetings are necessary, and, when needed, the County will schedule meetings to garner additional input on the transportation strategies and modelling. The Contractor will record and compile the results of the community meetings and VDOT meetings, for the Staff Team to prepare Summary Reports.

Task 2.5. Preliminary Concept Plan and Refinement of Goals for the Key Planning Elements

Based on input from the community meetings, the Contractor, in collaboration with the Staff Team, will identify the preferred corridor-wide land use scenario. The Contractor will run the transportation model for the preferred corridor-wide land use scenario and discuss the results with the Staff Team and VDOT as described in Task 2.2.4. Based on feedback from VDOT and the Staff Team, the Contractor will refine the preferred corridor-wide land use scenario and prepare the Preliminary Concept Plan Report for review by the Staff Team. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will

then provide a refined draft of the Preliminary Concept Plan addressing the requested changes.

The Preliminary Concept Plan Report, will include:

- Summary of Community feedback on Land Use Scenario Analysis
- Preferred land use scenario for the Core Study Areas and Residential Edges, including refined character areas (refined descriptions of the 2050 vision and identity characteristics), graphics and quantitative outputs (dashboard feedback) of the land use model
- Corridor-wide land use scenario that incorporates the preferred individual land use scenarios, including refined recommendations for the network-wide elements
- Preferred transportation strategy including results of transportation model
- Refined analysis of the key planning elements including refined vision principles and goals
- Recommendations for changes to the land use designations on the GLUP and zoning categories (i.e. density, floor area ratio, and height)
- Anticipated phasing of development, based on an understanding of market conditions
- Anticipated outcomes and impacts of proposed development

For each preferred land use scenario of the redevelopment areas (in the Core Study Areas and Residential Edges) and the preferred corridor-wide land use scenario, the following Illustrative plans, sketches, 3D models and/or renderings will be included, in addition to any general graphics (such as maps, diagrams and street sections) that are developed for the report:

- 1 illustrative plan (2D plan view), for each redevelopment area, illustrating the range of densities reflected in the preferred land use scenario;
- 1 illustrative rendering (3D perspective view assuming a common vantage point), for each redevelopment area, illustrating a focal point or special feature of the preferred land use scenario;
- 1 computer generated 3D massing model, for each redevelopment area, illustrating the range of densities reflected in the preferred land use scenario;
- 1 illustrative plan (2D plan view) for the preferred corridor-wide scenario; and
- 2 computer generated 3D renderings, such as an aerial view and a street level view of Lee Highway, for the preferred corridor-wide scenario and transportation strategy.

The graphics and illustrations produced during Phase 2, for the Land Use Scenario Analysis and Key Planning Elements Report and the Preliminary Concept Plan, will be refined for the draft Lee Highway Plan (developed in Phase 3) and the Final Plan (developed in Phase 4). The Contractor will work with the County to determine how many and which general graphics and illustrations will be refined.

Task 2.6. Meetings to Present the Preliminary Concept Plan

As the coronavirus pandemic is unclear and it is anticipated to continue through the end of Phase 2, the modified outreach program to the community and other stakeholders will include virtual community meetings and digital feedback on planning proposals as described below.

2.6.1. Design the Community Meetings, Format and Schedule

The Contractor will support the Staff Team in conducting one (1) community meeting for each of the five (5) neighborhood areas to solicit feedback on the Preliminary Concept Plan. The community meetings will also provide a forum for input on a refined set of goals for the key planning elements. The meetings will be held on Microsoft Teams, Cisco Webex Meetings or similar virtual communication platform that allows for breakout sessions during meetings.

The Contractor will propose and work collaboratively with the County to structure the format, agendas, and scheduling of the virtual community meetings. The Contractor will provide a list of the Contractor's team members (by specialty) proposed to attend and participate in the meetings, and should, at a minimum, include a Principal and the Project Manager.

2.6.2 Generate Web-based Maps and Supporting Materials for Digital Feedback

The Contractor will work closely with the Staff Team to obtain the information necessary to generate the base maps and other materials for the presentations and community meetings. Additionally, the Contractor will work closely with the County Planning staff to set up the digital platform, such as Konveio or other similar application, to collect additional feedback (online) on the Preliminary Concept Plan. The Contractor will generate the web-based maps and other materials to be used in the digital platform and/or survey tools. All base maps must be GIS compatible and according to County specifications (including naming of layers, geo-referencing etc.) The materials will likely include elements such as color aerial images at appropriate scales, GIS base data, and communication materials.

2.6.3. Facilitate the Community Meetings and Meetings with Other Stakeholders:

The Contractor will provide the Staff Team for review a draft of the presentation of the Preliminary Concept Plan for the community meetings no less than 10 work days in advance of the community meetings, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments on the presentation and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the presentation of the Preliminary Concept Plan for the virtual community meetings addressing the requested changes.

The Contractor will work collaboratively with the Staff Team to conduct the virtual community meetings and post-meeting reporting, while leading and facilitating the discussions. Following the community meetings, the Contractor will at a minimum attend (virtually and/or in person) 3 additional public meetings with the County Board, various County commissions (as appropriate), and/or VDOT to present the Preliminary Concept Plan. The Contractor will record and compile the results of the presentation to the community, County Board, various County commissions (as appropriate), and/or VDOT for the Staff Team to prepare Summary Reports.

