City of Reedsburg
134 South Locust Street, P.O. Box 490
Reedsburg, WI 53959
Ph. 608-524-6404 Fax. 608-524-8458
www.reedsburgwi.gov

City Plan Commission Agenda
April 13, 2021
Reedsburg City Hall Council Chambers
6:00 PM

DUE TO THE RESTRICTIONS CAUSED BY THE COVID-19 PANDEMIC, SOME VOTING MEMBERS MAY BE PRESENT VIA TELECONFERENCE OR VIDEO CONFERENCE, AS PROVIDED BY THE RECOMMENDATIONS OF THE WISCONSIN DEPARTMENT OF JUSTICE. HTTPS://WWW.DOJ.STATE.WI.US/NEWS-RELEASES/OFFICE-OPEN-GOVERNMENT-ADVISORY-CORONAVIRUS-DISEASE-2019-COVID-19-AND-OPEN-MEETINGS

NOTICE IS HEREBY GIVEN THAT A MAJORITY OF THE MEMBERS OF THE COMMON COUNCIL MAY ATTEND THIS MEETING TO GATHER INFORMATION ABOUT A SUBJECT OVER WHICH THE COMMON COUNCIL HAS DECISION-MAKING AUTHORITY. IF A QUORUM OF THE COMMON COUNCIL ATTENDS THIS MEETING, NO ACTION WILL BE TAKEN BY THE COMMON COUNCIL AT THIS MEETING.

CALL TO ORDER

APPROVAL OF MINUTES

I. APPROVE MINUTES FOR THE MEETING HELD ON MARCH 9 AND MARCH 22, 2021:

THE COMMITTEE WILL RECEIVE INFORMATION ON NON-AGENDA TOPICS BROUGHT BEFORE THE COMMITTEE BY MEMBERS OF THE PUBLIC. THE COMMITTEE WILL NOT DISCUSS THESE TOPICS, AND WILL NOT TAKE ACTION ON ANY OF THEM AT THIS MEETING

I. GENERAL BUSINESS:

A. Consider annual Conditional Use Permit for farming on vacant land residential-zoned lots - 1040 Clark St; Parcel #s 3180 & 3202 - Sauk County Land Resources & Environment Dept.

B. Consider sign permit for electronic ground sign in R-2 Residential zone per section 690-104. 115 S Oak St, Parcel #1294 - Reedsburg Seventh Day Adventist Church.

C. Consider Conditional Use Permit for new mini storage units - 2315 E Main St; Parcel#2253 - Ervin Kemp.

D. Consider proposed residential pond, with review under section 690-42(D) - Unclassified or unspecified uses - 920 Exhibit Circle - David Pace.

E. Review Comprehensive Plan for bid proposals.

II. ADJOURN:

The City of Reedsburg does not discriminate on the basis of disability in the admissions or access to, or treatment of or employment in, its programs or activities. Disability-related aids or services, including printed information in alternate formats, to enable persons with disabilities to participate in public meetings and programs are available by calling (608) 524-6404. To be able to meet the needs of a request for a different format contact the City Clerk-Treasurer at 134 S. Locust Street, Reedsburg, WI at least 48 hours prior to the commencement of the meeting so that any necessary arrangements can be made to accommodate each request.

Reedsburg Plan Commission
March 9, 2021

Mayor Dave Estes called the meeting of the Reedsburg Plan Commission to order at 6:00 PM in Reedsburg City Hall.

Present: Alder Mike Gargano, Steve Zibell, Greg Finkel, Jay Brunken
Absent: Alder Dave Knudsen, Dan DeBaets
Staff: Tim Becker, Brian Duvalle

Approval of Minutes: Motion by Brunken, seconded by Finkel to approve the 2/9/21 meeting minutes.

Motion approved

Consider recommending CSM to divide existing tax parcel into two parcels, as well as recommending rezoning to R-3 Multi-family Residential for proposed Lot 1 and annexing it to City of Reedsburg. – E5857 County RD K; Parcel #030-0627-00000 – Nicolet Lumber Company/Dennis Hermans
The RADC and Town have recommended approval. There will be an emergency access from RAHS property. Intent is for 72 new apartments.

Motion by Gargano, seconded by Finkel to recommend to Council approval of CSM, annexation and rezoning to R-3 as presented.

Motion approved

Consider amending § 690-28 – Limited agricultural activity in residential districts
Discussion held on many properties being sold since the process started in 2010, and larger farming areas are not as prevalent. Neighbors no longer expect see such areas farmed as in 2010. Discussion on changing one acre minimum to five acres.

Motion by Gargano, seconded by Zibell to approve amending ordinance to five acre minimum § 690-28(D)(3).

Motion approved (4-1, Finkel)

Motion by Gargano, seconded by Brunken to adjourn at 6:15 PM.

Motion approved

Respectfully submitted,

Brian Duvalle
Planner/Building Inspector

Reedsburg Plan Commission
March 22, 2021

Mayor Dave Estes called the meeting of the Reedsburg Plan Commission to order at 5:30 PM in Reedsburg City Hall.

Present: Alder Mike Gargano, Alder Dave Knudsen, Dan DeBaets, Steve Zibell
Absent: Greg Finkel, Jay Brunken
Staff: Tim Becker, Brian Duvalle

Consider Site Plan Review and Memorandum of Understanding for a proposed 60' X 137' storage building addition. – 2320 Zinga Dr; Parcel #2243-2111. – Service Line Inc.
Dave Barney from Service Line stated that he needs a building addition and will be larger than the 2019 proposal. It would have a green/gray/tan color scheme. Part of the south lot line was moved a few years ago, but the length of the building would still require a variance for the east 30' of it.

Motion by Knudsen, seconded by DeBaets to approve the site plan as presented with conditions of a zoning variance approval and updated MOU.

Motion approved

Motion by Gargano, seconded by Brunken to adjourn at 5:39 PM.

Motion approved

Respectfully submitted,

Brian Duvalle
Planner/Building Inspector

Reedsburg Plan Commission
Staff Report

DATE OF MEETING: 4/13/21

APPLICANT: Sauk County Conservation Land Resources & Environment Dept.

LOCATION: 1040 Clark St; parcel #s 3180 & 3202

ZONING: R-2 Residential

PROPOSED LAND USE CHANGE: Conditional Use Permit (CUP)

DESCRIPTION OF PROPERTY/IMPROVEMENTS: Annual CUP for farming on residential-zoned properties.

General Findings

SURROUNDING LAND USES:

- North – Agricultural
- West – Agricultural
- South – SCHCC
- East – Duplexes, Church

ZONING:

- North- R-2 Residential
- West- Agricultural
- South- R-2 Residential / Government
- East- R-3 Residential

TOPOGRAPHY: Flat slopes

STREET R.O.W./TRAFFIC/ACCESS: Clark St

ENVIRONMENTAL HAZARDS/CONDITIONS: None known

COMPREHENSIVE PLAN DESIGNATION: Multi-family Residential

COMMENTS
ADMINISTRATOR:
AMBULANCE:
FIRE:
POLICE:
PUBLIC WORKS:
SCHOOL:
UTILITIES:
OTHER:

STAFF COMMENTS:

Approval conditions:

1. Type of crop – Corn & Soybeans
2. No. of harvests – Early May planting; October or November harvest
3. Neighbor notification
4. Spraying – fertilizer or herbicides
5. Curb maintenance
6. Hours of operation – 7am to 9pm
7. Any exempt lots
8. Setbacks
9. Time limit to remove crop
10. Crop height

New Approval:

1. Hours of operation 7am-9pm
2. Remove crops by December 1, 2021
3. Notify neighbors 24 hours prior in person or with door hangers for spraying or harvesting
4. Maintain/trim along curbs
5. 5' setback along adjacent lots
6. Corn & Soybeans

Exhibit List

A. City of Reedsburg Comprehensive Plan
B. Zoning Ordinance, City of Reedsburg, Wisconsin
C. Tuesday, April 13, 2021, Plan Commission Agenda
D. Land Use Change Application
E. Staff Report
F. Request for Review and Comment
G. Notice of Public Meeting

Revised 7/19

City of Reedsburg Land Use Application

134 S. Locust St.
PO Box 490
Reedsburg, WI 53959

Ph: 608-524-6404
Fax: 608-524-8458
bduvalle@ci.reedsburg.wi.us

APPLICANT: Sauk County Land Resources and Environment Dept

ADDRESS: 505 Broadway **CITY:** Baraboo **STATE:** WI

ZIP: 53913 **PHONE:** 608-355-4838 **FAX:** 608-355-3292

E- MAIL: Melissa.Schlupp@saukcountywi.gov

PROPERTY OWNER: (if different from Applicant) _____

LOCATION: 1051 Clark St **PARCEL #:** 276-3202-00000
276-3180-00000

LAND USE REQUEST

(Please describe one or more as applicable – attach extra pages/maps if necessary)

- ☐ **Certified Survey Map (CSM):** _____
- ☒ **Conditional Use Permit:** See Attachment

  For *CONDITIONAL USE PERMIT* requests, also answer "A & B" on back page.
- ☐ **Preliminary Plat:** ____ **Final Plat:** ____ **Name of Plat:** _____
- ☐ **Rezoning - From:** _____ **To:** _____ **TID #** _____
- ☐ **Site Plan Review:** (See "B" on back page) _____
- ☐ **Zoning Appeal / Interpretation:** _____
- ☐ **Zoning Variance:** _____

  For *VARIANCE* requests, also answer "C" on back page.
- ☐ **Other or Annexation:** _____

AFFIDAVIT

I certify that the information and plans submitted are true and accurate to the best of my knowledge. I also give permission to City zoning officials to enter my property for inspection purposes and for a temporary Zoning sign to be placed in my yard prior to the meeting.

Melissa Schlupp / 3/10/2021
Applicant Signature / Date

Melissa Schlupp / 3/10/2021
Owner Signature / Date

Extraterritorial Committee Date: _____
Plan Commission Date: _____
Board of Zoning Appeals Date: _____
City Council Action & Date: _____

Account #10-461500-00

The applicant or representative MUST ATTEND the meeting.

G:\wpnet\Zoning - Planning\Land Use Appl.doc

Cond Use; Site Plan $153	
Cond Use-Agriculture $400	X
Variance $112	
Rezoning $200	
C.S.M. $171	
Subdivision Plat $610	
- w/ Stormwater Plan $100	
Flood Plain Zone $189	
Annexation $200	
Plan Amend $200	
Date Paid	
Receipt #	

A. Please describe how your request meets each of the following *Conditional Use* standards as applicable. Attach additional pages if needed.

(A) *Proposed operation* - No Conditional Use shall be approved by the Plan Commission unless it finds that the use for which such permit is sought will not be injurious to the neighborhood or otherwise detrimental to the public welfare and will be in harmony with the general purpose of this ordinance and will not place demands on fire, police, or other public resources in excess of current capacity.

(B) *Architectural plans; existing and proposed structures* - The proposed conditional land use shall be designed, constructed, operated, and maintained so as not to diminish the opportunity for surrounding properties to be used and developed as zoned.

(C) *Character and use of adjoining buildings and those in the vicinity* - The proposed conditional land use shall not involve uses, activities, processes, materials, or equipment that would create a substantially negative impact on other conforming properties in the area by reason of traffic, noise, smoke, fumes, glare, and odors.

(D) *Traffic generation, circulation and parking areas* - The arrangement of public or common ways for vehicular and pedestrian circulation shall respect the pattern of existing or planned streets and pedestrian or bicycle pathways in the area.

(E) *Traffic generation and circulation, highway access and driveway locations* - The proposed conditional land use shall be adequately served by public or private streets.

(F) *Sewerage and water systems* - The proposed conditional land use will be adequately served by water and sewer facilities, and refuse collection and disposal services.

B. Site Plan Requirements.

(A) North arrow
(B) Location of property lines, dimensions, and setbacks.
(C) Location of existing and proposed public roads, rights-of-way and private easements of record.
(D) Location of existing water bodies, surface drainage ways, stormwater controls, floodplains, and wetlands.
(E) Location of existing and proposed buildings.
(F) Location of parking areas and all exterior lighting.
(G) Location of all loading / unloading areas.
(H) Location of all sidewalks, walkways, bicycle paths and areas for public use.
(I) Location of all utilities on the site.
(J) Location and specifications for all fences, walls, and other screening features.
(K) Location and specifications for all existing and proposed perimeter and internal landscaping.
(L) Location and specifications for screening of all trash receptacles and other solid waste disposal facilities.
(M) Location and specifications for proposed signs.
(N) Elevation drawings for proposed commercial structures.
(P) Floor plans, when needed to determine the number of parking spaces required.

C. Please describe how your request meets each of the following *Variance* standards. Attach additional pages if needed.

To grant a variance, the Board of Appeals must find four things:

1) The variance will not be contrary to the public interest.
2) Substantial justice will be done by granting the variance.
3) The variance is needed so that the spirit of the ordinance is observed.
4) Due to special conditions, a literal enforcement of the provisions of the zoning ordinance will result in unnecessary hardship.

(C) Variance Hardship. A property owner bears the burden of proving "unnecessary hardship" by demonstrating either of the following:

1) For an area variance, that strict compliance with a zoning ordinance would unreasonably prevent the property owner from using the property for a permitted purpose or would render conformity with the zoning ordinance unnecessarily burdensome.
2) For a use variance, that strict compliance with a zoning ordinance would leave the property owner with no reasonable use of the property in the absence of a variance. In both situations, the property owner bears the burden of proving that the unnecessary hardship is based on conditions unique to the property, rather than personal considerations, and that the unnecessary hardship was not created by the property owner.

Sauk County
Reedsburg, sect.9.
Cropland map.

The cropland area is 12 acres.

The setback from the small private lots to the east is 40 ft.

Normal field operations will occur 7am to 9pm. With the main
planting operation during early May and harvest during October or November.

Corn and soybeans are planned for this field using a no-till planting operation.

Normal fertilizer and herbicides may be applied during the growing season according to a nutrient management plan developed by the Sauk County Land Conservation Department.

Plan Commission
Staff Report

DATE: 4/13/21

APPLICANT: Reedsburg Seventh Day Adventist Church

LOCATION: 115 S Oak St; Parcel #1294

ZONING: R-2 Residential

REQUEST: Electronic Sign Permit

DESCRIPTION: Consider sign permit for electronic ground sign in R-2 Residential zone per § 690-104

General Findings

SURROUNDING LAND USES:
- North- Residential
- West- Residential
- South- Residential
- East- Residential

ZONING:
- North- R-2 Residential
- West- R-2 Residential
- South- R-2 Residential
- East- R-2 Residential

TOPOGRAPHY: Flat slopes
STREET R.O.W./TRAFFIC/ACCESS: E Main St & S Oak St; 100' & 66' ROW
ENVIRONMENTAL HAZARDS/CONDITIONS: None known
COMPREHENSIVE PLAN DESIGNATION: Residential

Exhibit List

A. City of Reedsburg Comprehensive Plan
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C. Tuesday, April 13, 2021, Plan Commission Agenda
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§ 690-104 ELECTRONIC SIGNS.

A. Electronic signs are permitted in the B-2 District or otherwise as approved by the Plan Commission, subject to the following:

1. Notice shall be given to parties of interest.

2. The proposed electronic sign shall not create a substantially negative impact on other properties in the area.

B. Electronic signs, or that portion of the overall sign, shall be a maximum 35 square feet or less, as permitted in this article, per zoning district; signs with an electronic component of just time and temperature are exempt from § 690-106.

C. The spacing between electronic signs shall be a minimum 100 feet.

D. Electronic signs may not be located in such a manner as to obscure, or otherwise physically interfere with the effectiveness of, an official traffic sign, signal or device; or obstruct or physically interfere with the driver's view of approaching, merging, or intersecting traffic.

E. No message may be displayed for less than 1/2 of a second.

F. No message may be repeated at intervals of less than two seconds.

G. No traveling message may travel at a rate slower than 16 light columns per second or faster than 32 columns per second.

H. The louver rotation time to change a message shall be one second or less and the time a message remains in a fixed position shall be six seconds or more.

I. No variable-message sign may be illuminated to a degree of brightness that is greater than necessary for adequate visibility.

J. Electronic signs may be used to advertise activities conducted on the property on which the signs are located, to promote on- or off-premises fund drives or events of civic, philanthropic, educational or religious organizations, or to present public service information.

