



ANNUAL REPORT

Letter from the President	2
Leadership	3
Guiding Principles	5
Plan Lee Highway	6
Governance	7
Advocacy	9
Education	11
Placemaking	12
Events	13
Communications	14

LETTER FROM THE PRESIDENT

Through a strategic Partnership with Arlington County, the Lee Highway Alliance (LHA) operates as a 501(c)(4) non-profit organization led by a 17 member Board of Directors. This document lays out our successes over the past year.

LHA is grateful for the County's continued support of our grassroots efforts and the tremendous amount of help that we have received over the past year. With the Plan Lee Highway Process kicking off, we have a long list of thanks to give. We would like to give a special thanks to our County Board Liaison, Katie Cristol; AED Liaison, Susan Soroko; PLH Project Manager Natasha Alfonso-Ahmed and the entire PLH Staff team, and VDOT's Alison Richter. Additionally, we would like to thank our County Board liaisons to Plan Lee Highway, Erik Gutshall and Christian Dorsey.

LHA will continue to encourage County policies and initiatives affecting the Corridor that improve economic vitality and quality of life. The organization will continue to advocate for our Guiding Principles, facilitate interaction between businesses, landowners, and residents, and engage other housing, historic preservation, transportation, and environmental issues. LHA will facilitate successful outreach, by continually improving our website and growing our social media.

We look forward to a productive 2020!

Scott Matties

President
Lee Highway Alliance

LEADERSHIP

Board of Directors

Scott Matties, President

Sandi Chesrown, Vice President

Michele Horwitz Cornwell, Treasurer

Peter Bota

Mike Cantwell

Pamela Gillen

Edith Gravely

Ralph Johnson

Tom Kornis

Jim Lantelme

Laura London

Richard Price

Chris Sundlof

Matt Weinstein, non voting

Michelle Winters

Tom Wolfe, non voting

Staff

Executive Director, Ginger Brown

Communications Manager, Amanda Lovins

Community Advisory Committee

Sandra Chesrown, Lee Highway Alliance

Edith Gravely, Lee Highway Alliance

Kelly Alexis, Arlington East Falls Church Association

Jim Todd, Cherrydale Citizens Association

Deirdre Dessingue, Donaldson Run Civic Association

Laura Johnson, GlebeWood Civic Association

Wilma Jones, John M. Langston Citizens Association

Tom Wolfe, Leeway Overlee Civic Association

Andy Rude, Lyon Village Citizens Association

Patrick Brennan, Maywood Community Association

Ben Keeney, North Highlands Citizens Association

Terri Prell, North Rosslyn Civic Association

Mike Hogan, Old Dominion Citizens Association

Charlie Flickner, Rock Spring Civic Association

Bill Braswell, Tara-Leeway Heights Civic Association

Paul Holland, Waverly Hills Civic Association

Diane Kelly, Waycroft-Woodlawn Civic Association

Richard Price, Woodmont Civic Association

Amelia Frenkel, Yorktown Civic Association

Additional Committees

Finance

Mike Cantwell

Michele Horwitz Cornwell

Chris Sundlof

Planning

Pamela Gillen, Chair

Meaghan Abney

Sue Annis

Fatima Argun

Peter Bota

Bill Braswell

Ginger Brown

Sandra Chesrown

Susan Cunningham

Amanda Davis

Bill Dunn

Sally Duran

Andrew Dybalski

Chris Forinash

Elaine Furlow

Chris Gordon

Saundra Green

Charlie Henkin

Paul Holland

Michele Horwitz-Cornwell

Justin Johnson

Ralph Johnson

Ben Keeney

Brian Kennedy

Tom Korn

Jim Lantelme

Joan Lawrence

Mark Lucher

Scott Matties

Don Partlan

Terri Prell

Richard Price

Sarah Shortall

Rob Swennes

Anne Wilson

Michelle Winters

Tom Wolfe

Arts & Culture (including Heritage Sub-Committee)