Phase Two Meetings: The Contractor will attend the following meetings as specified in the refined project process outline and schedule, described in Task 1.2.1. In addition to the meetings with stakeholders, Working Group, Community Forum, Focus Groups, the Public, VDOT and the County, the Contractor will attend Staff Team meetings and Project Management meetings.

1. Community Meetings on the Land Use Scenario Analysis (5 meetings total, 1 for each neighborhood area)
2. VDOT Meetings (approximately 2)
3. Community Meetings on the Preliminary Concept Plan (5 meetings total, 1 for each neighborhood area)
4. VDOT/ Commissions/ County Board Presentations on Preliminary Concept Plan (approximately 3)
5. Additional Project Management Meetings (minimum of 2)
6. Staff Team Meetings (minimum of 8)

Phase Two Deliverables (including potential Add-On tasks as described above):

1. Draft Land Use Scenarios for discussion with the Staff Team as described in task 2.1.
2. Land Use Scenario Analysis and Key Planning Elements Report as described in task 2.3 (including graphics and sketches). One draft and one refined draft.
3. Community Meetings Presentation of Land Use Scenario Analysis. One draft and one refined draft.
4. Community Meetings Notes
5. VDOT Meetings Presentation of transportation strategies. One draft and one refined draft.
6. VDOT Meetings Notes
7. Preliminary Concept Plan – a document, as described in task 2.5, including general graphics, illustrative plans, sketches, 3D massing models and/or renderings; refined character area descriptions; refined vision principles and goals; and an assessment of outcomes and impacts. One draft and one refined draft.
8. Community Meetings Presentation of Preliminary Concept Plan. One draft and one refined draft.
9. Community Meetings Notes
10. VDOT/ Commissions/ County Board Presentations of Preliminary Concept Plan. One draft and one refined draft.
11. VDOT/ Commissions/ County Board Meeting Notes

Phase Three: Drafting the Lee Highway Plan

The initial concepts and ideas generated during Phase Two (Preliminary Planning and Design) will be further refined in Phase Three to prepare a County plan that reflects the community's input and vision for the Lee Highway corridor. Graphics and text will explain fundamental features of the proposed Plan, including: recommendations for the key planning elements; general building heights, densities, and urban design features for neighborhood areas; transportation infrastructure; housing approach; business retention/support; sustainability measures; historic preservation and cultural resource strategies; public facility guidance; and general public space locations. The Contractor will provide a variety of work products as described below.

Task 3.1. Create a Plan document

The plan will be documented in a written report for the use of the public, developers, property owners, County staff, commissions, County Board members, and VDOT to ensure a coordinated effort in managing Lee Highway's ongoing evolution. The report will include an illustrated physical master plan demonstrating the vision for the Lee Highway corridor, to be supported by additional policy

As of 10.31.2022 a portion of task 3.1 has been completed concurrently with the development and refinement of the PCP in Task 2.0.

recommendations, guidelines and implementation strategies. At a minimum, the plan document will include the following general elements:

- Summary of the Community Outreach Process
- Planning Analysis and Vision, expressed through text, a concept plan, maps, illustrations and other supporting graphics
- Vision Principles, Goals, and Recommendations
- Identification of implementation and phasing strategies (including short-/medium-term or interim actions/strategies)

To support these general elements, the document will:

1. Define neighborhood areas with descriptions that include general building heights, densities, land uses, and urban design recommendations, including recommendations for variations in building heights within the Core Study Areas and Residential Edges (e.g., to achieve transitions);
2. Identify network-wide recommendations and strategies to achieve the goals for the key planning elements, including but not limited to:
 - a. Transportation improvements, including modified street cross sections, new segments of streets or sidewalks, and bike and transit improvements;
 - b. General locations for public space;
 - c. Guidance for streetscape elements and treatment;
 - d. Ground-floor commercial locations consistent with the *Arlington County Retail Plan* methodology;
 - e. Gateways and focal points;
 - f. Strategies to achieve housing goals; and
 - g. Recommendations for the preservation, enhancement, and celebration of historic resources, cultural resources and art;
3. Characterize the impacts and outcomes on the key planning elements, as demonstrated through the land use scenario evaluation, and include recommendations to achieve the outcomes and address the impacts for the preferred land use scenario;
4. Propose candidate regulatory mechanisms and/or incentives to encourage, enable, and/or control desirable development outcomes. Include any recommendations for changes to the land use designations in the GLUP (i.e., density, floor area ratio and height). Identify any incentives likely to enable or promote redevelopment and/or revitalization.
5. Include general graphics that demonstrate the vision and recommendations, as well as refined illustrative plans, sketches, 3D massing models and renderings for redevelopment areas in the Core Study Area and Residential Edges, as identified through the process

The Contractor will provide the Staff Team for review a draft report (Draft 1) of the Lee Highway Plan. The Contractor and the County may choose, with the County's ultimate decision, for the County staff to take lead responsibility for drafting different sections of the report. The County Project Officer will be responsible for compiling all Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft (Draft 2: revision #1) of the Lee Highway Plan, addressing the requested changes.

Task 3.2. Meetings to Present the Draft Plan Document

The Contractor will work with the County Staff Team to continue the civic engagement process initiated in earlier phases of this process. The Contractor and the Staff Team will collaborate on future meetings for Phase Three, so that the community continues to be engaged regularly throughout the refinement and completion of the refined draft. While it is expected that many of the engagement mechanisms used earlier in this process may be continued, there will be opportunities to determine whether new methods of outreach and engagement would benefit the process.