§ 690-102 Signage in residential districts.

A. One ground sign and one wall sign for public, charitable or religious institutions, not to exceed a combined total of 32 square feet in area.

CITY OF REEDSBURG
BUILDING INSPECTION
134 S Locust Street
PO Box 490
Reedsburg, WI 53959

Reedsburg Uniform Building Permit Application

Permit Fees Are Unrefundable

Permit No.

Parcel No. 1294

PROJECT LOCATION

Permit Request: ☐ Construction ☐ Electrical ☐ Plumbing ☐ HVAC ☐ Erosion ☒ Zoning ☐ Demolitio

Building Street Address: 115 S. Oak St.

Setbacks: Right: ft. Left: ft. Front: ft. Rear: ft.

Zoning District: Lot Area: sq. ft. SUBDIVISION: Lot No.:

Owner's Name: Reedsburg Seventh-day Adventist Church Mailing Address: 115 S. Oak St., Reedsburg WI Phone: 608-963-9480

Owner is ultimately responsible for all code compliance related to the work for which this permit is issued.

Construction Contractor's Name: Mailing Address: Phone: Identification No.

Electrical Contractor's Name: Self install/Rodney Hahn Mailing Address: 1815 Jessica Ln. Reedsburg WI Phone: 608-963-9480 Identification No.

Plumbing Contractor's Name: Mailing Address: Phone: Identification No.

HVAC Contractor's Name: Mailing Address: Phone: Identification No.

Excavation Contractor's Name: Mailing Address: Phone: Identification No.

BRIEFLY DESCRIBE PROJECT:

Convert Existing Sign on Main Street to a digital Sign. Digital Sign on Both Sides, with Temp + Time function included. Static Sign on top with name and Logo. Using existing base and Electrical. Current situation is a safety issue in winter.

ESTIMATED PROJECT COST: $ 25,000

I agree to comply with all applicable codes, statutes an ordinaces and with the conditions of this permit; understand that the issuance of the permit creates no legal liability, express or implied, on the State of Wisconsin or the City of Reedsburg; and certify that all of the above information is accurate. If I am an owner applying for an erosion control or construction permit, I have read, and received a copy of, the cautionary statement regarding contractor financial responsibility on the reverse side of this application form.

Rodney Hahn 3-29-2021

SIGNATURE OF APPLICANT DATE

For New Construction:

Use: ☐ Resid. (Permanent) ☐ Resid. (Seasonal) ☐ Non-Residential

Construction Type: ☐ Site Built ☐ Manufactured

Area Involved: Unfin. Bsmt.: sq.ft. Living Area: sq.ft. Garage: sq.ft. Total: sq.ft.

HVAC Equipment: ☐ Forced Air Furnace ☐ Radiant Baseboard/Panel ☐ Heat Pump ☐ Boiler ☐ w/Central Air Conditioning

Stories: ☐ 1-Story ☐ 2-Story ☐ Other (List) ☐ w/Basement

Energy: Nat. Gas / LP Gas / Elec — Space Htg: ☐ ☐ ☐ Water Htg: ☐ ☐ ☐

Heat Loss: Envelope: BTU/HF Infiltration: BTU/HF

Electrical: Entrance Panel Size: amp Service: ☐ Underground ☐ Overhead

Foundation: ☐ Concrete ☐ Masonry ☐ Treated Wood ☐ Other (List)

Plumbing and Water: Water: ☐ Municipal ☐ Private On-Site Wel Sewer: ☐ Municipal ☐ Septic (List Permit # Permit No.:

FOR OFFICE USE

CONDITIONS OF APPROVAL: This permit is issued pursuant to the following conditions. Failure to comply may result in suspension or revocation of this permit or other penalty.

Fees (per Ch. 32 Muncipal Code): Zoning: Cert Occ: HC Lift: Plbg: Const: Elec: HVAC: State Seal: Acc Str.: Swr Tap: Demoltn: Park:

Pay Water Impact @ RUC Total: ☐ Includes Penalty Zoning Approval ☐ Hist Preserv Rvw

Permit(s) Issued: ☐ Construction ☐ Electrical ☐ Plumbing ☐ HVAC ☐ Erosion ☐ Land Use ☐ Demolitio

Wisconsin Uniform Permit Seal No.

Wisconsin State Approved Plan No.

Permit Issued By: Name: Cert. No.: Date Issued:

(Part of Ply 4 for Applicants)

Cautionary Statement to Owners Obtaining Building Permits

101.65(lr) of the Wisconsin Statutes requires municipalities that enforce the Uniform Dwelling Code to provide an owner who applies for a building permit with a statement advising the owner that:

If the owner hires a contractor to perform work under the building permit and the contractor is not bonded or insured as required under s. 101.654 (2) (a), the following consequences might occur:

(a) The owner may be held liable for any bodily inquiry to or death of others or for any damage to the property of others that arises out of the work performed under the building permit or that is caused by any negligence by the contractor that occurs in connection with the work performed under the building permit.

(b) The owner may not be able to collect from the contractor damages for any loss sustained by the owner because of a violation by the contractor of the one- and two- family dwelling code or an ordinance enacted under sub. (1) (a), because of any bodily injury to or death of others or damage to the property of others that arises out of the work performed under the building permit or because of any bodily injury to or death of others or damage to the property of others that is caused by any negligence by the contractor that occurs in connection with the work performed under the building permit.

Cautionary Statement to Contractors for Projects Involving Building Built Before 1978

If this project is in a dwelling or child-occupied facility, built before 1978, and disturbs 6 sq. ft. or more of paint per room, 20 sq. ft. or more of exterior paint, or involves windows, then the requirements of ch. DHS 163 requiring Lead-Safe Renovation Training and Certification apply. Call (608)261-6876 or go to http://dhs.wisconsin.gov/lead/WisconsinRRPRule.htm for details of how to be in compliance

Wetlands Notice to Permit Applicants

You are responsible for complying with state and federal laws concerning the construction near or on wetlands, lakes, and streams. Wetlands that are not associated with open water can be difficult to identify. Failure to comply may result in removal or modification of construction that violates the law or other penalties or costs. For more information, visit the Department of Natural Resources wetlands identification web page or contact a Department of Natural Resources service center.

Additional Responsibilities for Owners of Projects Disturbing One or More Acre of Soil

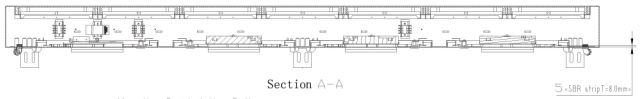
I understand that this project is subject to ch. NR 151 regarding additional erosion control and stormwater management and will comply with those standards.

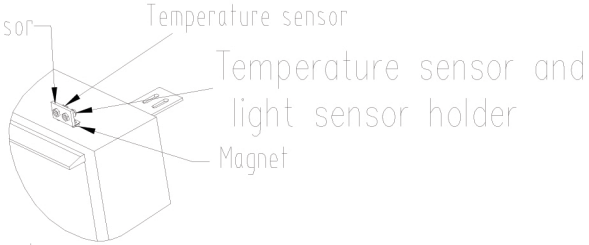
Owner's Signature: _____ Date: 3-29-21

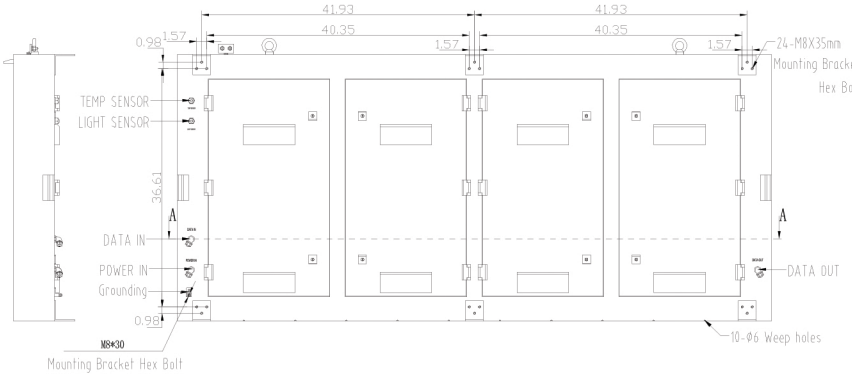
Sorry for the Fuzzy Mock up picture.

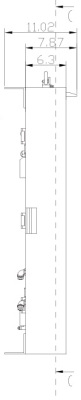
Another Mock Up picture.

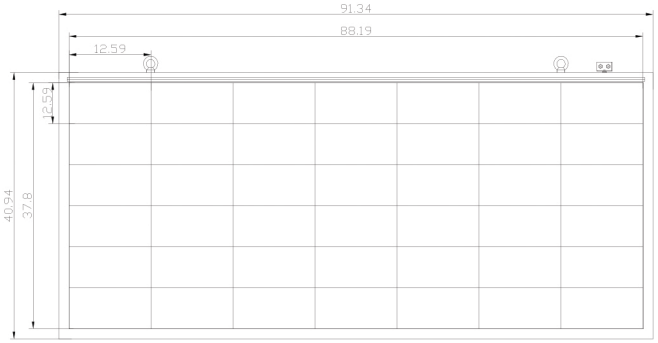
ADCHOICE
LED SIGNS

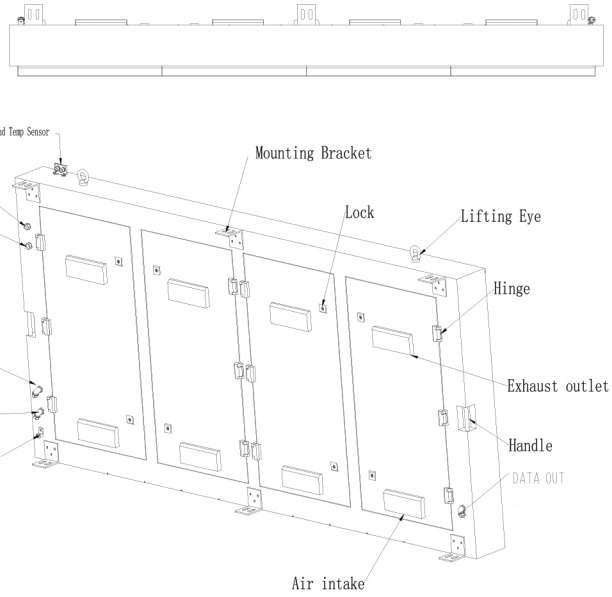


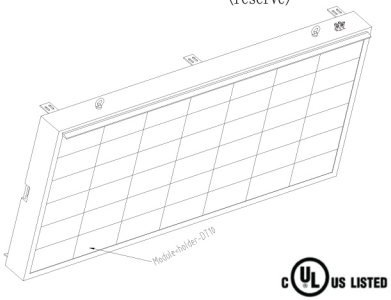


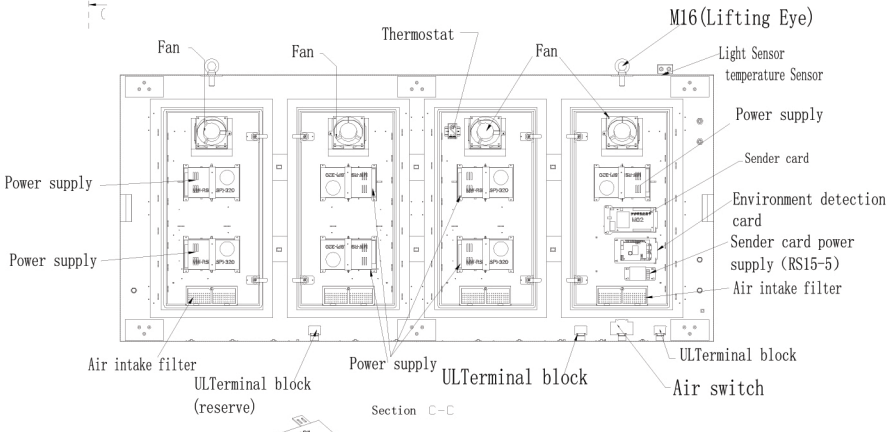












c UL us LISTED

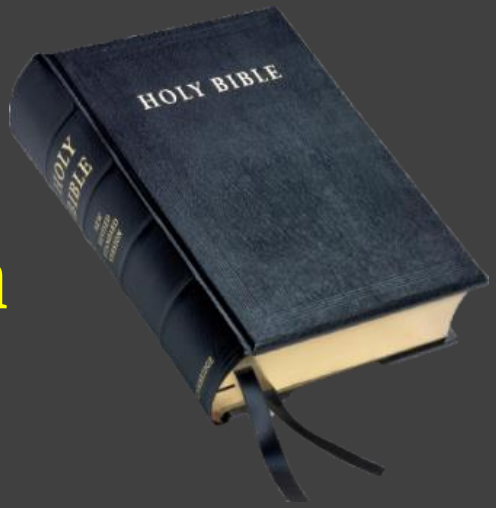
AdCenter Outdoor Series AC-0110-0607 EMC

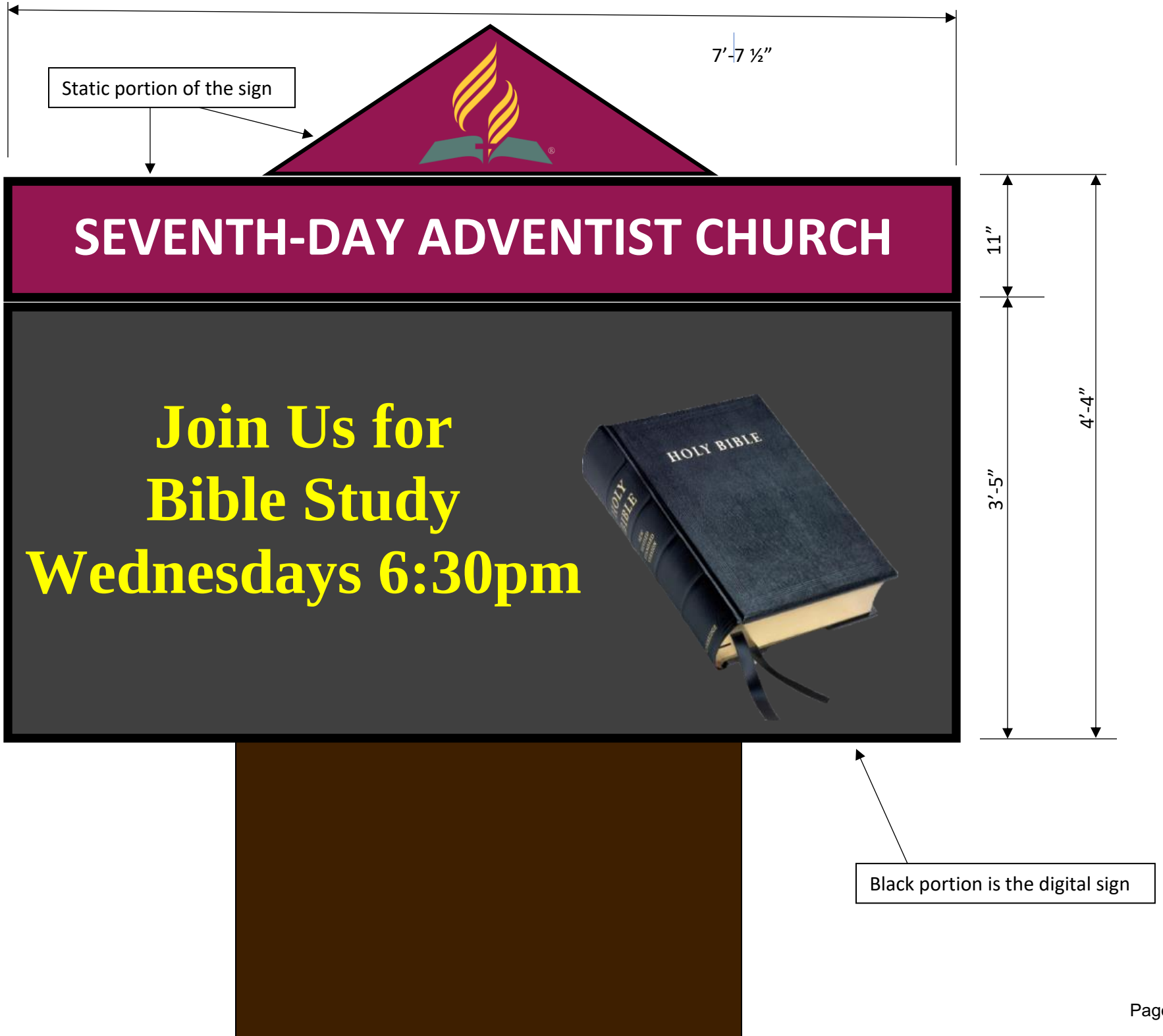
Note: 1. The dimensions of the drawings are the actual size after plating;
2. All the threaded and riveted materials are made of stainless steel (SUS304).