Sandra Chesrown, Chair

Ginger Brown

Mike Cantwell

Susan Cunningham

Edith Gravely

Saundra Green

Ralph Johnson

Wilma Jones

Tom Korn

Joan Lawrence

Richard Lolich

Communications

Judith Wheat, Chair

Ginger Brown

Sandra Chesrown

Elaine Furlow

Edith Gravely

Michele Horwitz Cornwell

Michelle Winters

Events & Fundraising

Sandra Chesrown, Chair

Ginger Brown

Jennifer Caterini

Elaine Furlow

Saundra Green

Kate Herzig

Paul Holland

Michele Horwitz Cornwell

Willie Jackson-Baker

Laura Johnson

Ralph Johnson

Wilma Jones

Ellen Keating

George Keating

Diane Kelly

Tom Korn

Jim Lantelme

Richard Lolich

Laura London

Scott Matties

Don Partlan

Richard Price

Elaine Steele

Chris Sundlof

Judith Wheat

Tom Wolfe

Parks, Open Space, Street Trees

Tom Wolfe, Chair

Paul Holland

Tom Korn

Don Partlan

GUIDING PRINCIPLES

Developed by Community Advisory Committee (CAC) in 2014, LHA's Guiding Principles (GPs) continue to serve as the foundation for decision-making in 2019. The Planning Committee (PC) analyzed projects and made recommendations based on adherence to the GPs, educational forum topics originated from the GPs, and LHA participants in County processes provided feedback based on these GPs.

1. Establish a Welcoming, Vibrant, and Attractive Corridor of Neighborhood Places

Design spaces to strengthen and respect existing neighborhoods and create improved identities through a series of distinctive mixed-use activity centers. Welcoming gateways and way-finding/signage will enhance the sense of arrival and promote easy navigation of the corridor. Improve landscaping, the tree canopy (shaded sidewalks), lighting, and underground utilities.

2. Provide Complete Streets, Safe for Everyone - Walking, Biking, Riding, Driving

Design and operate the corridor to enable safe access for all users, including pedestrians, bicyclists, transit riders, and motorists of all ages; widen sidewalks and make it easier to cross the highway and connect to neighborhoods; encourage safe bicycling through facilities and continuous lanes (where possible the length of the corridor) and links to neighborhoods; enhance transportation services; provide sufficient on-street and off-street parking.

3. Enhance Character Through Open Spaces and Community Gathering Places

Increase and improve parks, plazas, and other open spaces; add amenities such as public art, seating, special paving, water features, and landscaping to encourage community interaction.

4. Develop a Low to Medium Density Mixed Use Character

Plan for vibrant, attractive mixed use activity centers (within existing commercial areas) with generally low/medium building heights tapering to adjacent neighborhoods; encourage creative architecture that contributes to the distinctive identities and market flexibility.

5. Encourage Economic Vitality and Sustainability

Identify the corridor as an innovative place to establish businesses with a streamlined approvals process; maintain existing and attract new community serving businesses, small and large; encourage local business incubators; engage commercial and institutional partners to create destination environments with mixed uses that build market identity and energize the economy.

6. Encourage a Range of Housing Choices and Staying In Place

Maintain stable residential; encourage a range of new housing options that are affordable serving all ages to meet the housing needs of families, students, and older adults who wish to stay in place throughout life; encourage living closer to transit, jobs, shopping, services, and universities.

7. Promote Environmental Sustainability and Conservation

Transform the corridor into a 'green main street' - encourage innovative methods of environmental conservation.

8. Encourage and Support Historic Preservation

Retain the depth of character. Identify and support preservation of historic resources that increases public understanding and appreciation for the corridor's architectural and cultural history. Respect Arlington's past.

9. Maintenance and Promotion

Develop an on-going institutional framework to maintain and promote the Lee corridor, including a public private partnership community partnership to continue the dialogue and realize the vision.