As the coronavirus pandemic is unclear and it is anticipated to continue through the end of Phase 2, the outreach program to the community and other stakeholders for Phase 3 may be modified to include virtual meetings and digital feedback on planning proposals, instead of or in addition to, in-person meetings as described below.

3.2.1. Design the Meetings, Format and Schedule

The Contractor will support the Staff Team in conducting approximately six (6) meetings with the established stakeholder groups (i.e. Community Forum and Working Group) and/or neighborhood area focus groups to review the refined draft (Draft 2) report of the Lee Highway Plan. The County and the Contractor will determine whether additional meetings are necessary and, when needed, the County will schedule meetings to garner additional input on key topics or topics affecting specific geographic areas. The meetings will be held in-person and/or on Microsoft Teams, Cisco Webex Meetings, or similar virtual communication platform, that allows for breakout sessions during meetings.

The Contractor will propose and work collaboratively with the County to structure the format, agendas, and scheduling of the meetings. The Contractor will provide a list of the Contractor's team members (by specialty) proposed to attend and participate in the meetings, and should, at a minimum, include a Principal and the Project Manager.

3.2.2 Generate Base Maps and Supporting Materials for Presentations and other Community Meetings

The Contractor will work closely with the Staff Team to obtain the information necessary to generate the base maps and other materials for the presentations and community meetings. All base maps must be GIS compatible and according to County specifications (including naming of layers, geo-referencing etc.) The materials will likely include elements such as color aerial images at appropriate scales, GIS base data, and communication materials.

For virtual meetings, the Contractor will also work closely with the County Planning staff to set up the digital platform, such as Konveio or other similar application, to collect additional feedback (online). The Contractor will generate web-based maps and other materials to be used in the digital platform and/or survey tools.

3.2.3. Facilitate the Presentations and Continued Civic Engagement:

The Contractor will provide the Staff Team for review a draft of the presentations of the Draft Lee Highway Plan for the meetings with the stakeholder groups and/or neighborhood area focus groups

no less than ten (10) work days in advance of the meetings, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments on the presentation and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft of the presentations of the Draft Lee Highway Plan for the meetings addressing the requested changes.

The Contractor will work collaboratively with the Staff Team to conduct the meetings and post-meeting reporting, while leading and facilitating the discussions. The Contractor will record and compile the results of the presentations to the established stakeholder groups and/or neighborhood area focus groups, for the Staff Team to prepare Summary Reports. The Contractor will then update the refined draft (Draft 3: revision # 2) of the Lee Highway Plan, addressing the additional requested changes.

Task 3.3. Community Review of the Draft Lee Highway Plan

The County will post the updated refined draft (Draft 3) Lee Highway Plan document on the website for community review. The community will have adequate time to review and submit comments to the Staff Team who will forward the comments to the Contractor. The County Project Officer and the Contractor will determine if the draft Plan would best be reviewed by the community in total or by chapter/section related to a particular topic.

The County Project Officer will be responsible for compiling all Community comments and any additional Staff Team comments and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then update the draft of the Plan that was posted on the website (Draft 4: revision # 3- request to Advertise Draft) addressing the additional requested changes.

Phase Three Meetings: The Contractor will attend the following meetings as specified in the refined project process outline and schedule, described in Task 1.2.1. In addition to the meetings with stakeholders, Working Group, Community Forum, Focus Groups, and the Public, the Contractor will attend Staff Team meetings and Project Management meetings.

1. Working Group/ Community Forum/ Focus Group Meetings (approximately 6)
2. Additional Project Management Meetings (minimum of 2)
3. Staff Team Meetings (minimum of 6)

Phase Three Deliverables:

1. Draft Lee Highway Plan - a document including refined general graphics and illustrative plans, sketches, 3D massing models and renderings for redevelopment areas in the Core Study Area and Residential Edges
2. Refined Drafts of the Lee Highway Plan (three revisions: revision #1 after Staff Team review, revision #2 after meetings with established stakeholder/focus groups, and revision #3 – request to Advertise Draft - after online Community review)
3. Working Group/ Community Forum/ Focus Group Meeting Presentations. One draft and one refined draft.

4. Working Group/ Community Forum/ Focus Group Meeting Notes

Phase Four: Review, Refinement and Presentation of the Lee Highway Plan

Once the revisions to the refined draft of the Lee Highway Plan have been completed, Draft 4 (revision #3 – request to Advertise Draft) will be reviewed through the County’s formal public review process, leading up to public hearings by the Planning Commission and County Board.

Task 4.1. Presentations of Draft Plan

4.1.1. Design the Meetings, Format and Schedule

The Contractor will propose and work collaboratively with the County to structure the format, agendas, and scheduling of the meetings. The purpose of the meetings is to gather input on the request to Advertise Draft of the Lee Highway Plan. The Contractor will provide a list of the Contractor’s team members (by specialty) proposed to attend and participate in the meetings, and should, at a minimum, include a Principal and the Project Manager.