Net weight: 319.7 lbs Power usage (W): Max 1760 (110V) Aver 880	Standard Build 10mm 96 x 224 39” x 91”	Module AC-0110-0607

SEVENTH-DAY ADVENTIST CHURCH

Join Us for
Bible Study
Wednesdays 6:30pm




7’-7 ½”
Static portion of the sign
SEVENTH-DAY ADVENTIST CHURCH
Join Us for
Bible Study
Wednesdays 6:30pm
HOLY BIBLE
11”
3’-5”
4’-4”
Black portion is the digital sign

Staff Report

DATE: April 6, 2021; 12:00 PM – Zoning Board of Appeals
April 13, 2021; 6:00PM – Plan Commission

APPLICANT: Ervin Kempf

LOCATION: 2315 E Main St, Parcel #2253

ZONING: B-2 Business

PROPOSED LAND USE REQUEST: Zoning Variance and Conditional Use Permit

DESCRIPTION:
This is a two-part request. The ZBA will review the existing dwelling unit. The applicant proposes to convert the house into a two-family unit. A variance is required because of the commercial zoning of the property.

The second request is for the PC to review a new mini storage building that would be constructed behind the existing house.

General Findings

SURROUNDING LAND USES:
- North – Commercial
- West – Commercial
- South – Commercial
- East – Commercial

ZONING:
- North – B-2 Business
- West – B-2 Business
- South – B-2 Business
- East – B-2 Business

TOPOGRAPHY: Flat slopes

STREET R.O.W./TRAFFIC/ACCESS: E Main St, Hwy 23/33; 115' & 135' ROW

ENVIRONMENTAL HAZARDS/CONDITIONS: None known

COMPREHENSIVE PLAN DESIGNATION: Commercial

Conditional Use Permit Findings of Fact for Section 690-19(A-F)

Proposed operation - No Conditional Use shall be approved by the Plan Commission unless it finds that the use for which such permit is sought will not be injurious to the neighborhood or otherwise detrimental to the public welfare and will be in harmony with the general purpose of this ordinance and will not place demands on fire, police, or other public resources in excess of current capacity.

1. The Board finds that the property is zoned B-2 Business.
2. The Board finds that the property contains a single-family dwelling with former motor repair business space.
3. The Board finds that the dwelling was built in in 1930.
4. The Board finds that the request is to add a 100' X 40' mini storage building
5. The Board finds that 20 storage units are proposed.
6. The Board finds that the lot is 0.97 acres in size.
7. The Board finds that the property is located on E Main St.

Architectural plans; existing and proposed structures - The proposed conditional land use shall be designed, constructed, operated, and maintained so as not to diminish the opportunity for surrounding properties to be used and developed as zoned.

1. The Board finds that an elevation drawing is attached.
2. The Board finds that the request is to add a 100' X 40' mini storage building

Character and use of adjoining buildings and those in the vicinity - The proposed conditional land use shall not involve uses, activities, processes, materials, or equipment that would create a substantially negative impact on other conforming properties in the area by reason of traffic, noise, smoke, fumes, glare, and odors.

1. The Board finds that the surrounding parcels are zoned B-2 Business.
2. The Board finds that surrounding parcels have commercial uses.

Traffic generation, circulation and parking areas - The arrangement of public or common ways for vehicular and pedestrian circulation shall respect the pattern of existing or planned streets and pedestrian or bicycle pathways in the area.

1. The Board finds that 20 storage units are proposed.
2. The Board finds that the ZBA has approved converting the existing residence into two-family.

Traffic generation and circulation, highway access and driveway locations - The proposed conditional land use shall be adequately served by public or private streets.

1. The Board finds that 20 storage units are proposed.
2. The Board finds that the ZBA has approved converting the existing residence into two-family.
3. The Board finds that there is an existing driveway, about 24' wide.

Sewerage and water systems - The proposed conditional land use will be adequately served by water and sewer facilities, and refuse collection and disposal services.

1. The Board finds that the residence has existing utilities.

Site Plan Review Findings of Fact for Section 690-33(A-F)

The site plan shall be designed so that there is a limited amount of change in the overall natural contours of the site and shall minimize reshaping in favor of designing the project to respect existing features of the site in relation to topography, the size and type of the lot, the character of adjoining property, the minimization of tree and soil removal and the type and size of buildings. The site shall be developed so as not to impede the normal and orderly development or improvement of surrounding property for uses permitted in this Ordinance.

1. The Board finds that the property is zoned B-2 Business.
2. The Board finds that the property contains a single-family dwelling with former motor repair business space.
3. The Board finds that the dwelling was built in in 1930.
4. The Board finds that the request is to add a 100' X 40' mini storage building
5. The Board finds that 20 storage units are proposed.
6. The Board finds that the lot is 0.97 acres in size.
7. The Board finds that the property is located on E Main St.

Special attention shall be given to proper site drainage so that removal of storm waters will not adversely affect neighboring properties.

1. The Board finds that the request is to add a 100' X 40' mini storage building
2. The Board finds that drainage flows to the SW, towards a stormwater culvert.

All buildings or groups of buildings should be so arranged as to permit emergency vehicle access by some practical means.

1. The Board finds that there is an existing driveway, about 24' wide.
2. The Board finds that a drive would encircle the proposed storage building.

Exterior lighting shall be arranged as follows:

- **It is deflected away from adjacent properties.**
- **It does not impede the vision of traffic along adjacent streets.**
- **It does not unnecessarily illuminate night skies.**

1. The Board finds that lighting would be located at exterior doors.

The arrangement of public or common ways for vehicular and pedestrian circulation shall respect the pattern of existing or planned streets and pedestrian or bicycle pathways in the area. Streets and drives which are part of an existing or planned street pattern which serves adjacent development shall be of a width appropriate to the traffic volume they will carry.

1. NA

Site plans shall conform to all applicable requirements of City, State and Federal statutes and the City of Reedsburg Comprehensive Plan, and approval may be conditioned on the applicant receiving necessary City, State and Federal permits.

1. The Board finds that future use is Commercial.

COMMENTS
ADMINISTRATOR:
AMBULANCE:
FIRE:
POLICE:
PUBLIC WORKS:
SCHOOL:
UTILITIES:
OTHER:

STAFF COMMENTS: The applicant is looking to buy this property. The ZBA approved a variance allowing a second dwelling unit in the lower level to create a duplex.

The existing detached garage would be removed to make way for a new driveway so to serve the proposed storage building. While most drainage flows to the SW, some would flow in the other directions, especially to the north. So additional stormwater controls may be needed, such as roof gutters. This could be further addressed with a stormwater permit. There should be enough room for some smaller landscaping items to help blunt the look of the storage building.

Note that the building on the site plan should be 100' wide, not 140'. The 140' was the original proposal but will not fit at that size.

Exhibit List

A. City of Reedsburg Comprehensive Plan
B. Zoning Ordinance, City of Reedsburg, Wisconsin
C. Tuesday, April 13, 2021, Plan Commission Agenda
D. Land Use Change Application
E. Staff Report
F. Request for Review and Comment
G. Notice of Public Meeting

Revised 7/19

City of Reedsburg Land Use Application

134 S. Locust St.
PO Box 490
Reedsburg, WI 53959

Ph: 608-524-6404
Fax: 608-524-8458
bduvalle@ci.reedsburg.wi.us

APPLICANT: Ervin Kempf

ADDRESS: 12193 Owen Dr **CITY:** Cazenovia **STATE:** WI

ZIP: 53924 **PHONE:** 608-548-7159 **FAX:** _____

E- MAIL: _____

PROPERTY OWNER: (if different from Applicant) Glen W. + Janet C. Getschman Estate
Tammy Getschman P.R.

LOCATION: 2315 E. Main St. Reedsburg, WI 53959 **PARCEL #:** 276-2253-00000

LAND USE REQUEST

(Please describe one or more as applicable – attach extra pages/maps if necessary)

- ☐ **Certified Survey Map (CSM):** _____
- ☒ **Conditional Use Permit:** duplex

  For *CONDITIONAL USE PERMIT* requests, also answer "A & B" on back page.
- ☐ **Preliminary Plat:** ____ **Final Plat:** ____ **Name of Plat:** _____
- ☐ **Rezoning - From:** _____ **To:** _____ **TID #** _____
- ☐ **Site Plan Review:** (See "B" on back page) _____
- ☐ **Zoning Appeal / Interpretation:** _____
- ☒ **Zoning Variance:** storage units

  For *VARIANCE* requests, also answer "C" on back page.
- ☐ **Other or Annexation:** _____

AFFIDAVIT

I certify that the information and plans submitted are true and accurate to the best of my knowledge. I also give permission to City zoning officials to enter my property for inspection purposes and for a temporary Zoning sign to be placed in my yard prior to the meeting.

3-8-21 — **Applicant Signature / Date**

Tammy K. Getschman 03/04/21 PERSONAL REP — **Owner Signature / Date**

Extraterritorial Committee Date: _____
Plan Commission Date: _____
Board of Zoning Appeals Date: _____
City Council Action & Date: _____

Account #10-461500-00

Cond Use; Site Plan $153	X
Cond Use-Agriculture $400	
Variance $112	X
Rezoning $200	
C.S.M. $171	
Subdivision Plat $610	
- w/ Stormwater Plan $100	
Flood Plain Zone $189	
Annexation $200	
Plan Amend $200	
Date Paid	3-9-21
Receipt #	1.057132

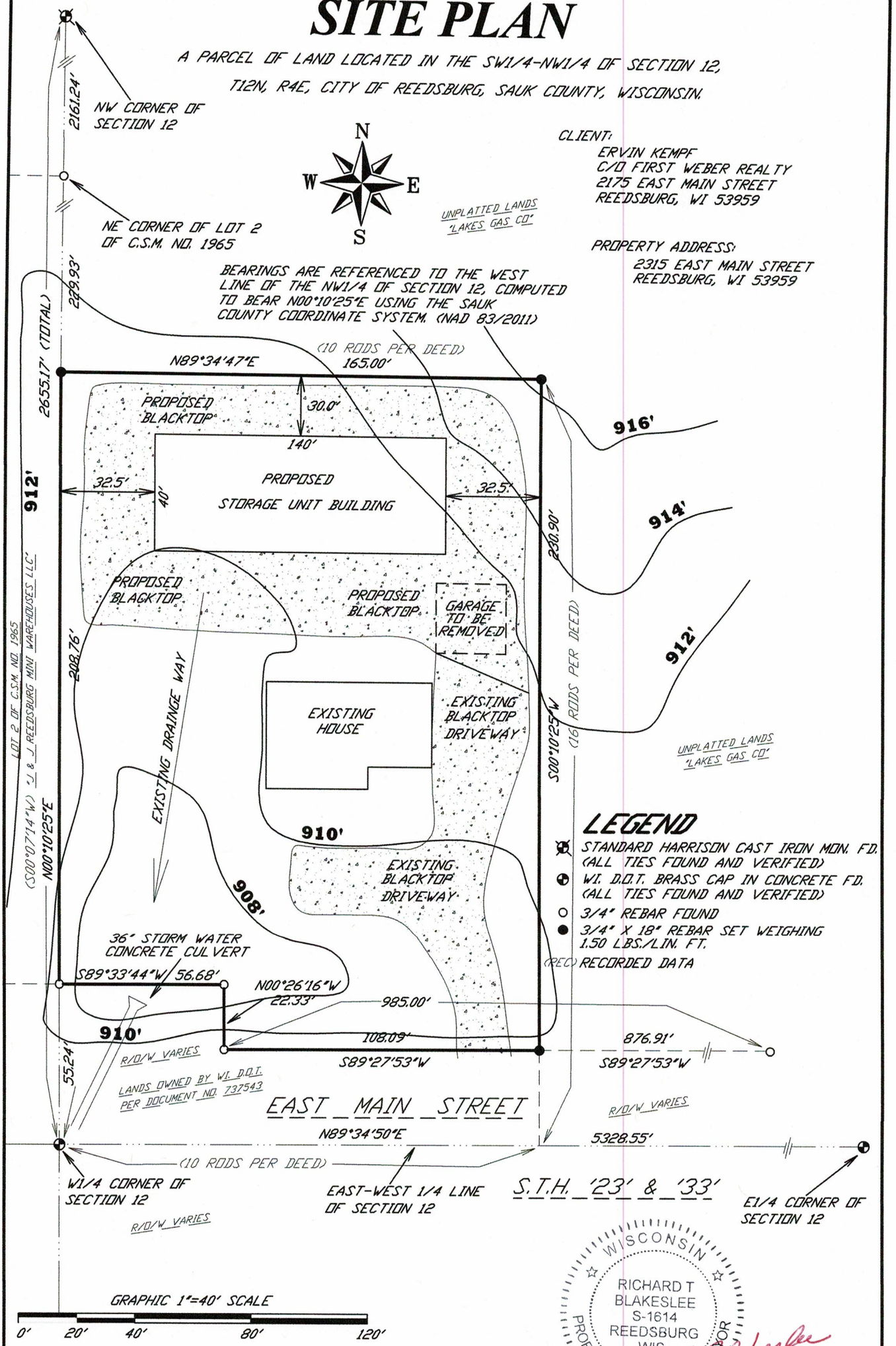
PdV $112
PdV $153

The applicant or representative MUST ATTEND the meeting.

G:\wpnet\Zoning - Planning\Land Use Appl.doc

SITE PLAN

A PARCEL OF LAND LOCATED IN THE SW1/4-NW1/4 OF SECTION 12, T12N, R4E, CITY OF REEDSBURG, SAUK COUNTY, WISCONSIN.



CLIENT:
ERVIN KEMPF
C/O FIRST WEBER REALTY
2175 EAST MAIN STREET
REEDSBURG, WI 53959

PROPERTY ADDRESS:
2315 EAST MAIN STREET
REEDSBURG, WI 53959

LEGEND

- STANDARD HARRISON CAST IRON MON. F.D. (ALL TIES FOUND AND VERIFIED)
- W.I. D.O.T. BRASS CAP IN CONCRETE F.D. (ALL TIES FOUND AND VERIFIED)
- 3/4" REBAR FOUND
- 3/4" X 18" REBAR SET WEIGHING 1.50 LBS./LIN. FT.
- (REC) RECORDED DATA

WISCONSIN
RICHARD T BLAKESLEE
S-1614
REEDSBURG
WIS.
PROFESSIONAL LAND SURVEYOR

Richard T. Blakeslee
4/1/21

04-01-2021
DATE

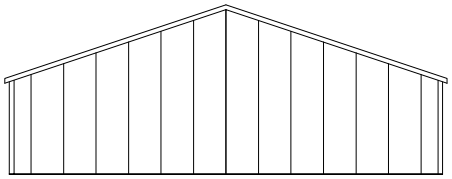
SURVEYOR'S CERTIFICATE

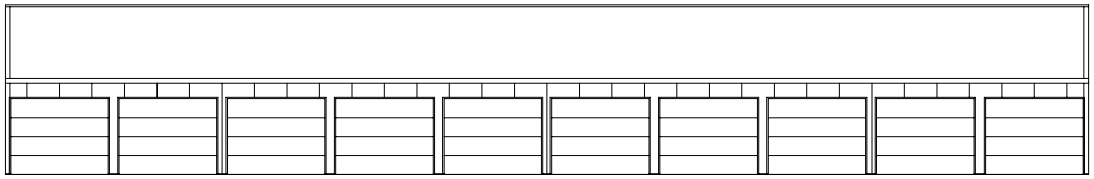
I, RICHARD T. BLAKESLEE, PROFESSIONAL LAND SURVEYOR, HEREBY CERTIFY THAT I HAVE SURVEYED, STAKED AND MAPPED THE ABOVE DESCRIBED PARCEL AND HAVE COMPLIED WITH THE PROVISIONS OF A-E 7 OF THE WISCONSIN ADMINISTRATIVE CODE TO THE BEST OF MY KNOWLEDGE AND BELIEF.