PLAN LEE HIGHWAY



After right years of grass-roots organization and lobbying, Plan Lee Highway (PLH) kicked off Phase 1 in January. Numerous meetings, forums, focus groups have taken place to gather information for the Existing Conditions Report (ECR) which was released in November. LHA both supported the County's public process and conducted additional public engagement and outreach.

County Meetings, Forums, Discussions

- Eight (8) stakeholder focus group meetings
- Four (4) working group meetings
- Two (2) community forum meetings
- Ten (10) Open Design Studios led by County planning staff were held at LHA offices with participation by LHA staff, board members, and volunteers

Initiatives, Meetings, Presentations that LHA hosted or participated in

- Kiwanis Club of Arlington – Provided a presentation
- Arlington Neighborhood Villages – Provided presentation
- Leadership Arlington Neighborhood Day – Provided planning guidance, event space, and a presentation
- Habitat for Humanity – Meeting to discuss affordable housing
- Economic Development Committee (EDC) meetings – Started Attending Monthly Meetings
- Chamber of Commerce – Regularly Participate in Public Affairs & Economic Development Committee
- Arts Commission – Meetings to discuss on Lee Highway
- Joint Bicycle + Pedestrian Advisory Committee – Hosted meeting to discuss conditions on Lee Highway
- Make No Small Plans education initiative (see Education, pg. 9)

GOVERNANCE



LHA matured as an organization in 2019. Leadership of the organization changed, as well as financial polices and procedures were put into place to strengthen its financial position. LHA continued to develop and utilize its robust committee structure.

Financial Management

- LHA created a series of policies and procedural guidelines to ensure the organization was adhering to best practices for non-profits
- Contracted a CPA firm (Wendroff & Associates) to train staff and provide regular fiduciary oversight
- Implemented the use of QuickBooks Online for proper bookkeeping with cloud-based storage to ensure records are always backed-up and accessible
- Established a line of credit accessible in the event of an emergency
- Officially documented Board-approved policies and procedures

Leadership

- Lucia deCordre, resigned as Executive Director in May 2019
- Ginger Brown – LHA co-founder and Board President – appointed Executive Director in October 2019
- Scott Matties voted to position of Board President to fill the vacancy
- Pamela Gillen appointed Chair of the Planning Committee – previously held by Scott Matties

LHA Board of Directors & Committees

- Transportation Committee met five (5) times in 2019 as a committee and with Virginia Department of Transportation (VDOT) staff to discuss/review the following:
 - Bus Stop Consolidation Study & Implementation
 - Five Points Improvements
 - Glebe Rd. & Lee Highway Improvement Project
 - Spout Run Safety
 - Dorothy Hamm Middle School Pedestrian & Bicycle Improvements
 - Custis Trail Maintenance & Improvements

- Sound Wall Additions
 - East Falls Church Pedestrian Bridge Construction
 - Parking Meters along Lee Highway near new Daycare Sites
 - Bike Lane Additions along Old Dominion to Improve Safety for Dorothy Hamm Students
 - Speed Limit Reductions along Old Dominion to Improve Safety for Dorothy Hamm Students
 - Stormwater issues related to VDOT controlled roadways
- Heritage Sub-Committee met one (1) time in 2019 to discuss the following:
 - Fire Station 8 PFRC process
- Planning Committee met four (4) times in 2019 to discuss/review the following:
 - Artis Senior Living
 - Children's School
 - Children's House Montessori
 - VINCI
 - Housing Conservation District
 - Goddard School
- Community Advisory Committee met four (4) times in 2019 to discuss/review the following:
 - Housing Conservation District
 - Stormwater resiliency
 - Plan Lee Highway Communications Strategies
 - VDOT briefings

ADVOCACY



Arlington County continues to grow and change. Growth requires vision and leadership. Through its advocacy for forward-thinking policies and practice, LHA has provided needed leadership within the community throughout 2019 on numerous policies.