4.1.2 Generate Base Maps and Supporting Materials for Presentations and other Community Meetings

The Contractor will work closely with the Staff Team to obtain the information necessary to generate the base maps and other materials for the presentations and community meetings. All base maps must be GIS compatible and according to County specifications (including naming of layers, geo-referencing etc.) The materials will likely include elements such as color aerial images at appropriate scales, GIS base data, and communication materials. The Contractor will be responsible for printing materials for the meetings(s) unless otherwise agreed to by the Staff Team.

4.1.3. Facilitate the Presentations and Continued Civic Engagement:

The Contractor will present Draft 4 (revision #3– request to Advertise Draft) of the Lee Highway Plan, in person, to the community and at minimum attend three additional public meetings with the County Board, VDOT and/or various County commissions as appropriate.

The Contractor will record and compile the results of these community, VDOT and County meetings for the Staff team to prepare Summary Reports. The County Project Officer will be responsible for compiling all comments from the meetings and any additional Staff Team comments and submitting a merged set of comments and requested changes to the Contractor.

Task 4.2. Final Plan

Based on comments received from the County Project Officer, as described in task 4.1.3., the Contractor will prepare and submit a final draft of the Lee Highway Plan (Draft 5: revision #4 – Final Adoption Draft) to the County for final review.

At the County's discretion, the Contractor will attend additional meetings, as necessary, to help present the final draft of the Lee Highway Plan to the Staff Team, the County Board, various County Commissions, and the community as additional services. At the direction of the County Project Officer, the Contractor will then prepare a Final Plan (Draft 6: revision #5 – Final Plan) after County Board adoption to reflect any final revisions and provide the County with all digital files included in the Final Plan. The Contractor must submit the final Plan within 60 days from the County Board adoption, unless otherwise approved by the County Project Officer.

The Contractor will provide the Staff Team for review a draft of the presentation for the public meetings no less than 10 work days in advance of the public meetings, unless otherwise allowed by the County Project Officer. The County Project Officer will be responsible for compiling all Staff Team comments on the presentation and submitting a merged set of comments and requested changes to the Contractor. The Contractor will then provide a refined draft presentation for the public meetings addressing the requested changes.

Phase Four Meetings: The Contractor will attend the following meetings as specified in the refined project process outline and schedule, described in Task 1.2.1. In addition to the meetings with stakeholders, Working Group, Community Forum, Focus Groups, the Public, VDOT and the County, the Contractor will attend Staff Team meetings and Project Management meetings.

1. Community Presentation (1)
2. V.D.O.T./ Commissions/ County Board Presentations (approximately 3)
3. Additional Project Management Meetings (minimum of 1)
4. Staff Team Meetings (minimum of 2)

Phase Four Deliverables:

1. Community Presentation: One draft and one refined draft
2. Community Presentation Meeting Notes
3. VDOT/ Commissions/ County Board Presentations. One draft and one refined draft.
4. VDOT/ Commissions/ County Board Presentations Meeting Notes
5. Final Adoption Draft (revision # 4) - a document including refined general graphics and illustrative plans, sketches, 3D massing models and renderings for redevelopment areas in the Core Study Area and Residential Edges
6. Final Plan (revision #5) - a document including refined general graphics and illustrative plans, sketches, 3D massing models and renderings for redevelopment areas in the Core Study Area and Residential Edges

In the event that additional revisions may be required by the Contractor, the pricing shall be as specified in Attachment B – Contractor Pricing.

C. PROJECT DELIVERABLES

The Contractor must define a timeline for delivering the deliverables in the refined process outline and schedule, as described in subsection B and consistent with Task 1.2.1. Each deliverable and any updates to the schedule must be accepted and approved in writing by the County Project Officer. If a deliverable is rejected by the County Project Officer, the Contractor will revise the deliverable in the timeframe reasonably determined by the County Project Officer and resubmit the deliverable for approval, at no additional cost to the County.

The Contractor is also responsible for at least 12 hard copies and digital files of all key deliverables, as listed below, at no additional cost to the County.

Key Deliverables:

- **Phase 1:**
 - Existing Conditions Analysis Report
 - Character Areas Report
- **Phase 2:**
 - Land Use Scenario Analysis and Key Planning Elements Report
 - Preliminary Concept Plan document
- **Phase 3:**
 - Draft Lee Highway Plan document
 - Refined Draft of the Lee Highway Plan (revision #1 after Staff Team review)

As applicable, the Contractor must submit the deliverables (including documents and images/graphics such as photographs, maps, diagrams) in suitable electronic and native file formats (including Word, PDF, Power-point, InDesign, Photoshop, JPEG, Illustrator, GIS, SketchUp and Auto Cad) according to County specifications (including naming of layers, geo-referencing etc.), which require compatibility with Microsoft Office 2016/Office 365, Adobe Creative Suite 2015 and Autodesk 2016. All deliverables must be Windows 7 and 10 compliant, with Windows 10 preferred.

D. COUNTY RESPONSIBILITIES RELATED TO SCOPE OF WORK

In addition to the responsibilities detailed above, County will, when applicable, offer the following support to Contractor in order to facilitate the timely completion of Work under this Agreement:

- The County will provide a Project Officer as a single point of contact.
- County Staff Team from a range of sections within the Department of Community Planning, Housing, and Development (including Comprehensive Planning) and other departments will regularly attend and participate in project meetings as appropriate.
- The County will assist in the implementation of the civic engagement plan and will solicit the attendance of third parties whose participation the County considers important.