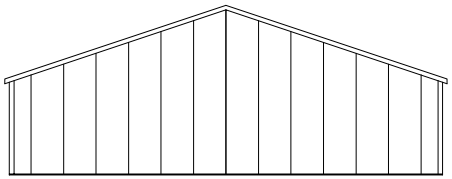
BLAKESLEE LAND SURVEYING
1228 EAST MAIN STREET
REEDSBURG, WI 53959
(608) 524-0402

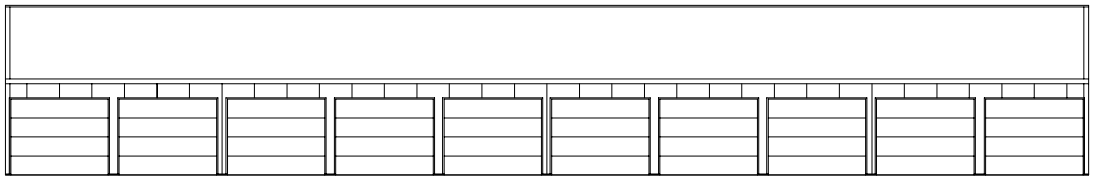
FIELD WORK COMPLETED ON APRIL 01, 2021

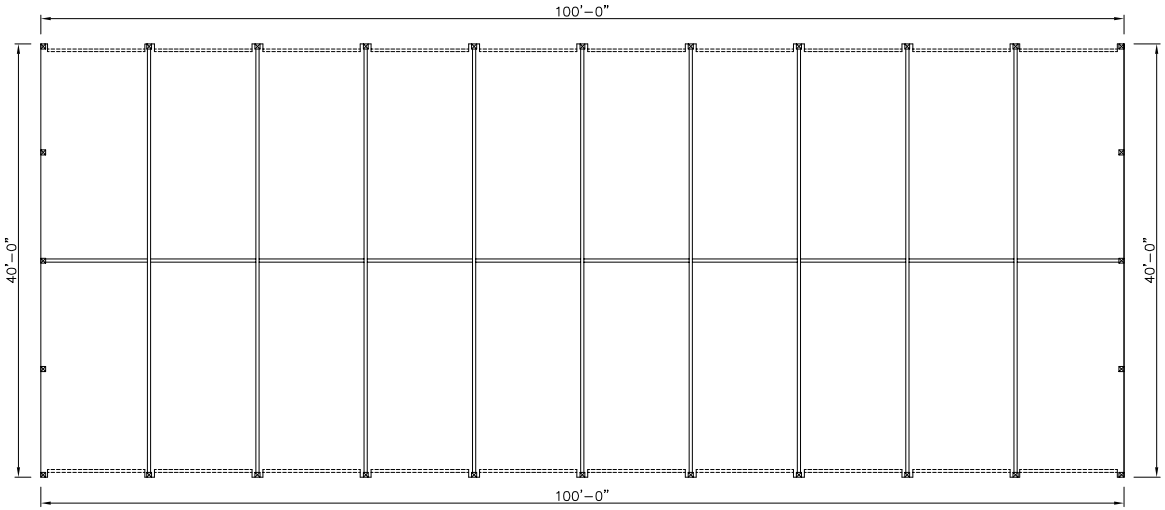
DRAFTED BY J. MURPHY | CHECKED BY R. BLAKESLEE











PRELIMINARY PLANS
Not For Construction

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DRAWN BY:	JC
DATE:	3-15-2021

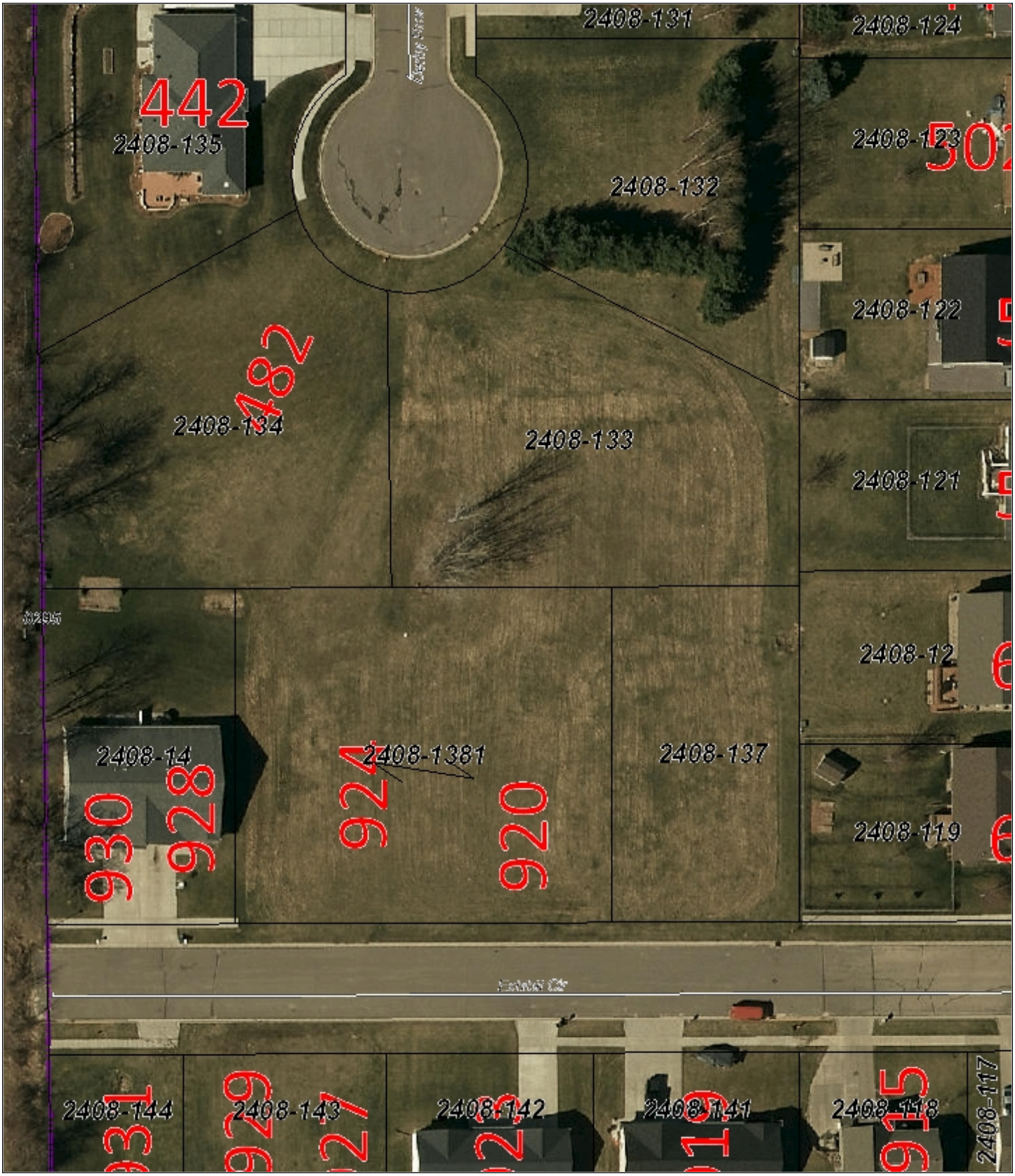
HARTJE
LUMBER, INC.

E4525A SCHUETTE ROAD
P.O. BOX 389
LAVALLE, WI 53941
PHONE: 800-362-5898 OR 608-985-7207

OWNER:	
	Ervin Kemp
	–
	–

BUILDER:	–
	–
	–
PROJECT:	40'x100'x8' Mini-Storage
	–

SHEET	1 OF 1
JOB NO.	JC21-089



City of Reedsburg GIS

DISCLAIMER: The City of Reedsburg does not guarantee the accuracy of the material contained here in and is not responsible for any misuse or misrepresentation of this information or its derivatives.

SCALE: 1" = 69 '

CITY OF REEDSBURG
134 S. Locust Street
PO Box 490
Reedsburg, WI 53959
608-524-6404

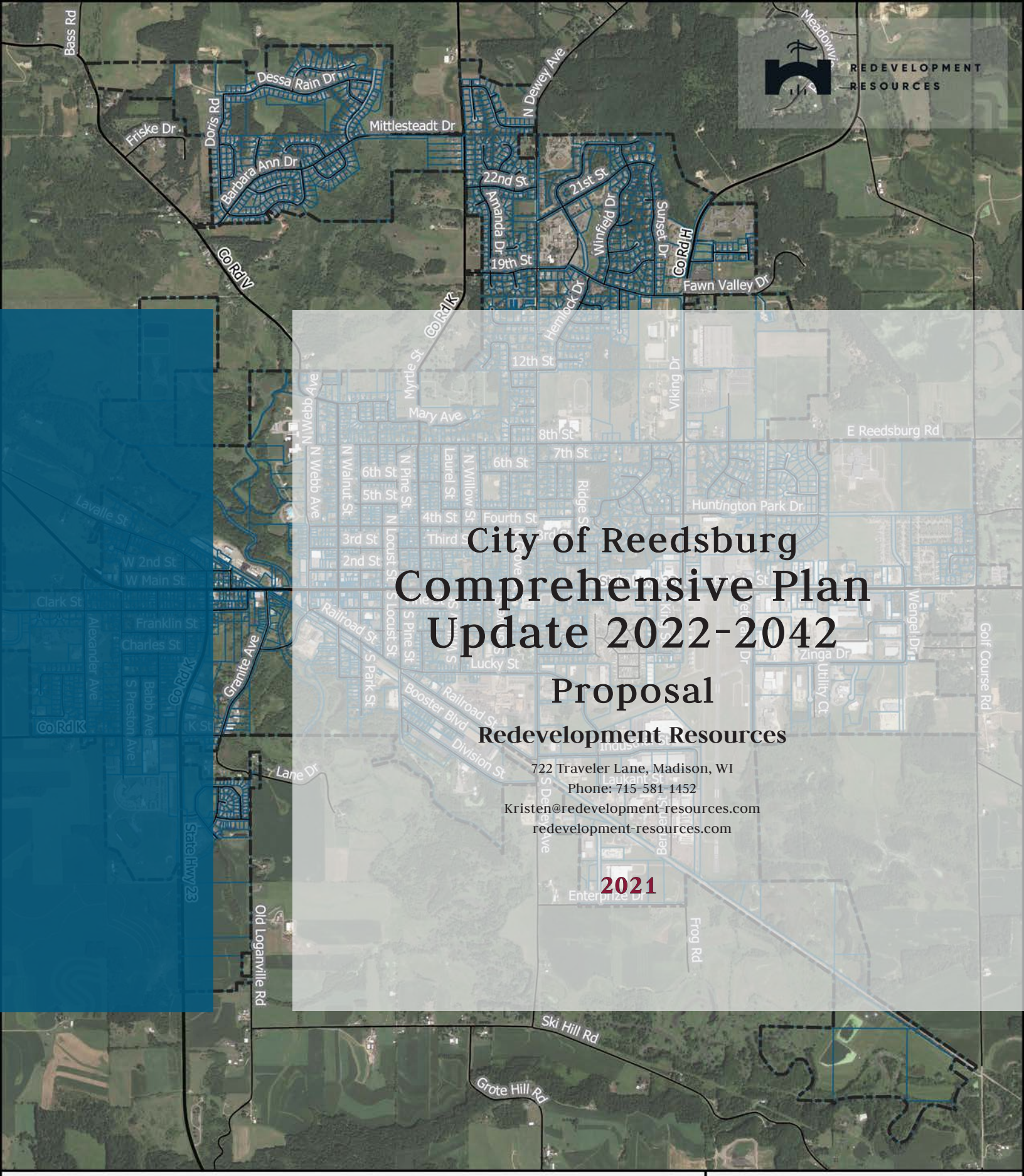
Print Date: 4/7/2021

City of Reedsburg
Comprehensive Plan Update 2022-2042
Proposal

Redevelopment Resources

722 Traveler Lane, Madison, WI
Phone: 715-581-1452
Kristen@redevelopment-resources.com
redevelopment-resources.com

2021



REDEVELOPMENT RESOURCES

March 29, 2021

Brian Duvalle
City of Reedsburg
134 S. Locust St
Reedsburg, WI 53959

Dear Selection Committee,

Redevelopment Resources enthusiastically submits this proposal for the 2042 Comprehensive Plan Update. We think this project aligns very well with our team's unique service offerings. Planning products of this nature require foresight, flexibility, and responsiveness, and our team is excited at the prospect of using these skills to deliver a plan that will shape the community for years to come.

Redevelopment Resources is a community impact consulting firm. We provide services to help communities leverage resources to grow and make positive contributions to their tax base, the businesses' bottom line, and the lives of the community members who live and work there. Since 2009 our firm has conducted community-level plans, analyses, and strategies for cities, villages, and towns across the Midwest.

Should we be selected, the City of Reedsburg will be partnering with a consultant team that brings the following attributes:

- A talented, responsive team that understands the planning ecology within this project.
- Significant experience in developing practical, implementable plans.
- Graphic design and data visualization experience, which gives us the ability to create plans that are accessible, intuitive, and visually appealing.
- An adept understanding of market realities and economic development strategies.
- A successful history of facilitation and positive coordination with stakeholders to ensure that community input is the thrust behind each respective plan.

This is an exciting opportunity to immerse ourselves in an already vibrant community, learn about its strengths and challenges, and create a plan for continued growth and vitality for years to come.

Thank you for the opportunity to submit our proposal, and we look forward to the possibility of serving the City of Reedsburg.

Sincerely,

Kristen Fish-Peterson

Kristen Fish-Peterson, CEcD, EDFP

Redevelopment Resources, LLC
www.redevelopment-resources.com
715-581-1452

Contents

3 Project Understanding
4 Project Approach
5 Project Scope
10 Firm Profile
11 References
12 Staff Profiles

Project Understanding

Planning documents are a reflection of the public's interest in creating vibrant, healthy, safe and sustainable environments for themselves and future generations. **According to the Department of Administration, however, the population of the city is projected to grow 31% over its current population to 12,690 residents by 2040.** Discerning how and where that growth occurs, the potential impacts of the growth, and balancing competing interests will require the collaborative efforts of the city's elected and appointed leaders, city staff, and stakeholder advisory committees.

Comprehensive Plan Update

The comprehensive plan update process will audit each plan element of the existing plan. It will:

- Celebrate implementation of recommendations since the last update.
- Review obstacles to implementation of past recommendations and determine whether these recommendations should remain, be revised, or removed.
- Integrate recent recommendations from planning initiatives such as the Historic Preservation Plan and Bike, Ped, Snowmobile Plan.
- Prioritize, assign responsible parties, and budget recommendations for implementation.
- Update demographic data and trends with available 2020 Census Data.
- Include aesthetically pleasing images and figures to help narrate the vision of the community and create a user-friendly experience.

Public Engagement

Broad public input improves the plan's effectiveness in being an adopted guiding document for the growth and development of the community and maintaining valuable relationships with stakeholder groups. Our team understands that the city desires a public engagement process that capitalizes on the existing relationships the city already has with residents, business owners, elected and appointed officials, and community organizations. These stakeholders likely possess the institutional knowledge and historical background of the community that can be leveraged as the patterns emerge and are cultivated for furthering the growth and development of Reedsburg.

Impact

Project Approach

Our Team's approach to the Comprehensive Plan Update for the City of Reedsburg would be described as "customized structure". Our approach to updating a comprehensive plan is to ensure the statutorily required items are included at a high level of quality, and above everything, make sure the plans are usable, future looking, based on the goals and desires of the community, and designed to make a positive, lasting impact.

Stakeholder engagement is integral in both the formation and implementation of each plan. The project team will place a strong emphasis on local knowledge, tapping into the experiences and thoughts of local employers, neighbors, property owners, developers, nonprofits, realtors, and others. These stakeholders, among others, will provide much-needed context and further our understanding of the perceived challenges and opportunities in the community. Rather than absolute experts, we approach projects as partners to help give the community a voice and bring innovative ideas to life through our technical knowledge and expertise.