Stormwater Management

- Community Advisory Committee (CAC) met with Civic Federation Committee chair to review draft Stormwater Resolution
- Coordinated with the Pew Foundation to advocate to Governor Northam to fund the Shoreline Resiliency Act (there is no geographical designation and the funds could be used in Arlington)

Signage

- Participated in the Arlington Chamber of Commerce to begin advocacy for updating the Sign Ordinance in order to address the needs of small business

Missing Middle Housing

- Partnered with the Alliance for Housing Solutions to pursue grant from VHDA to fund community engagement/education/analysis

Housing Conservation District

- Multiple Board Members participated in County Manager appointed working group
- Met numerous times with County Board members on the policy

Vision Zero

- Joined Arlington County External Stakeholder Working Group

Census 2020

- Joined the County as a Census Partner

E-Scooters

- Hosted an educational forum on Shared Mobility Devices, monitored the Arlington County Shared Mobility Pilot Evaluation Report, and commented on the Micromobility Ordinance.

EDUCATION



Having hosted over 30 educational forums on numerous planning and policy topics over the past eight years, LHA's strongly believes that educating stakeholders is a necessary step to realizing visionary change. Educating LHA's stakeholders continued to be a major focus in 2019 through the Make No Small Plans pilot project and our Educational Forum program.

Make No Small Plans

- Secured a grant from the John Shooshan Family Foundation to teach 7th graders at Dorothy Hamm Middle School planning using the Plan Lee Highway process
- Developed and delivered presentations on Planning & Zoning and Community Engagement
- Led a bus tour with the students to conduct a SWOT analysis along the corridor

Educational Forums

- Shared Mobility Devices (SMDs) – E-Scotting /E-biking on Lee Highway – March 30, 2019
- Plan Lee Highway Existing Conditions Report Overview and Discussion – December 5, 2019

PLACEMAKING



Guiding the Lee Highway corridor into a more authentic place to live, work and play takes more than just planning. Actively promoting art and small businesses is essential to realizing this goal. In 2019, LHA continued to work on placemaking in the corridor.

Public Art

- Partnered with the Embassy of Spain and Arlington Economic Development's Office of Cultural Affairs to bring Spanish Artist David de la Mano Mural to Lee Highway.
- Acted as the project manager for the mural

Public Facilities

- Multiple LHA Board members participated in the Fire station 8 PFRC
- Worked to have the streetscape for Lee Highway enhanced including facing the main entrance to Lee Highway and improved landscaping

EVENTS



Events bring a sense of community to Corridor. LHA has increased the number and quality of events that are sponsored or presented.

Supported Community Events

- John M. Langston Brown Neighborhood Day
- Light the Night at Woodstock Park
- Selfies with Santa

LHA Events

- An Evening at Broadview
- Oktoberfest at Marymount Farmer's Market
- Lee Highway Mural Celebration
- Lee Highway Mural Ribbon-cutting celebration

COMMUNICATION



LHA hired a part-time Communications Manager in July of 2019 to provide guidance and expertise on increasing the organization's professionalism through visual branding and an enhanced web presence. Since that time, LHA has redesigned its current website, developed a monthly e-newsletter sent to 1,000 subscribers, participated in or coordinated social media campaigns, and developed a more consistent visual identity across all web and print platforms.

Staff & Support

- Part-time Communications Manager, Amanda Lovins, hired on July 1 to guide marketing and communications initiatives
- Summer intern, Vanessa Guzman (William & Mary) contracted to update and organize email contacts/subscribers

LHA Website

- Completed complete redesign of www.leehighwayalliance.com
- Established a style guide and various templates to ensure consistent online branding and imagery

Social Media & Digital Communications

- Acquired cloud-based software subscription for custom e-newsletters with analytics
- Created e-newsletter template consistent with new website styles
- Set up cloud-based social media account management, scheduling, and analytics software
- Participated in social media campaigns: #ArlRestaurantWeek #StayFitArlington
- New #ShopLocal #ShopLeeHighway social media underway to promote local businesses
- Increased social media followers on all three major platforms
 - Facebook: 25% Twitter: 15% Instagram: 60%

Print Communications

- Developed templates and guides for consistent branding across print communications
- Increased print materials for LHA and community-partnered events