- The County will make every effort to ensure the attendance of elected County officials, commission members, and stakeholders as appropriate at key meetings, workshops, and presentations.
- The County will provide for or coordinate the provision of appropriate meeting rooms for all meetings, workshops, presentations, and other activities.
- VDOT Staff will participate as needed and which will be coordinated by the County Project Officer.

E. CONTRACTOR RESPONSIBILITIES

In addition to the responsibilities detailed above, the Contractor will have the following responsibilities.

Communication: The Contractor will ensure that the County Project Officer is copied on all direct communication between the Contractor and Staff Team, including VDOT.

Issue Management: The Contractor will identify, track, prioritize and resolve or mitigate all project-related issues and will document issue management in a template approved by the County Project Officer. Issues will be reviewed by the project team in the regular meetings, which may occur via telephone or web conference calls. The team will determine a course of action and owner for each issue. The issue will be tracked through resolution and closed when complete.

Meetings: All meetings will be scheduled by the Contractor or the County Project Officer, as determined by the County Project Officer, via the County's MS Outlook calendaring system. All meetings must be conducted in-person except, Project Management, Staff Team and a limited number of Working Group meetings, at the County's discretion. All meetings, except Project Management meetings, may be ad hoc or follow a regular schedule as necessary. Project Management meetings, to review project schedule and status, will be held on a day, time, and frequency determined by the County Project Officer. The Contractor will record minutes, unless the County Project Officer determines that meeting summaries are acceptable, of all meetings (including interviews and public meetings) and provide the minutes (or summaries) electronically to the County Project Officer. The Contractor will provide a sufficient number of copies of agendas and handouts for all onsite meetings, unless the County Project Officer agrees otherwise.

Project Control: The Contractor will maintain a detailed project schedule and update it as determined by the County Project Officer as tasks, assignments, and timing change. The schedule will include all Contractor, subcontractor and County personnel with project tasks and must include planned, actual and forecasted schedule by month over the course of the project.

Status Reporting: The Contractor will report on the status of the project in a form approved by the County Project Officer that includes at a minimum tasks completed in the past week(s), tasks worked on during the past week(s), percentages of completion by phase and/or tasks, tasks planned to be worked on during the upcoming week, tasks planned to be started the week after next, open issues/status/recommended actions, change orders, risks/status/recommended actions, a comparison of actual expenditures to planned expenditures and re-forecasting on a County-defined regular interval.

F. PROJECT BUDGET

Arlington County's budget for this planning process is inclusive of Contractor fees for the base Scope of Services (as described in Attachment A – Scope of Work) and other County expenses (i.e. reimbursable expenses and reimbursable travel-related expenses as described in Section VI Contract Terms and Conditions), that may be necessary to complete the intended base scope of work. The County's budget for this planning process does not include Contractor fees and other County expenses for Add-on tasks and other additional services the County may require the Contractor to complete in the future. Add-On tasks and other additional services, reimbursable expenses and reimbursable travel-related expenses are clearly delineated in Attachment B – Contract Pricing. It is uncertain whether additional funding would be allocated in future budget processes for Add-On tasks and other additional services.

G. PRELIMINARY RESOURCES

The following is a preliminary list of resources that will be available to the Contractor for use during the study:

- Lee Highway Study Area Map
- [Lee Highway Visioning Study \(2016\)](#)
- Lee Highway Briefing Book
- Lee Highway Briefing Book Addendum (Pending)
- Existing Conditions Data
 - Recent development data (see Briefing Book)
 - Existing street, bike and sidewalk facilities (sample)
 - Street survey (as available) and/or GIS data
 - Existing tree canopy coverage (see Briefing Book)
 - Existing impervious area (estimated from GIS data)
 - Parking surveys of special exception projects (to the extent available):
 - Sample Transportation Performance Monitoring Report A
 - Sample Transportation Performance Monitoring Report B
 - Preliminary Economic Analysis of the Lee Highway Corridor
 - Lee Highway Commercial Market Assessment Outline
 - Demographic data (see Briefing Book)
 - Arlington Retail Plan (2016)
- [Comprehensive Plan](#)
 - General Land Use Plan
 - Affordable Housing
 - Affordable Housing Master Plan
 - Existing affordable housing units' analysis (See Briefing Book)
 - [Accessory Dwellings](#)
 - Missing Middle resources
 - [About Missing Middle](#)

- Urban Land Washington Institute: Click on: mTAP Team: PRECEDENTS
 - [Housing Conservation District Planning Framework and Market-Rate Affordable Housing - An Approach for Preservation \(“MARKs report”\):](#)
 - Chesapeake Bay Preservation Plan and Ordinance
 - Community Energy Plan
 - Historic Preservation
 - Historic Preservation Master Plan
 - Lee Highway Architectural Survey Area Map
 - Draft Multiple Properties Documentation Form - African American Historic Resources in Arlington County, Virginia (pending – estimated completion summer 2018)
 - Phase 1 of the Historic Resources Inventory (HRI – see Briefing Book)
 - Architectural survey data of architectural resources within Lee Highway Architectural Survey Area
 - National Register Nominations and Preliminary Information Forms (PIF)
 - Maywood
 - Lyon Village
 - Cherrydale
 - Colonial Village
 - Calvert Manor
 - Stratford Jr. High School
 - GlebeWood Village
 - Highland Park-Overlee Knolls
 - Old Dominion (PIF)
 - Leeway Overlee
 - Local Historic District Designation Reports
 - Stratford Junior High School
 - Calloway Cemetery
 - George Crossman House
 - Eastman-FenwickHouse
 - Cherrydale Volunteer Fire House
 - Transportation
 - Master Transportation Plan
 - Goals and Policies
 - Map
 - Streets Element
 - Pedestrian Element
 - Bicycle Element