The world has become much more visual in the past decade. Our plans for the City of Reedsburg will reflect that with easy-to-understand graphic representations of data, trends and future projections. As appropriate, we will provide a sense of scale of the cost to achieve various recommendations in order to help the community plan for implementation.

Because every community has unique challenges and strengths, the team will discover what makes Reedsburg special today to develop a unique vision and plan that is tailored to making the City even more special over the next five-, ten-, and twenty-years. The plan will focus on short, medium, and long-term implementation strategies to address Reedsburg's most pressing challenges and leverage its best assets to draw in and provide benefit residents, businesses, and visitors. As we meet with stakeholders throughout the planning process, we will identify with them where partnerships may be able to assist in carrying out the recommendations.

Project Scope

Task 1. Project Management

Task 1.1 Kick off meeting and field study: Our team will work with City staff to host a project kick off meeting to establish goals, timeline, and communication protocols, and coordinate a comprehensive tour of the City to provide a baseline for all project work. We will conduct on-the-ground assessments of the physical existing conditions, taking note of land use and transportation patterns, vacancy, occupancies, and other conditions that will inform us of Reedsburg-specific qualities that one can only observe when physically there.

Task 1.2 Stakeholder Analysis: We will conduct initial stakeholder analysis by identifying key stakeholders who would add value to the planning process. We will identify their issues and levels of involvement and develop our strategies for outreach.

Task 1.3 Prepare a project process roadmap: We will create a guiding document for the project management team that identifies the project phases, schedule of events/activities, deliverables on a timeline, and assigns roles and responsibilities for each task.

Task 1.4 Documentation: In addition to the final plan, the team will deliver all supporting materials to the City upon completion of the contract, or as needed throughout the process. Supporting materials include, but are not limited to, a description of the planning process, meeting minutes/summaries, images, and recordings.

Task 2. Assessment

Our team will review existing plans and studies and will gather necessary data that is up-to-date and relevant to the City's current conditions and future plans. The team will analyze data to find insights that will guide the plan and create graphics that represent the data in a visually appealing and easily understood format.

Task 2.1 Document Review: We will review plans with staff and Steering Committee for goals and tasks accomplished, challenges to accomplishing goals and tasks and thoughtful reflection on keeping or revising existing content for the new Update including but not limited to:

- 2012 Comprehensive Plan
- Bicycle, Pedestrian and Snowmobile Plan (2014)
- Historic Preservation Plan (2015)
- Active Tax Increment Districts
- 2020 ESRI Market Analysis Documents.

Task 2.2 Additional Secondary Data Gathering: Our team will conduct research to determine current and projected population demographics and economic factors that are critical to understanding Reedsburg's future. Our analysis will be based on our experience utilizing data sources including but not limited to:

- Economic Modeling Specialists International (Emsi)
- Esri (additional data from this data source)
- Bureau of Labor Statistics
- Department of Commerce Bureau of Economic Analysis augmented with County Business Patterns (CBP) and Non-employer Statistics (NES) published by the US Census Bureau
- US Census data related to wages and incomes
- Other relevant local, state and national data

Task 3. Public Engagement

Our team will design and lead the following community engagement activities at a minimum, along with others agreed to in collaboration with city staff. All outreach will assess sentiments regarding the direction of the City as a whole. We will leverage existing City relationships and community organizations to reach a wide range of participants and will work to include additional voices that are not represented by traditional channels through broad outreach and engaging activities. Our team will implement the community input methods identified to ensure public input in the following tasks:

i. Community update since 2012
ii. Result of the Plan Audit
iii. Proposed Plan changes and updates to the required elements
iv. Integration of the Historic Preservation Plan and Bicycle, Pedestrian and Snowmobile Plan.
v. Plan approval

Task 3.1 Create Steering Committee: Our team will provide input and outreach to create a dynamic and thoughtful Steering Committee, which will be involved at all levels of the planning from initial review of existing plans to final presentation. Our team will organize and co-lead public events with experienced City Staff. We will leverage their relationships with the community for the most impactful ways to facilitate open and honest dialogue in public participation process.

Task 3.2 Host Focus Groups and Public Open Houses: The team will design and host two to five creative and engaging open house opportunities for community members to build a vision for the future of their city. Focus groups serve as a forum for more in-depth discussion than an open house and offer an opportunity for stakeholders across a variety of interests to provide their own ideas while listening to ideas of others. Our team will hold a number of focus groups with realtors/developers, small business owners, major employers, youth, seniors, and will host one or two "open" focus groups for any interested community members.

The project team will be prepared to work with City staff and deliver virtual engagement methods that dovetail with the project goals and audience for those stakeholders unable to attend other public engagement opportunities. Some digital engagement tools our team is familiar with include Kahoot and Menti which can meaningfully engage audiences and provide real-time data both in-person and virtually.

Task 3.3 Promote Community Engagement: Encouraging public participation through visually consistent and compelling print and digital media that citizens will recognize and become excited about will be developed in collaboration with the Steering Committee. Our team has experience in building communication campaigns for projects and is prepared to reach audiences using press releases and targeted social media posts among other tactics. As appropriate, the team will also engage community volunteers to help with outreach and activities, creating an additional layer of participation.

Task 3.4 Project Website: As part of the engagement process, we will set up a project website to make all meeting and planning information available to area residents and stakeholders online. The website will be updated throughout the project.

Task 3.5 Community Survey: The team will develop and administer an electronic survey and use the results to guide additional community engagement and ultimately the recommendations in the plan. The survey will be forwarded through participating organizations (Chamber, School District, large employers if possible), and available on the City of Reedsburg's web site.

Task 3.6 Stakeholder Interviews: Our team will conduct a minimum of 15 stakeholder interviews. Interviewees will represent various groups, including major employers, School District leadership, potential developers, and others not included in public input gathering.

Task 4. Plan Drafting

Task 4.1 Introduction: Our team along with staff and Steering Committee will **r**eview, update, and revise with emphasis on recent planning efforts and incorporation into the Planning document. The introduction will establish the tone, energy level and confidence of the reader in the City's ability to implement the recommendations within the plan.

Task 4.2 Issues & Opportunities: These will be discovered through public input of all kinds (interviews, focus groups, survey), then categorized and summarized by the Steering Committee (guided by the consultant team) for use in determining goals and recommendations.

Task 4.3 Land Use: Our team will update the existing land use map, proposed land use map, a

chart with proposed acres per land use. Public input will provide ideas on future land use and will be leveraged to determine specific recommendations for each land use designation as well as a specific policy for amending the land use map.

Task 4.4 Housing: We will review and update existing housing inventories, project current and future housing needs, and validate the identified number and type of housing units needed to serve the city's projected growth. Focus groups with local residential realtors and public housing service providers will validate or counter the data with real time feedback. Additionally, with a projected compound annual growth rate of 1.4%, a housing affordability report will need to be conducted in 3-5 years per Wisconsin Statute 66.10013.

Task 4.5 Transportation: Dialogue with stakeholders in all categories will confirm ease of use for all modes of transportation and accessibility. We will include updated maps for the trails and vehicle transportation system map. We will craft this chapter as a foundation layer for the update to the Bicycle, Pedestrian, and Snowmobile Plan. Included as an addendum to this chapter will be the City Official Map which will identify all ultimate right-of-way for existing and proposed roadways within the City.

Task 4.6 Economic Development: Through input from major employers and secondary research, we will update the current business inventory and business environment overview discussion, capture employer trends, identify significant employers in the City, employment projections, and Economic Development Programs. We will review and evaluate effectiveness of TIF usage and include recommendations of effective use of additional incentives.

Task 4.7 Utilities and Community Facilities: We will update existing utility maps based on recent and future growth. The team will also review constraints to municipal utilities and anticipate challenges and opportunities for community facilities over the next several years to ensure they are meeting the needs of residents now and in the future.

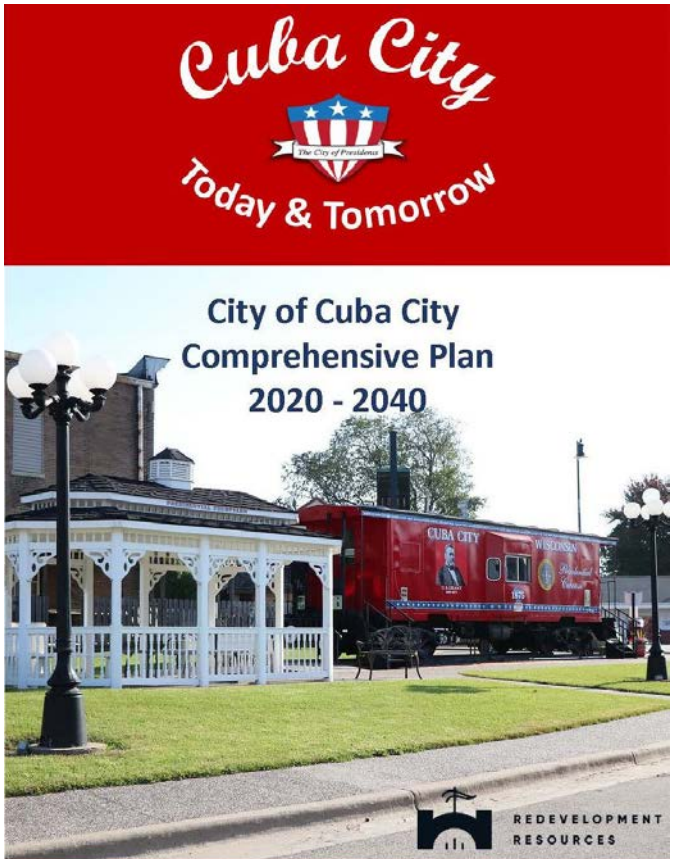
Task 4.8 Agricultural, Natural & Cultural Resources: Maps will be updated for the City's wetlands, woodlands, agricultural use, environmental corridors, topographic features, surface water, watersheds, and floodplains. Opportunities for growth and development of services and resources will be explored through public input (focus groups, interviews, and surveys).

Task 4.9 Intergovernmental Cooperation: Our team will gather input from neighboring jurisdictions and City Staff related to potential future boundary agreements with the surrounding towns and other partner organizations and explore the concept of shared services if applicable and desired based on feedback from staff and the Steering Committee.

Task 4.10 Implementation: This is the most critical portion of the Comprehensive Plan Update. Goals will be reviewed and updated, and new goals will be added. Specific, realistic tasks will be recommended for carrying through and achieving goals established through work by the Steering Committee and relevant staff for each chapter. Goals, objectives, and action items (tasks) will be communicated in narrative form as well as in an easy-to-follow chart which will include timelines for implementation, budget impact and funding options, and responsible party.

Task 5. Presentation of Final Plans

The final Comprehensive Plan Update will be presented to the Plan Commission and Common Council by our team. We will include the Steering Committee in the process of presenting the plans, which will transfer and cement ownership and ensure long-term enthusiasm around implementation.

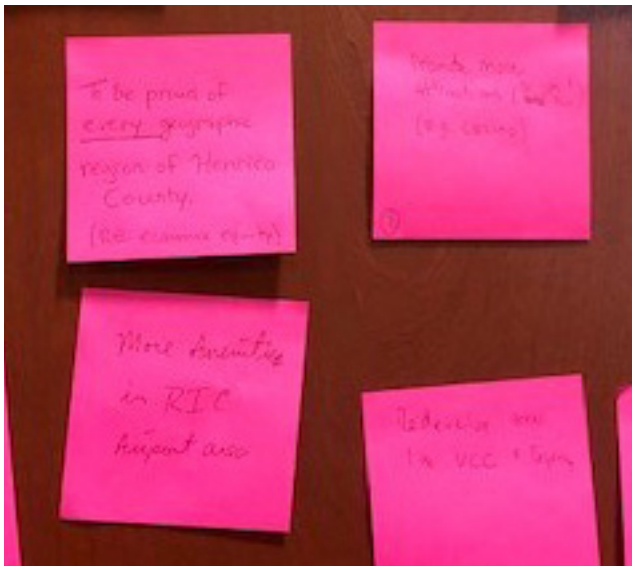


We remain very pleased with your work and I have recommended you to another city for their Comprehensive Plan Update. We will be revisiting the Plan in the coming weeks as we plan our escape from the virus, and I am sure that it will help us to chart a proper course. Thank you both for your outstanding work on behalf of Cuba City."

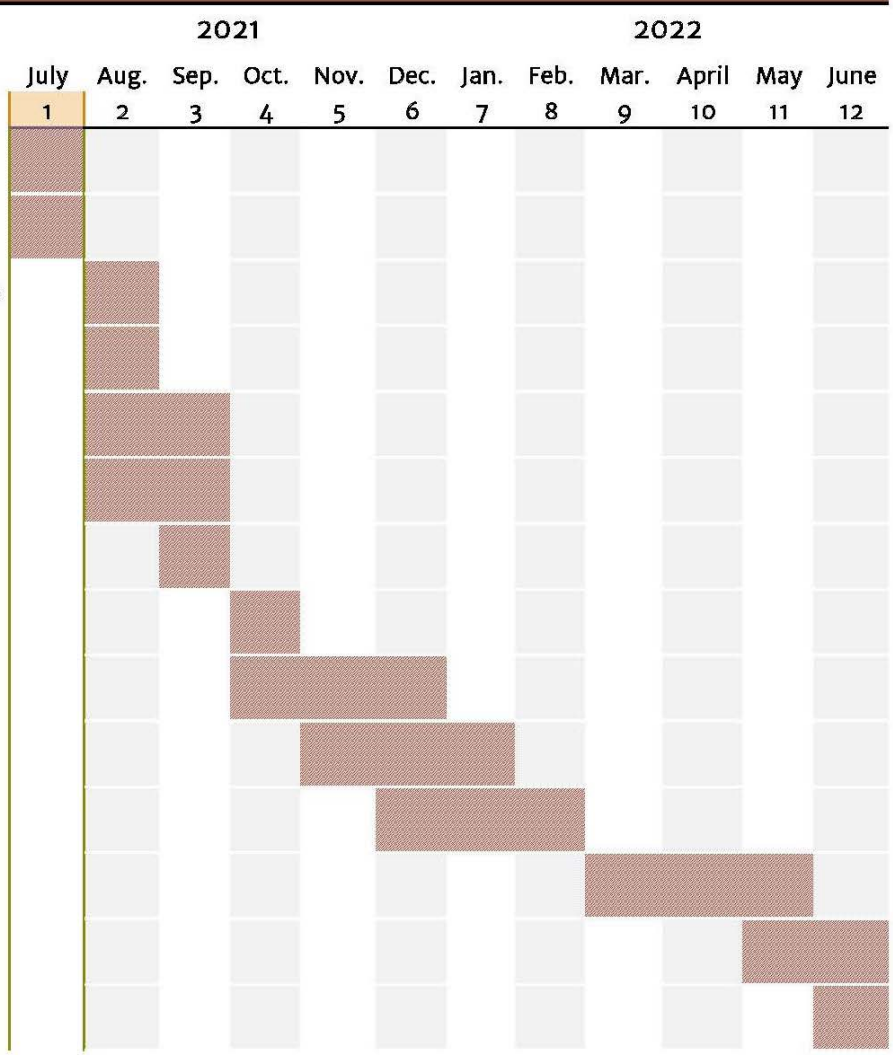
– Bob Jones, Cuba City

Redevelopment Resources' work on the City's Economic Development Action Plan was professional, customized and realistic. They listened and provided a usable strategy and action plan to guide our efforts well into the future. They recommended steps that are bold but implementable and provided organizational structure solutions to facilitate the implementation of the strategy. Their work went beyond our expectations.