FY2021 Work Plan

Lee Highway Alliance (LHA) is requesting a total grant award of \$110,000 from Arlington County for Fiscal Year 2021 (July 1, 2020 – June 30, 2021). This is a \$34,500 increase over funding received in FY2020. This increase in funding is essential for LHA to fulfill its duties and fund the following:

1. A full year’s salary for LHA’s Executive Director and Communications Manager
 - FY2020 funding decrease resulted in Executive Director position only being funded for 9 months
 - Communications Manager for 10 hours/week was funded by private grants/donations in FY2020
2. Increased outreach/advocacy for Plan Lee Highway, Economic Development, Housing Conservation District, Missing Middle Housing, and Stormwater Management
 - Including increased hours for Communications Manager and consultants, as well as print materials
3. Securing a new lease for LHA office space, likely to result in up to a 10% increase in annual rent

LHA’s Work Plan will be used to support our Guiding Principles and includes: 1) leading in Phases 2 & 3 of Plan Lee Highway (PLH); 2) advocating for forward-thinking policies; 3) educating our stakeholders on important and foundational practices; 4) promoting placemaking; 5) hosting and supporting community events; and 6) operating under sound governance.

PLAN LEE HIGHWAY

Plan Lee Highway (PLH) kicked off in January of 2019 after many years of grass-roots organizing by the LHA. PLH will set out a comprehensive vision for the Lee Highway corridor and guide long-term public and private investment. LHA continue to lead the way forward in FY2021.

- 

Plan Lee Highway Phase 2
Assist Arlington County as it develops/evaluates land use scenarios and recommendations.
- 

Plan Lee Highway Phase 3
Work with the County to refine PLH’s goals, draft the plan, collects feedback, and refine the plan.
- 

Housing and Density
Work with Arlington County ensure decisions and guidelines regarding density and Housing Conservation Districts align with community needs/feedback and are reconciled with the goals set forth in PLH prior to codification.
- 

Communication
Assist in County efforts to gather community input, educate the public on PLH, and counter misinformation. Continue and expand participation in focus groups, working groups, and community forums.

ADVOCACY

Arlington County is growing and changing. The economy is transforming from a federal agency dominated company town to a more diversified and high-tech industry town. That transformation requires vision and leadership. Through its advocacy for forward-thinking policies and practice, LHA provides needed leadership within the community. A special focus will be on affordable housing in FY 2021.



Stormwater Management

Strengthen outreach and education on stormwater issues and needs (including the importance of public easements and increased need for stormwater facilities in the public realm) while advocating for resources and projects needed to update and/or create a system intended to last 100 years.



Signage

Partner with the Arlington Chamber of Commerce to support efforts by small businesses to update Arlington County's signage regulations to better reflect our community's character and allow for greater creativity while supporting economic growth.



Missing Middle Housing

Participate in the Arlington County's Missing Middle Housing study by coordinating with the Alliance for Housing Solutions on community engagement, public education, and analytical research that to complement and support the Study.



Housing Conservation District

Participate in the discussions for the Housing Conservation District discussions and support the reconciliation of the HCD with Plan Lee Highway to ensure alignment of goals.



Vision Zero

Support the County's Vision Zero program by assisting with education and engagement programs; helping guide public outreach, messaging, and strategies; providing insight, feedback, and local knowledge to the Staff team; and participating in bimonthly meetings through the development of the Action Plan.



VDOT Roadway Improvements & Maintenance

Host regular briefings with VDOT and County Staff in order to coordinate maintenance issues and support a transition to Main Street streetscape standards.



Biophilic Communities

Support and work to implement the Public Spaces Master Plan recommendations for biophilic communities, creating, preserving, and valuing nature in urban habitats.

EDUCATION

Having hosted over 30 educational forums on numerous planning and policy topics over the past eight years, LHA's strongly believes that educating stakeholders is a necessary step in realizing visionary change. Education will continue to be a major focus in FY2021.