- Transportation Demand and System Management Element
 - Transit Element
 - Parking and Curb Space Management Element
- Transit Development Plan (2016)
- Lee Highway Traffic counts and intersection Level of Service (for 9 major intersections, data for additional intersections may be available upon request)
- Lee Highway List of Planned Bus Stop Improvements
- Lee Highway and Washington Boulevard Bus Stop Consolidation and Accessibility Improvements
- Lee Highway Multimodal Needs Assessment
- [VMTP 2025 Needs Assessment](#)
- [VTRANS 2040 project recommendations](#)
- [VTRANS Corridors of Statewide Significance](#)
- [I-66 toll lane analysis indicating potential impacts to Arlington roads including Lee Highway, Washington Blvd, and Arlington Blvd \(October 2, 2015 Technical Memorandum\)](#)
- Virginia Department of Transportation (VDOT)
 - [VDOT and/or County design standards for streetscape improvements \(bio retention, landscaped zones\)](#)
 - [VDOT policies related to National Highway System status](#)
 - Arlington County National Highway Systems Routes
 - [VDOT's Traffic Operations and Safety Analysis Manual](#)
 - VDOT Road Design Manual
 - [VDOT Multimodal System Design Guidelines \(DRPT Presentation\)](#)
 - VDOT Multimodal System Design Guidelines Example (APPENDIX B(2) MULTIMODAL DESIGN STANDARDS FOR MIXED-USE URBAN CENTERS)
 - [Virginia Department of Transportation Jurisdiction Report Daily Traffic Volume Estimates \(Including Vehicle Classification Estimates\) where available](#)
- [Visualize 2045: National Capital Region Long Range Transportation Plan](#)
- Public Facilities
 - Arlington Community Facilities Study Report (2015)
 - Identified Lee Highway public facility needs (pending)
- Public Spaces
 - POPS: Public Spaces Master Plan (current)

- Urban Forest Master Plan
 - Natural Resources Management Plan
 - Public Art Master Plan (current 2004 plan; pending update)
 - [POPS survey – North Arlington data](#)
 - [POPS: Public Spaces Master Plan \(update\)](#)
 - Assessment of existing parks and community centers, including size, programs, and amenities (pending update)
 - Assessment of connectivity to existing resources (pending update)
- Stormwater Master Plan
- [Water Distribution System Master Plan](#)
- [Sanitary Sewer System Master Plan](#)
- [Recycling Program Implementation Plan](#) and [Map](#)
- Neighborhood Conservation Plans
 - Lyon Village (1978)
 - Maywood (1965)
 - Cherrydale (2014)
 - Donaldson Run (2000)
 - Old Dominion (2002)
 - Waverly Hills (2013)
 - Highland Park – Overlee Knolls (2006)
 - Rock Spring (2010)
 - Leeway (2010)
 - Tara-Leeway Heights (2005)
 - Waycroft-Woodlawn (2013)
 - Yorktown (2006)
 - Arlington East Falls Church (1986)
- Other Long Range Plans
 - Cherrydale Revitalization Plan (1994)
 - Columbia Pike Initiative Plan – Revitalization Plan Update (2005)
 - Columbia Pike Neighborhood Plan (2012)
 - East Falls Church Area Plan (2011)
 - Rosslyn Sector Plan (2015)
- Zoning Ordinance
- [Sign Ordinance \(see Article 13 of the Zoning Ordinance\)](#)
- Arlington County’s Green Building Incentive Policy for Site Plans
- [Columbia Pike Form Based Codes](#)

PRICING

Project Costs: Below are the Contractor fees and other County expenses (i.e. reimbursable expenses and reimbursable travel-related expenses) for the work to be completed as part of the Base Scope of Services, Add-on tasks and other additional services the County may require the Contractor to complete in the future, by phase. Acceptable reimbursable expenses are printing, mailing and/or reproduction services not already included in the base scope. Acceptable reimbursable travel-related expenses are described in Section VI Contract Terms and Conditions. Additional services are services not included in the base scope that may be requested by the County. These services may include Add-on tasks, additional 3d renderings and visuals, additional document revisions, additional meetings and additional public workshops/meetings/hearings. Add-on tasks and some additional services, as described below, will have a flat fee or unit cost. At the County's discretion, for other additional services, an hourly rate structure may apply. The hourly rate structure for each individual who would be assigned to the project, by name and position/title, are also provided below.