– Steve Barg, City Administrator, City of Marshfield, WI



Project Planner



Budget &Fee Structure

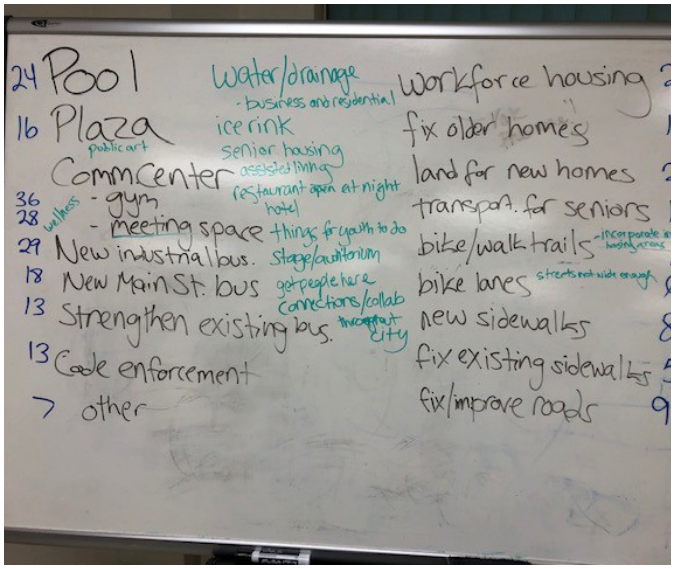
Task	K. Fish-Peterson	D. Sarver
Task 1. Project Management[+]	54	48
Task 2. Secondary data gathering/analysis	22	40
Task 3. Public Engagement[!]	42	48
Task 4. Plan Drafting	20	30
Task 5. Presentation of Final Plans	6	6
Subtotal	**144**	**172**
Printing and reproduction[^]	$1,000	
Travel[*]	$450	
Subtotal	$19,450	$21,500
Total investment		**$40,950**

+ Includes regular meetings with staff, steering committee

[!] Interviews, open houses, survey, compilation/analysis

[^] At cost but typically $50 per copy

[*] Traveling from Madison, WI; reimbursable expenses for one vehicle, up to six trips. Meals not included.



Firm Profile

Established in 2009, Redevelopment Resources provides development and redevelopment solutions and research services to municipalities, businesses and organizations. Our experience was gained primarily from active successful careers working in economic and community development, planning, andmarketing fields. The team transitioned into consultingin order to share our vast experience with others.

Because of the breadth of experience of our team members, we offer services in many categories:

- Economic & Community Development / Redevelopment
- Real estate
- Retail / Business Support / Marketing
- Planning and Facilitation
- Research and Analysis

The firm was founded in Wausau through a partnershipbetween Kristen Fish and Deborah Ersland. In 2015 the company moved to Madison, WI where it is locatedtoday. We have worked across the state of Wisconsin as well as Colorado, Georgia, Idaho, Illinois, Indiana, Iowa, Louisiana, Michigan, Minnesota, Nebraska, New York, North Dakota, Tennessee, Virginia, and Ontario.

Clients have engaged Redevelopment Resources overmultiple projects and multiple years. One of the highesthonors we receive is when a client implements each and every one of our recommendations and calls us back to develop the next set of strategies with them.

165+

COMBINED YEARS OF EXPERIENCE

80+

IN-DEPTH MARKET STUDIES FOR COMMUNITIES AND PRIVATE SECTOR BUSINESSES

100+

SITES ANALYZED FOR DEVELOPMENT OR REDEVELOPMENT

16

STATES AND PROVINCES WHERE RR HAS POSITIVELY IMPACTED COMMUNITIES

Redevelopment Resources met with our City Council and provided insight and advised the City on important issues of future growth and financing measures. Thanks for the work you did in directing our steps ... we're headed in that direction, and progress is in MOTION!"

- Karyn Hippen, Mayor
Thompson, ND

References

Monica Stage
Deputy Dir. Community/Econ. Development
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Appleton, WI 54911
920-832-3943
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City of Cuba City
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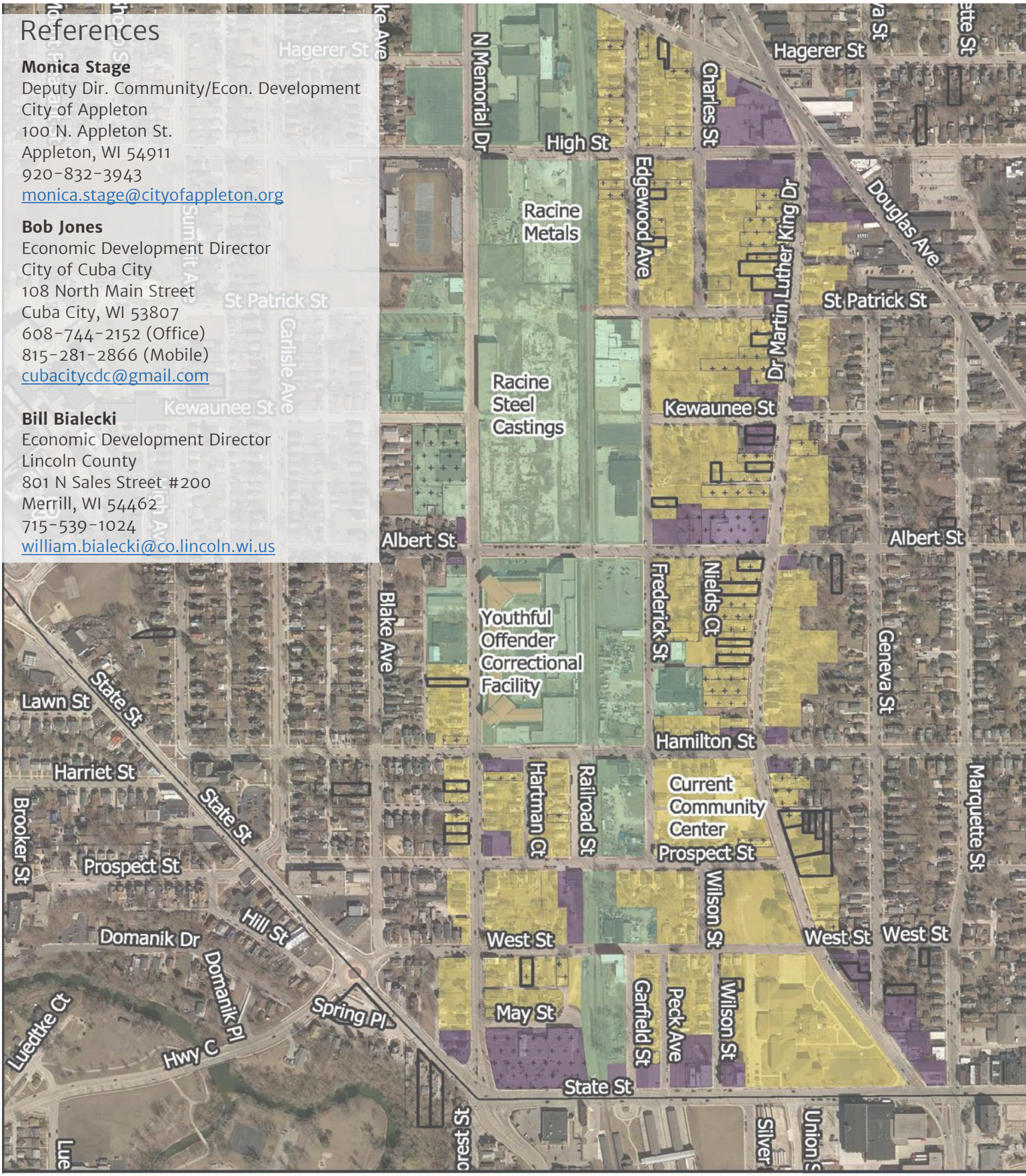
Cuba City, WI 53807
608-744-2152 (Office)
815-281-2866 (Mobile)
cubacitycdc@gmail.com

Bill Bialecki
Economic Development Director
Lincoln County
801 N Sales Street #200
Merrill, WI 54462
715-539-1024
william.bialecki@co.lincoln.wi.us



REDEVELOPMENT RESOURCES

Staff Profiles

Kristen Fish-Peterson

Principal & CEO
CEcD | EDFP

Ms. Peterson has over 30 years of direct experience in redevelopment, market analysis, planning, implementation, grant writing, brokerage, business development, media, manufacturing, and marketing. In 2009, she and two colleagues started Redevelopment Resources, a community impact consulting firm which operates throughout the Midwest. She has managed all aspects of strategic planning processes, business development and adaptive reuse programs including business recruitment, retention, entrepreneurial programming, loan fund management, deal structuring, blight elimination and policy/program development.

PROFESSIONAL DEVELOPMENT

Certified Economic Developer
International Economic Development Council (IEDC)

Economic Development Finance Professional
National Development Council

IEDC Board Member, 2006-2018
WEDA Executive Director, 2011-2014
WEDA President, 2008

EDUCATION

Master of Business Administration
University of Wisconsin, Oshkosh

Bachelor of Business Administration, Marketing

University of North Dakota

EXPERIENCE

Market Analysis, Fiscal and Economic Impact Analysis

- Conducted dozens of retail/commercial market analyses for downtowns, business district, municipalities and counties using a variety of data sources and primary research methods
- Calculated fiscal and economic impact analysis for industrial parks, multi-family residential complexes and public/private redevelopment projects
- Prepared comprehensive program analysis on 8 years of Erie County, NY's Adaptive Reuse Program and was able to quantify key impacts and cumulative effects of two small incentives

Redevelopment Strategy And Implementation

- Developed strategy and carried out implementation activities for City of Watertown, Village of Rothschild, City of Merrill and Village of Pulaski
- Created redevelopment strategies for dozens of other clients throughout the Midwestern U.S.
- Implementation activities have included writing State Approved Relocation Plan, securing appraisals and acquiring properties through negotiations with multiple property owners; securing and overseeing design services for public spaces; hiring and overseeing environmental studies, engineering contractors and architects

Project Funding

- Written and implemented several Tax Increment Financing plans
- Utilized multiple funding sources for complete projects
- Successful grant writing at local, state and federal level

Dayna Sarver

Development Specialist

Dayna brings over five years of professional experience in economic development and real estate redevelopment to the Redevelopment Resources team. Prior to joining Redevelopment Resources, she was the Economic Development Manager for the City of Verona and the Economic Development Coordinator for the City of Janesville. She was also a project assistant for Bill Ryan at the University of Wisconsin Extension. Dayna desires to help others reach their full capacity and enjoys engaging with local and state stakeholders with a multi-disciplinary approach to the development of the community's natural, social and fixed assets.

PROFESSIONAL DEVELOPMENT

Pursing Economic Developer Certification International Economic Development Council (IEDC)

CURRICULUM VITA

Ryan, Bill, Dayna Sarver, Amy Greil, Errin Welty, Joe Lawniczak. (2014). *An Analysis of Storefront Improvements: A Selection of Wisconsin Case Studies.* University of Wisconsin-Extension. PDF available at: http://learningstore.uwex.edu/Assets/pdfs/G3914.pdf

EDUCATION

Master of Science, Urban and Regional Planning
University of Wisconsin, Madison

Bachelor of Arts, Economics
Central College, Pella, IA

EXPERIENCE

Market Analysis

- Analyzed the affordability of the housing stock in the City of Verona for the Housing Affordability Report.
- Conducted market analysis of WI downtown communities

Redevelopment Strategy and Implementation

- Assisted with the creation of a downtown redevelopment strategy and carried out implementation activities for City of Janesville.
- Developed an RFP for a redevelopment project near downtown Verona.
- Implementation activities have included, securing appraisals and negotiating the sale of City owned property; hiring and overseeing environmental studies, and finding funding sources for redevelopment projects.

Project Funding

- Written and implemented several Tax Increment Financing plans
- Utilized multiple funding sources for complete projects
- Successful grant writing at state level

Stakeholder & Public Engagement

- Designed and administered online survey and organized stakeholder engagement meetings for the creation of a downtown Business Improvement District in Janesville, WI.
- Organized stakeholder engagement meetings for the redevelopment of a prominent property in Verona as well as for business owners impacted by road improvements.

Redevelopment Resources
722 Traveler Lane
Madison, WI 53718

Social

www.facebook.com/RedevelopmentResources
www.linkedin.com/company/redevelopment-resources/

Online

https://redevelopment-resources.com/
kristen@redevelopment-resources.com

TIDs
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Lincoln-King Clinic & Community Center

CITY OF REEDSBURG

REEDSBURG COMPREHENSIVE PLAN 2022-2042

SRF

3701 Wayzata Boulevard, Suite 100
Minneapolis, MN 55416
763.475.0010
www.srfconsulting.com

Mr. Brian Duvalle
134 S. Locust Street
Reedsburg WI 53959

March 31, 2021

Subject: City of Reedsburg Comprehensive Plan 2022-2042

Dear Brian Duvalle and Members of the Selection Committee:

SRF Consulting Group is excited to respond to the City of Reedsburg's Request for Proposals (RFP) for the completion of the City's 2022-2042 Comprehensive Plan. Reedsburg is a vibrant small community with unique features, engaged stakeholders, and a strong sense of place that should be woven into the community's long-range vision and plan. We have worked in communities with similar attributes and are excited for the opportunity to help Reedsburg overcome its challenges and build on its opportunities for a resilient future.

The SRF team understands the City's desire to create a uniquely formatted community-wide comprehensive plan that will serve as the community's guiding document for growth and development. The current comprehensive plan has become outdated, and the update will provide an opportunity to set goals and a vision that support the community's growth and development. Our team of highly skilled professionals offers the following to the City of Reedsburg:

- **The Right Kind of Planning Experience:** Our team has a wide range of planning experience from the preparation of comprehensive plans down to zoning regulations. Over the past few years, our team has completed a number of city and county Comprehensive Plans in Wisconsin that support our understanding of Wisconsin Smart Growth Law requirements and process and an understanding of planning needs within the region. Our planning team has also had the opportunity to work with several smaller non-metro communities, such as Oconomowoc, WI, and Grand Rapids, MN. We pride ourselves in being local economic drivers and unique destinations—the comprehensive plan is integral to furthering these aspects that make Reedsburg special.
- **Professionals with a Variety of Experience:** The SRF team includes experienced professionals that provide a range of expertise. The team will be led by **Stephanie Falkers, AICP,** a leader in SRF's community planning and engagement practice, who has led seven comprehensive plans in Minnesota and Wisconsin in the last few years. She will be supported by a team of skilled planners, engineers, and designers that bring unique skills and perspectives to the planning process. Additionally, the team has access to over 250 other planners, engineers, and designers to gain additional expertise and input as needed throughout the planning process.
- **Respect for Implementation:** Both Stephanie and **Scott Harmstead, AICP**, who will support her, began their careers working for public planning agencies. Additionally, **Paul Chellevold, GISP, AICP,** is a current planning commissioner in his community. They understand the need for robust and usable implementation because they had to implement plans and administer development regulations. As such, they are excited to include a task focused on development regulation updates.
- **Focus on an Inclusive and Accessible Process:** With every planning effort, SRF strives to create policies, tools, and deliverables that are easy to use, understand, and implement by all community members. An inclusive process that engages all community sectors can help define solutions that are supported across community groups and encourage the public to stay active in long-range planning efforts. The final documents must be easy to read and reference and will not collect dust on a shelf. The final documents should be designed to appeal to a range of readers and include graphics, tables, and charts that simplify technical information and analyses.

We are ready to be engaged with the City of Reedsburg to work through the 2022-2042 Comprehensive Plan. While this proposal reflects our recommended approach for the Reedsburg 2022-2042 Comprehensive Plan, we are flexible in our approach and look forward to discussing how we can fine-tune our plan to best serve the City. Please contact Stephanie Falkers at 763.249.6790 or at sfalkers@srfconsulting.com if you have any questions.

Sincerely,

Stephanie Falkers

Stephanie Falkers, AICP
Project Manager

Craig Vaughn, PE, PTOE
Principal in Charge

Marketing or promotional statements about SRF's professional services are provided solely for general information and not as a contract commitment.
Equal Employment Opportunity / Affirmative Action Employer

Work Program and Understanding

SRF has reviewed the RFP and other available information to provide an understanding of Reedsburg and the desires for the 2022-2042 Comprehensive Plan. The following pages highlight our understanding of this important planning process and our proposed work plan.

Project Understanding

The city has planning authority within the city limits and the 1.5-mile Extraterritorial Area (ETA). The ETA includes lands within the jurisdiction of the Towns of Reedsburg, Winfield and Excelsior. Relationships with these towns and Sauk County will be an important consideration of the planning process.

Planning activities within the city's Business Center and Industrial Park have proven beneficial for drawing development to the community. While development continues to occur, there is approximately 50 acres of land still available for development within the Industrial park. The $15,000 per acre land cost and assistance from the Industrial Development Commission are great incentives for development in this area.