Make No Small Plans

Evaluate FY2020's implementation of urban planning curriculum to Dorothy Hamm Middle School's 7th grade social studies courses. Adjust curriculum as needed to be introduced to additional schools.



Educational Forums

Host a series of community discussions and seminars to educate the public on various initiatives, including micro-manufacturing, housing, economic development, and placemaking.



Earth Day

Create educational program – to coincide with Earth Day celebrations – that will address policy and infrastructure needs related to climate change and resiliency. Those programs might include discussions on resiliency, green roofs, urban agriculture, solar power, electric charging stations, etc.

PLACEMAKING

Transforming the Lee Highway corridor into a series of authentic villages that are great places to live, work and requires actively promoting art, small businesses and streetscape improvements. LHA will continue to grow its placemaking initiatives in FY2021.



Public Art

Host a mural festival – or other public art festival – to highlight local artists and advocate for public art along the corridor.



#ShopLocal #ShopLeeHighway

Expand year-round social media campaign encouraging residents to patronize local businesses, fueling economic growth and development; currently implementing a 2020 holiday campaign.

EVENTS

Events bring authenticity, energy and a sense of community to the Corridor. LHA will continue to host and to support community events along the corridor in FY2021.

September 2020

Oktoberfest

Community event at Marymount Farmers Market

October 2020

Light the Night

Community Halloween event in Woodstock Park

October 2020

Karen Kumm Morris Walk for Trees

Community event

April 2021

Earth Day

Annual Arlington County event

May 2021

Bike to Work Day

Annual Arlington County event

July 2021

Cherrydale 100th

Anniversary Community celebratory event

May 2021

An Evening at Broadview

Fundraising event

Fall 2021

Mural Festival

Various public art events

COMMUNICATIONS

LHA's strength resides in its diverse set of stakeholders. Reaching and growing that base will continue through improvements and expansion of the newsletter and social media campaigns in FY2021.



LHA Website

Increase functionality and interactivity of LHA's website to increase engagement.



Social Media & eNewsletter

Grow follower/subscriber base and develop more frequent, relevant content to engage the community.

Increase followers by 50% across all three major social media platforms.

Strive to increase subscriber base by 25% while reaching industry averages for open and click rates.



Open Rate
20 – 25%



Click Rate
3%

LHA continues to mature and development at as organization of sound finances and active committees. An emphasis on sound financial practices and good governance will continue in FY2021.



Manage Volunteer Structure

Leverage 1000's of hours of volunteer time to efficiently develop the Boards positions on issues.



Strategic Plan

Create a Strategic Plan that will chart a path forward for the post-planning vision of Lee Highway Alliance.



Financial Management

Utilize professional accountants and accounting software to maintain the high financial management standards.



LHA Board of Directors

Maintain high level of engagement among the LHA Board of Directors and Committees.

BUDGET

LHA continues to operate on a lean and efficient budget. As we mature as an organization, our value to the County has increased and our needs have grown. The additional \$34,500 requested will support full salary for our Executive Director, our part-time Communications Manager and a paid, part-time college student intern. LHA will continue to raise significant funds (\$55,000) through other sources.

REVENUE

Arlington County Grant	\$110,000
Other Grants	\$15,000
Fundraising/Event Sponsorships	\$30,000
In-Kind Donations	\$5,000
Auction	\$5,000
Total Revenue	\$165,000

EXPENSES

Program Support / Events	\$30,000
Communications & Marketing	\$9,000
Management	
Board of Directors	\$500
Committees	\$500
Staff	
Executive Director	\$60,000
Communications Manager	\$18,000
Intern Stipend	\$5,000
Administration	
Rent & Utilities	\$26,000
Accounting	\$3,500
Legal Fees	\$1,000
Insurance	\$2,000
Other	\$1,500
Office Support	
Equipment	\$1,000
Services	\$2,000
Supplies	\$500
Taxes & County Fees	\$500
In-Kind Expenses	\$5,000
Total Expenses	\$165,000