1. Contractor Fee for Base Scope of Services (as described in Attachment A – Scope of Work) and associated County Expenses (i.e. reimbursable expenses and reimbursable travel-related expenses as described in Section VI Contract Terms and Conditions), by phase, Task and sub-task (where identified below). The task and subtask level estimates describe the proportional level of effort anticipated. Unless the Contractor and the County do not mutually agree, those proportions, between tasks and subtasks, may be adjusted to align with project requirements overtime. The following table describes the proposed lump sum fee and its breakdown across phases, tasks and subtasks:

[continued on the next page]

Phase 1			
Task 1.1	Task 1.1 Labor	\$	16,500
Task 1.2	Subtask 1.2.1 Labor	\$	2,700
	Subtask 1.2.2 Labor	\$	8,000
	Subtask 1.2.3 Labor	\$	5,600
	Subtask 1.2.4 Labor	\$	14,100
Task 1.3	Subtask 1.3.1 Labor	\$	31,500
	Subtask 1.3.2.1 Labor	\$	4,600
	Subtask 1.3.2.2 Labor	\$	11,000
	Subtask 1.3.2.3 Labor	\$	9,800
	Subtask 1.3.2.4 Labor	\$	65,000
	Subtask 1.3.2.5 Labor	\$	9,000
	Subtask 1.3.2.6 Labor	\$	4,600
	Subtask 1.3.2.7 Labor	\$	10,500
	Subtask 1.3.2.8 Labor	\$	2,100
	Subtask 1.3.2.9 Labor	\$	2,100
	Subtask 1.3.3 Labor	\$	14,000
Task 1.4	Task 1.4 Labor	\$	7,000
Task 1.5	Task 1.5 Labor	\$	9,000
Task 1.6	Task 1.6 Labor	\$	26,000
Task 1.7	Task 1.7 Labor	\$	7,000
	Subtotal	\$	260,100
	Expenses - travel related	\$	798
	Expenses - non travel related	\$	44
	Phase 1 Total	\$	260,942

Phase I is 100% complete and paid

Phase 2			
Task 2.1	Task 2.1 Labor	\$	59,000
Task 2.2	Subtask 2.2.1 Labor	\$	18,000
	Subtask 2.2.2 Labor	\$	15,000
	Subtask 2.2.3 Labor	\$	8,000
	Subtask 2.2.4 Labor	\$	59,025
	Subtask 2.2.5 Labor	\$	8,000
	Subtask 2.2.6 Labor	\$	6,700
	Subtask 2.2.7 Labor	\$	2,700
	Subtask 2.2.8 Labor	\$	2,900
Task 2.3	Task 2.3 Labor	\$	37,000
Task 2.4	Task 2.4 Labor	\$	25,000
Task 2.5	Task 2.5 Labor	\$	19,683
Task 2.6	Task 2.6 Labor	\$	3,700
	Subtotal	\$	264,708
	Expenses - travel related	\$	0
	Expenses - non travel related	\$	0
	Phase 2 Total	\$	264,708

Phase II is 100% complete

Task 3.1 is 30% complete

Phase 3			
Task 3.1	Task 3.1 Labor	\$	51,300
Task 3.2	Task 3.2 Labor	\$	10,000
Task 3.3	Task 3.3 Labor	\$	6,400
	Subtotal	\$	67,700
	Expenses - non travel related	\$	0
	Phase 3 Total	\$	67,700

Phase 4			
Task 4.1	Task 4.1 Labor	\$	7,300
Task 4.2	Task 4.2 Labor	\$	9,450
	Subtotal	\$	16,750
	Expenses - non travel related	\$	0
	Phase 4 Total	\$	16,750

Total Labor		\$	609,258
Total Expenses		\$	842
Project Total		\$	610,100

2. Contractor Fee for Add-on Tasks (as described in Attachment A – Scope of Work) and associated County Expenses (i.e. reimbursable expenses and reimbursable travel-related expenses as described in Section VI Contract Terms and Conditions), by phase, Task and sub-task (where identified below):

a. Phase 2:

i. Task 2.1. Land Use Scenarios and Land Use Scenario Analysis (Additional land use scenarios and Land Use Scenario analysis for additional areas):

\$9,500 per Scenario per area

ii. Task 2.2.2. Building Form and Urban Design (Additional 3D modeling):
\$2,000 per scenario per area

iii. Task 2.2.4. Transportation and Connectivity Analysis (Additional analysis and modeling for 2030 Interim Year. Additional scope included as Exhibit 1): \$50,000

3. Unit Costs for Additional Services:

b. Staff Team/Stakeholder Interviews/Working Group/Community Forum/Focus Group Meetings: \$1,000 per working Group/Community Forum/Focus Group Meetings; \$500 Per Staff Team meeting / Stakeholder Interviews.

c. Public Workshops/Meetings: \$10,000 per public workshop; \$2000 per public meeting inclusive of expenses.

d. Illustrations/Renderings:

i. Illustrative Plans \$1500 per plan

ii. Illustrative 3D Concept Sketches \$1500 per conceptsketch

iii. Computer Generated Massing Models \$1500 per model

iv. Computer Generated 3D Renderings (aerial, street level, eye level etc.) \$2000 per rendering

[continued on the next page]

4. Hourly Rates for team members to perform additional services:

<i>John Bachmann</i>	\$290
<i>Ryan Bouma</i>	\$180
<i>Alexa Heidrich</i>	\$100
<i>Avinash Srivastava</i>	\$195
<i>Urban analytics support</i>	\$100
<i>Nick Kuhn</i>	\$165
<i>Claire Bedat</i>	\$190
<i>Graphics support</i>	\$100
<i>Mac Nichols</i>	\$195
<i>Economics support</i>	\$100
<i>Mark Edwards</i>	\$185
<i>Cultural Resources support</i>	\$100
<i>Paul Anderson</i>	\$225
<i>Daniel Worke</i>	\$230
<i>Jason Mumford</i>	\$225
<i>Transport Support</i>	\$110
<i>Tom Donaghy</i>	\$260
<i>Dan Slone</i>	\$300
<i>Charlie Denny</i>	\$140

Throughout the project duration, additional tasks may be authorized in writing by the Project Officer up to the amount of contingency funds listed in the project budget. Contractor shall bill the County based on the hourly rates indicated in the table above.