There are some large employers located throughout the community, with over a dozen businesses supporting over 100 employees. These positions are held by individuals residing within Reedsburg and individuals commuting from other locations. According to 2018 Census estimates, approximately 70 percent of the 4,954 positions in Reedsburg are held by individuals living outside of the community. Additionally, of the approximately 4,239 employed Reedsburg residents, 66 percent leave the community for employment.

Housing

Housing is critical element of the community's fabric as it provides a place for current and future residents to call home. The cost, style, and availability of the housing stock are key elements for the public in deciding where they will call home.

The current Comprehensive Plan identified locations for future housing growth, and development has occurred in these areas. According to the 2019 American Community Survey estimates, Reedsburg had a total of 3,716 housing units, with an occupancy rate of 96 percent. A majority of the existing housing stock included single family detached homes (60 percent), with multi family developments of 5 to 9 units being the second highest unit type. Understanding the existing housing stock and comparing it to projected needs within the community will help to provide direction for future housing activity. It is important for the City to continue to proactively plan for the right mix of housing to support its residents in the future.

Transportation

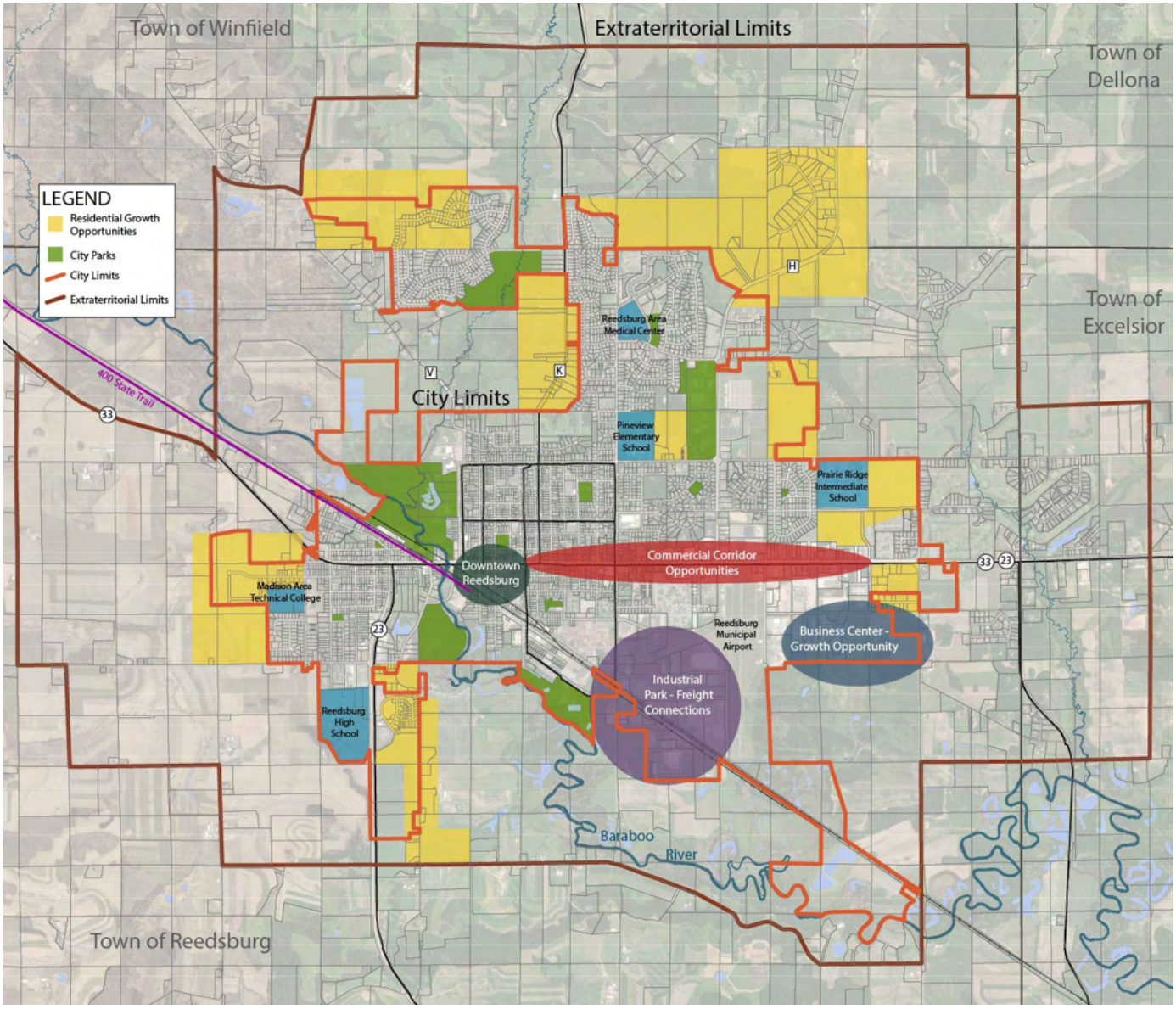
Mobility throughout a community is an important element to the quality of life and sense of place for residence and visitors. Long range transportation planning must consider all modes of mobility, to ensure a planning for all groups. The existing Reedsburg Bicycle, Pedestrian, and Snowmobile Plan provides a great foundation for considering all modes. Additionally, freight is an important consideration of the transportation system. Highway 33 is an important truck route that also caries a high volume of seasonally traffic through the core of the community.

Community Facilities and Services

There are a number of community facilities and services that contribute to the character of Reedsburg. These locations provide opportunities for residents and visitors to connect with other people and nature, be active, and celebrate Reedsburg. Key community facilities in Reedsburg include:

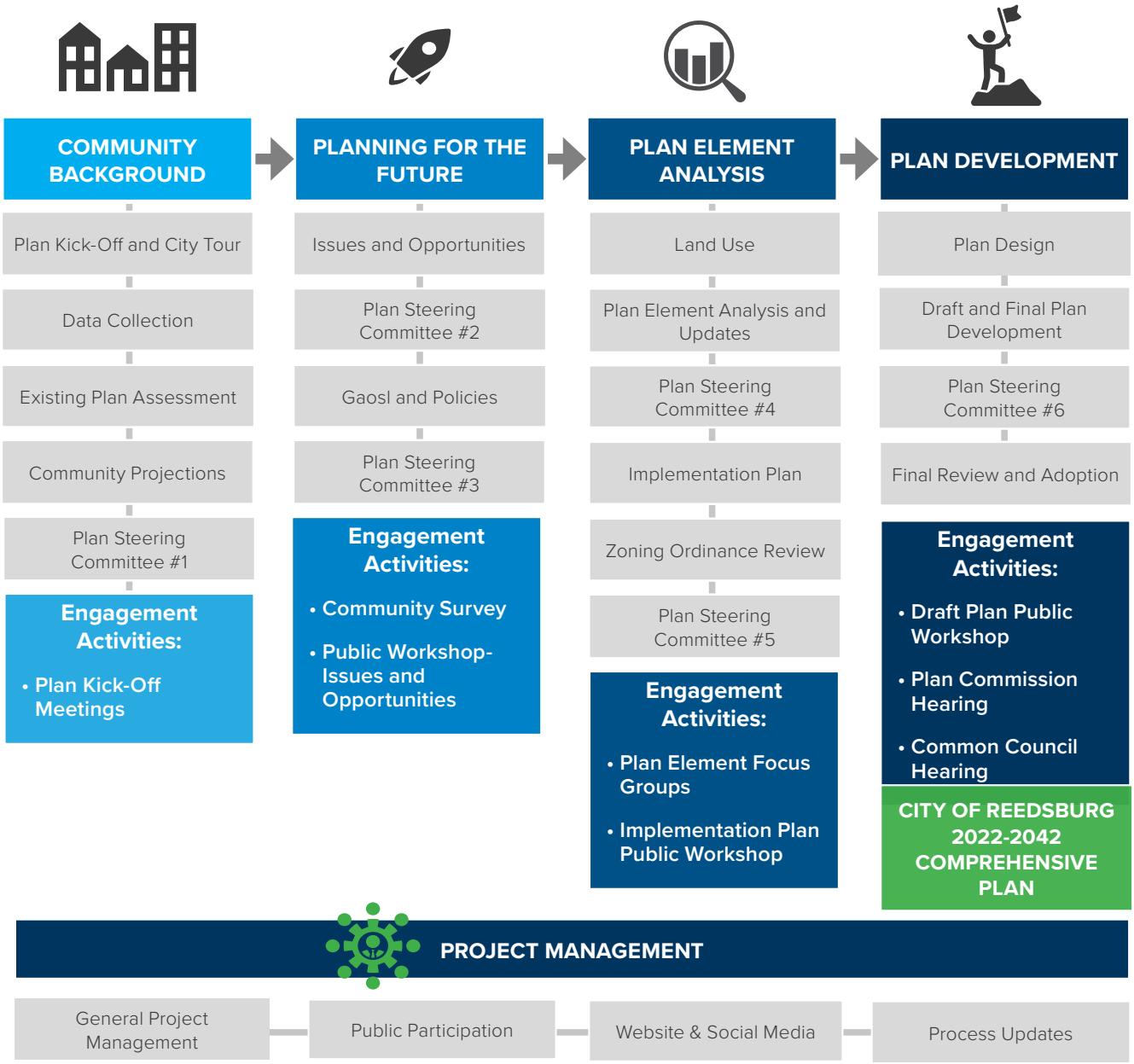
- Historic Properties (12 national register buildings and two districts)
- Baraboo River
- Roger Popple Nature Center
- 400 state trails, Reedsburg to Elroy
- Reedsburg Utilities, including water, sanitary sewer, internet, TV, and phone
- Parks and natural areas, including a municipal swimming pool and full recreation program offerings

Issues Map



Work Plan

The SRF team has outlined a proposed work plan in the following pages for the completion of the City of Reedsburg's 2022-2042 Comprehensive Plan based on our review of the RFP and previous experiences. The four primary tasks are built to direct the development of key deliverables or technical memorandums that will guide the development of the 2022-2042 Comprehensive Plan.

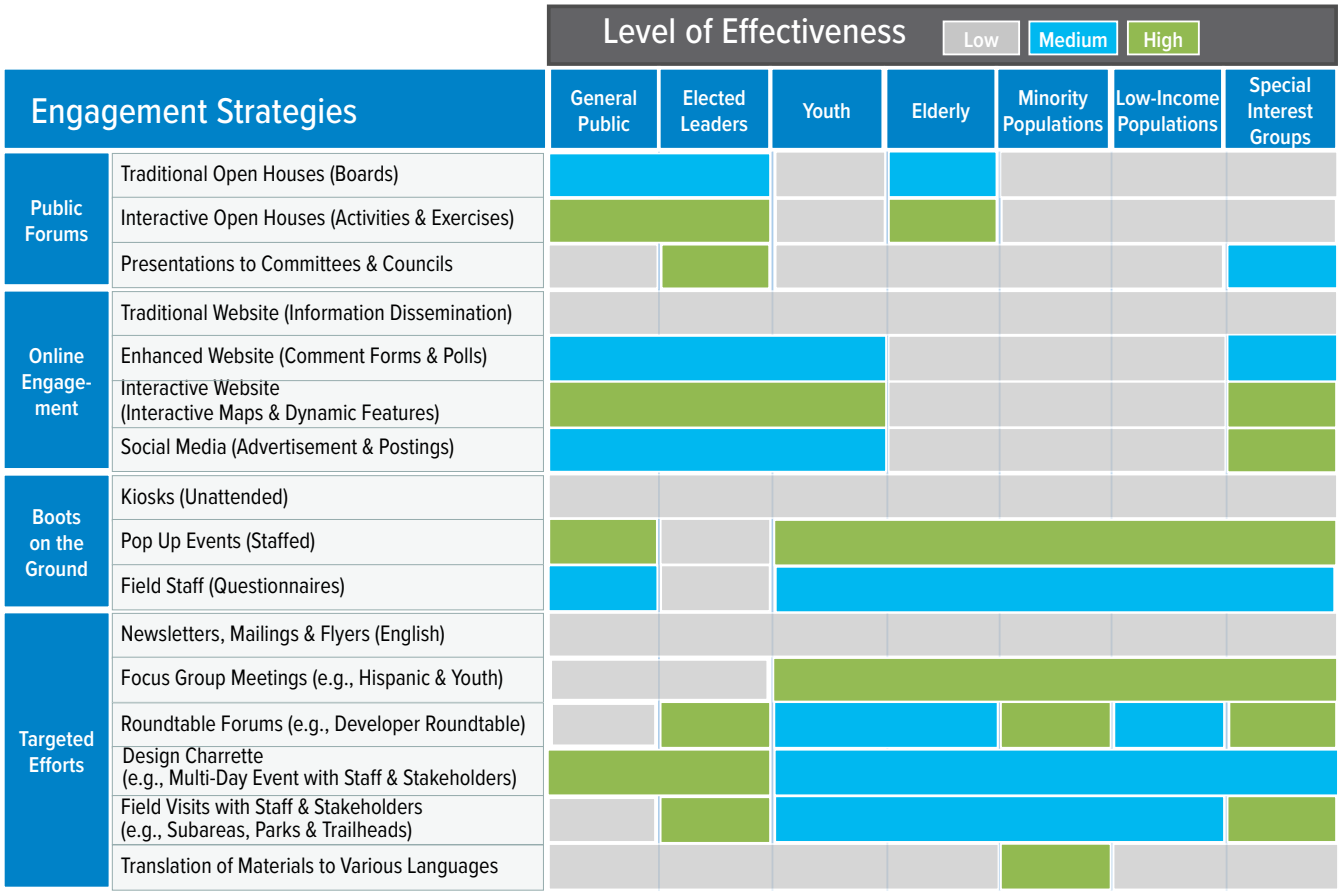


Public Engagement

Meaningful and inclusive public engagement creates opportunities for a Comprehensive Plan that is supported by the community and is ready for implementation. The use of various engagement strategies that are targeted to the Reedsburg community must be incorporated into the planning process. Engagement activities and promotional materials should be tailored to engage the various demographics within the community. For example, the largest age cohorts in 2019 are estimated to include those 20 to 29 years of age, representing nearly 30 percent of the population. This group may be best engaged in social media advertisement and other digital promotions. Collaboration with local community groups and organizations can also be a useful tool for event promotion. In addition, working with community groups that these demographics currently connect with can help target promotional efforts. Engagement activities need to be inclusive and identify accessible opportunities for all.

The SRF team understands the importance of public engagement informing the long-range planning process and strives to create a public engagement plan that is fun and inclusive and looks to engage all sections of the community. As such, we aim to provide people with an opportunity to provide input that blends both individual input and group discussions. The public engagement approach includes three major phases that are aligned to inform each planning task. The specifics of each engagement effort are outlined in the scope of work in the following pages. This plan focuses on the use of virtual events to gather input, as we continually work to adapt our engagement strategies in a manner that is healthy and safe for both staff and attendees.

The SRF Public Engagement Team continues to grow and expand our suite of digital engagement tools in response to the current public health crisis and social distancing requirements. To ensure that our processes are open and welcome to all, varied engagement options that allow for participation amongst all comfort levels is important. At this time, all engagement opportunities include some form of in-person and virtual participation, from an online survey to virtual meeting environments.