EXHIBIT 1

Add-on Task Optional Scope of Work for 2030 Interim Year Transportation Analysis and Modeling

5. Transportation and Connectivity - Future Conditions Assessment and Recommendations

To assess the future conditions of the transportation system, based on an interim corridor-wide land use scenario, the Contractor will utilize the MWCOG travel demand forecasting model. In Phase 2, the model will be used to understand 1) the 2030 adjusted baseline conditions, which takes into account the County's growth projections (derived from the interim corridor-wide land use scenario), existing roadway conditions and existing plans for roadway improvements and 2) the 2030 future conditions, which takes into account the County's growth projections (derived from the interim corridor-wide land use scenario), future roadway conditions and future plans for roadway improvements based on the proposed transportation strategy for the interim corridor-wide scenario. At the end of Phase 2, a Preliminary Concept Plan will be presented to the community, based on the interim corridor-wide land use scenario. In Phase 3, after significant input on the preliminary plan has been received, the model will be used one more time to update the 2030 future conditions, which will incorporate a refined corridor-wide land use scenario and transportation strategies.

5.1 Modeling Specifications

The analysis of 2030 future conditions will utilize data from the MWCOG travel demand forecasting model for overall corridor travel volumes, O-D patterns, and mode share. The analysis of the future conditions will also utilize smaller scale microsimulation models to analyze corridor operation, as well as a methodology to assess transportation accessibility. The following are the required modeling specifications:

1. A more detailed representation of the roadway network and land uses in the Lee Highway corridor has been added to the regional MWCOG/TPB model for 2017 and 2045 baseline models. These models were used to provide more detailed information about traffic volumes and speeds in the corridor. Other modes, including transit and non-motorized options were post-processed from the TAZ level to match the more fine-grained network used in the subarea model. This model will primarily be used to understand the distribution of traffic on roadways within the study area, especially for local trips within the corridor.
2. The 2030 baseline model will use the more detailed version of the 2045 baseline roadway network and 2030 land use data from the latest adopted MWCOG/TPB model to analyze future conditions at the TAZ level for an average weekday. Metrics resulting from this model will include origin-destination data by time period and trip purpose, non-motorized trips (bike and pedestrian trips) generated by TAZ, mode share to and from the study area by TAZ including single occupancy vehicle, carpooling, and transit.
3. Synchro microsimulation of 9 (nine) major intersections within the Planning Area will be used to relate link-level speeds and volumes from the subarea model to more explicitly assess corridor constraints and operations. The Synchro model will be used to analyze operational conditions for PM peak conditions only, using existing conditions data supplied by the County, and have a particular focus on travel speeds along the Lee Highway corridor.

4. Using the latest MWCOG/TPB travel demand forecasting model, analysis will be conducted to measure the accessibility by transit and by automobile to the study area within 60 and 45-minute time thresholds, to be compatible with VDOT’s Smart Scale accessibility scoring.

5.2 Modeling Methodology and Development of Transportation Strategies

The simulation model will be used to model PM peak traffic only, which is the most congested time of the day for travel. The full MWCOG/TPB model with subarea details will be run for a full average weekday and used to produce results for both the AM and PM peak periods. Simulating the PM peak will show the most comprehensive view of operations and volumes on the corridor.

In Phase 2, the 2030 baseline model will be adjusted for the interim corridor-wide land use scenario to estimate possible long-term impacts of land use changes on the future baseline transportation system. The evaluation of the impacts on the baseline transportation system allows for comparison of general transportation system capacity and quality of service constraints for the interim corridor-wide land use scenario. Specific variables to be compared and evaluated include travel times, intersection level of service, link-level volume-to-capacity ratios, and accessibility. County Staff will work with the Contractor to determine how to integrate the interim corridor-wide land use scenario into the MWCOG model and sub models by adjusting socioeconomic data and assumptions by TAZ. Once the impacts to the future baseline transportation system are evaluated, the Contractor, with input from the County, will refine and test the transportation strategy enhancing mobility under the preferred corridor-wide land use scenario.

It is anticipated that the modeling of the interim corridor-wide land use scenario will highlight some bottlenecks in the performance of the transportation system by 2030. The Contractor will revise the transportation strategy with a view to reducing or eliminating those bottlenecks. The Contractor will then run the transportation models again based on the revised transportation strategy.

In Phase 2, the Contractor will conduct the following model runs:

Specifications	Model Runs
2030 adjusted baseline (LHPS) conditions – all models will be run once for the interim corridor-wide land use scenario for PM peak (taking into account existing roadway conditions and existing plans for roadway improvements only)	1
2030 future (LHPS) conditions -all models will be run once for PM peak, to test proposed transportation strategy for the preferred corridor-wide land use scenario	1
2030 future (LHPS) conditions – all models will be run once for PM peak, to test the revised transportation strategy for the preferred corridor-wide land use scenario	1
Total	3