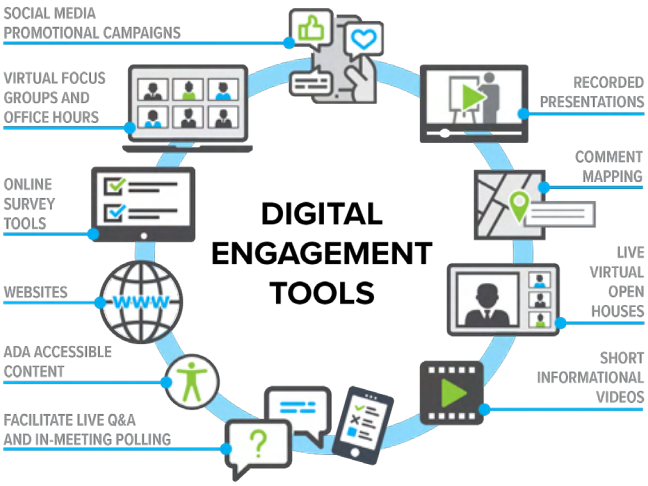


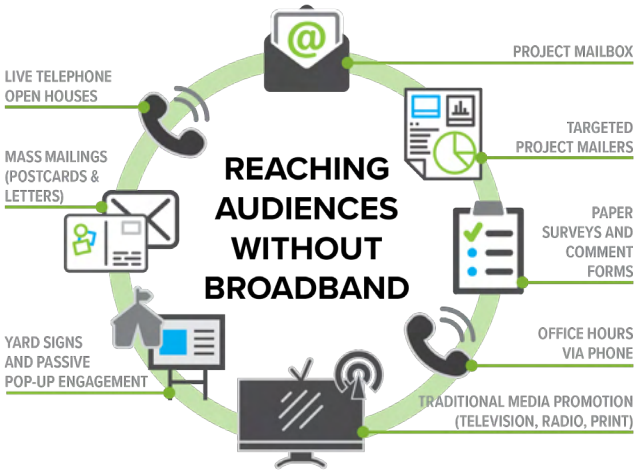
SRF understands which level of public engagement effort will result in the highest level of effectiveness.

We have outlined recommended public engagement tools to inform each task of the process. SRF will review this pubic engagement approach during the scoping phase of the effort to ensure it aligns with the desires of staff and elected officials. A Public Participation Plan will be created early in the planning process to identify the engagement techniques that will be used throughout the process and identify targeted audiences, roles, and responsibilities.

- **Community Surveys –** An opportunity to gather a range of feedback from community members and stakeholders on a range of topics – from initial issues and opportunities to implementation recommendations. Surveys can be hosted on an online platform, with physical copies available if needed.
- **Virtual Open Houses and Workshops –** Public open houses and workshops continue to be a valuable part of the planning process, providing opportunities to share and collect information from a large group of residents. The virtual environment allows people to participate when it works with their schedule and allows opportunities to connect with various groups. Open Houses and Workshops can also be held in a hybrid format, creating opportunities to participate virtually and in person.
- **Focus Groups –** Focus groups provide an opportunity to engage with a specific group of stakeholders on a targeted subject. These events provide an opportunity to gather industry leaders for a discussion of policy updates and actions on the subject matter at hand.
- **Online Engagement Websites –** There are opportunities to bring engagement online beyond the standard project web page. While it is important to provide a one stop shop for project deliverables and updates, online engagement tools can be interactive and can be updated to respond to project updates. Our team has experience with a range of these tools, including ArcGIS Hub Sites that are developed and hosted by our staff and external tools such as MindMixer or Wikimap.
- **Social Media and Promotion –** The use of social media and other promotional tools is key to the success of a public engagement strategy. The City's existing Facebook page, newspapers, radio stations, etc., can be used to share information about the planning process and upcoming engagement activities.
- **Project Videos –** The use of videos throughout the planning process is a quick way to share information on the planning process and provide updates. Project videos can also live on after the planning process is complete to provide an overview of the resulting plan.
- **City Staff and Commissions –** We feel that early and continued engagement with City staff, the Common Council, Plan Commission, and other commissions are an important component of the planning process. As primary users of the resulting plan, it is important to understand the challenges and opportunities identified by these groups and marrying that with engagement from the public.
- **Plan Steering Committee –** A Steering Committee can be established to guide the development of the Comprehensive Plan, ensuring that the process responds to community input and is inclusive of all aspects of the community. Membership will include Plan Commissioners who are engaged in the process and are ready to provide input. Committee members should include engaged stakeholders that are comfortable with sharing and providing feedback in an informal, comfortable setting.

As we continue to respond to the changing COVID-19 guidelines and recommendations for gathering, we will be flexible to our approach for engagement. Virtual engagement opportunities have allowed people to participate on their own time and from their desired locations. We also anticipate that not everyone will be ready to meet again, even as guidelines and conditions change. Therefore, hybrid engagement approaches should be considered where both in-person and virtual engagement is held.





Plan Steering Committee

A Plan Steering Committee (PSC) is a commonly used tool for guiding the development of a planning process. We proposed the use of a PSC as an integral part of the Comprehensive Plan, as they will guide the development of the plan's goals, recommendations, and implementation actions. As noted within the work plan, the PSC would meet at key points in the planning process to review data or input gathered, discuss plan results, and review plan deliverables.

It is anticipated that the City Plan Commission will be used as the PSC for the Comprehensive Plan. These individuals are actively engaged in development activity in Reedsburg and will bring an important perspective to the planning process. We understand that Open Meeting's laws must be adhered to with all PSC meetings, as a quorum of Plan Commission members would be anticipated. The SRF team will work with City Staff for proper meeting notifications and opportunities for public participation.

We anticipate the need for six meetings of the PSC throughout the process. It is assumed that these meetings will be held in a virtual or hybrid format in response to the current COVID-19 pandemic. The SRF team utilizes a number of online tools to facilitate discussion with PSC members and create engaging meetings. A virtual setting also helps to ensure efficient use of PSC membership's time. The details of each meeting are identified within the following task descriptions and are highlighted in the following table.

Plan Steering Committee Meeting	Anticipated Purpose of Meeting
#1 - Project Kick-Off	Discuss the overall approach and schedule for the planning process and the proposed public engagement plan. Review the existing comprehensive plan and discuss community survey questions.
#2 – Issues and Opportunities	Review the results of the early public engagement efforts to inform issues and opportunities for the Comprehensive Plan elements. Solidify issues and opportunities that should be addressed throughout the planning process and potential updates to goals and policies.
#3 – Goals and Policies	Review the draft community vision, goals and policies for the Comprehensive Plan. Draft goals will be provided for review and discussion.
#4 – Plan Element Analysis	Discuss the key themes or focus areas of each plan element based on the input received through the Focus Groups. Identify tools and implementation actions that should be addressed within the plan.
#5 – Implementation Plan	Workshop through potential implementation actions that the City needs to address to achieve the community vision set forth in this process.
#6 – Draft Plan Review	Review and comment upon the draft Comprehensive Plan prior to the distribution of the plan for public review.

Mapping Capabilities

Graphics and maps are very important elements for helping to tell the full story within a planning process. They can be used to illustrate complex elements and make them accessible to the general public. The SRF Planning Team emphasizes the importance of clear and accessible visuals in a planning document, including mapping elements. In addition to the use of these graphics to visualize plan components, mapping activities are also key elements of analysis for the planning process. For example, the layering of multiple data sets (e.g., natural resources, existing land use, transportation corridors) can be used to understand the development potential for an area.

Our planners are well versed in ArcGIS for the creation of project maps and analysis. From the collection of data to understand existing conditions to land use scenario planning, mapping activities through ArcGIS are a primary component of our workflow. Data from a number of digital mapping platforms can be worked within ArcGIS. For example, maps and data created in drafting software, such as AutoCAD or Microstation can be brought into the ArcGIS platform. As maps and figures are produced, our planning team emphases the readability for multiple readers.

TASK 1 – COMMUNITY BACKGROUND

Understanding the history and current conditions of a community provides a foundation for the planning effort to be built upon. Throughout this task, the SRF team will gather data, review past planning efforts, and establish a community background that identifies existing opportunities and challenges for the next 20 years of the community.

Task 1.1 – Plan Kick-Off and City Tour

To kick-off the Comprehensive Plan, the SRF team will meet with city staff to start the planning process and gather initial feedback. This task includes a day of meetings and a city tour to kick-off the process, collect data, and learn from each other. The agenda for the day includes hour long meetings with various department heads and staff groups and dedicated time for a tour with the City's project manager. This provides an opportunity to share the planning process with a range of stakeholders, understand their expectations, and gather initial input.

The first meeting of the day will be with the City's project manager to refine the public participation plan and to discuss and document staff expectations regarding channels of communication, project management, staff/consultant roles and responsibilities, project approach, data provided by the City, other sources of data, scheduling of PSC meetings, and possible timing of public engagement events. This process will allow for the development and refinement of a process road map that will set the direction and process for the development of the Comprehensive Plan process.

Input gathered throughout the day will also inform a stakeholder analysis, identifying key stakeholders to be involved in the process. Data gathered throughout the day will be discussed with the City's project manager and a resulting stakeholder list with associated involvement opportunities will be identified.

Task 1.2 – Data Collection

This task is focused on the gathering of a range of existing conditions data that helps to tell the story of Reedburg's history and current conditions. Demographic data will be collected and reviewed to understand the current and historic populations of Reedsburg. Physical data about Reedsburg will also be mapped, such as existing boundaries, land use, natural features, natural and man-made barriers, historic districts, and public facilities. Data collected during this task will inform the issues and opportunities for each plan element and will provide a baseline of information for long-range planning to be built upon.

Task 1.3 – Existing Plan Assessment

The current Comprehensive Plan has been informing decision making for the last ten years with a 20-year planning horizon. Additionally, the city, along with its regional partners, have completed planning documents over the last ten years that provide vital information about the city's systems and must be integrated into this planning process. In this task, the SRF team will complete an assessment of the current Comprehensive Plan, preparing for an audit with the PSC. This assessment will identify components of the plan that continue to provide valuable tools and references for the community, while also identifying areas that may need to be updated to reflect current trends and community input along with any redundancies or unnecessary information. The review and assessment of the City's current goals and policies will be an important component of this review. These goals are the foundation for what the community has been working towards over the last ten years, so understanding the direction and desires early in the process will provide continuity across planning efforts.

During this task, SRF will also review planning documents completed for the City and greater region over the last ten years. These documents provide important information about the City's various systems and the goals and recommendations of these plans should be woven into the planning process. Our review of these documents will identify goals and implementation actions that should be carried into the Comprehensive Plan. Additionally, planning documents created by government partners may also be reviewed to understanding planning direction and policy for the surrounding region. Existing documents that will be reviewed include, but are not limited to:

- Design Reedsburg Report
- SCDC – Sauk County – Regional Labor Study
- Reedsburg Bicycle, Pedestrian, and Snowmobile Plan
- Historic Preservation Plan 2015
- Sauk County Farmland Preservation Plan
- Reedsburg Downtown Business Incubator

This task will also include a review and initial assessment of the City's existing zoning and subdivision ordinances to understand the direction of these important planning tools. This assessment will help to inform the analysis and updates identified in Task 3.6.

Task 1.4 – Community Projections

Our team will also work to establish an idea of "where can the city go" by exploring projections for population, housing, workforce, and employment growth through the 20-year planning horizon of the plan. The Wisconsin Department of Administration has historically produced population and household projections for Wisconsin communities on a five-year cycle. However, the latest projections were developed in 2013, and may not be representative of recent trends. These projections can be used as a foundation. In addition, the anticipated release of 2020 Census data in the summer of 2021 will provide accurate existing foundation data for the projections to be built from. The planning team will build from the 2020 counts and explore various growth trends for population, housing, and workforce to determine 2040 projections that can be used to inform the planning process. Projections will help the planning team understand the scale and character of potential growth and change, and its impact on land use, housing, redevelopment, and other aspects of the Comprehensive Plan.

Task 1.5 – Plan Steering Committee Meeting #1

The first meeting of the PSC will be used to kick-off the planning process. This meeting will provide an opportunity for the SRF team, city staff and PSC members to review the overall scope and timeline of the planning effort, discuss roles and responsibilities, and explore initial issues and opportunities.

This meeting will provide the PSC an opportunity to audit the existing Comprehensive Plan. This process will look to understand areas of the plan that continue to serve the community well and other areas that warrant an update. The PSC will also discuss the draft community survey questions.

Task 1 Deliverables:

Community Background Technical Memorandum- This technical memorandum will highlight the findings of the data collection, existing plan assessment, and community projections. This memo with serve as the understanding of the existing planning foundation.

TASK 2 – PLANNING FOR THE FUTURE

Once the understanding of the community's history and current conditions is built, the opportunity exists to explore future recommendations and a long-range vision. This task will focus on understanding how the City of Reedsburg can grow and develop within the planning horizon. This will be done by exploring issues and opportunities within the community.

Task 2.1 – Community Survey

An early community survey is an opportunity to engage residents at an early stage and gather initial feedback about their likes, dislikes and hopes for the City of Reedsburg. SRF will review the results of recent public engagement activities and will draw upon community surveys SRF has prepared for other communities. Questions will also be generated as a result of discussions with City staff and the PSC regarding more recent and relevant issues in the community. We will prepare a draft and final survey tailored to Reedsburg. The draft survey will be reviewed by City staff and the PSC before finalization.

The survey will be aimed at gathering input from the public regarding growth and development, community character, quality of life, aesthetics, economic issues, services, and other aspects of life that will contribute to the Comprehensive Plan. The survey will be disseminated via an online engagement tool such as Survey Monkey. Additionally, physical surveys can be developed and distributed to engage community groups that may need another option for engagement. SRF staff will work with the City to disseminate information about the survey, and the planning process in general, through social media channels, newspaper ads, email blasts, utility mailings, etc. Additional opportunities to distribute this survey will be explored with the City, including distribution of the survey to specific community groups to gather a range of feedback. This can include the distribution of the survey to schools and community groups to broaden the range of input received.

Task 2.2 – Public Workshop – Issues and Opportunities

Early engagement with the public is important to bring awareness of the planning process and to gather key initial input. To engage the public early in the process, we propose a public workshop dedicated to understanding current issues and opportunities experienced by community members and stakeholders. This event provides an opportunity for the project team to share information about the Comprehensive Plan Update and gather initial feedback from the group. Various facilitation tools will be used during the event to ask questions and gather feedback during a live engagement activity. The presentation and activities will also be available after the meeting for those that could not attend. Engagement activities will be tailored to understand what topics are of most concern for the future of community members and what existing opportunities need to be built upon. This input will directly influence additional data collection and the identification of issues and opportunities in Task 2.3. Potential questions include:

- What is your favorite place to visit?
- What is your favorite characteristic of Reedsburg?
- What is your biggest concern for the future?
- What is the biggest contributor to a high quality of life for you in Reedsburg?
- What recreation elements or features have you seen in other places that you would like to see more of in Reedsburg?

Input gathered during this public workshop will be supplemented by the Community Survey.

Task 2.3 – Issues and Opportunities

Early definition of issues and opportunities experienced by community members and stakeholders helps to provide an understanding of where the City is now and where the City can go. This phase is aimed to gather and define issues and opportunities for all the plan elements, including land use, housing, transportation, community facilities & utilities, agricultural, natural, & cultural resources, economic development,

and intergovernmental cooperation. Information gathered from City staff and the PSC in Tasks 1.2 and 1.4 will inform this task, along with the community input gathered in Tasks 2.1 and 2.2. This information will be reviewed and analyzed to compile a list of issues and opportunities that the community may want to address through this planning process. Additionally, the results of this task will direct the development of the Issues and Opportunities element of the Comprehensive Plan.

Task 2.4 – Plan Steering Committee Meeting #2

The second meeting of the PSC will be used to review the information and input collected to date, using it to inform the community vision and goals. The PSC will be tasked with reviewing initial demographic data and projections, survey results, and pop-up event input, that will be provided to members before the virtual meeting. This will facilitate a discussion of the defined issues and opportunities that can be translated into the community vision and goals.

Task 2.5 – Goals and Policies

The development of an updated vision statement, goals, and policies is an important initial step in the planning process. These guiding statements will continue to be refined throughout plan development. This task includes the development of goals and policies for the Comprehensive Plan. These statements set the framework for the City of Reedsburg's Comprehensive Plan, because they are intended to be referenced again and again, over the years, to determine if zoning tools, development standards, development applications, funding applications, land use plan amendments and other actions and decisions are consistent with the City's long-term vision. The outcome of the planning process can lead to updates to the zoning ordinance, subdivision regulations, funding applications, or City initiatives. It is important that the goals and policies of the plan support follow-up implementation measures.

Vision, goals, and policies should be practical for use by City of Reedsburg staff, officials, developers and the public. The SRF team will review the existing vision statement, goals, policies and recommendations of the current Comprehensive Plan to identify completed goals and areas for future growth. Based on the information gathered in prior tasks, combined with our review of the current plan's goals and policies, we will prepare a draft vision statement and draft goals and policies for the Comprehensive Plan Update. We suggest that the initial version remains a work in progress throughout the development of the draft plan, to ensure that public input, future land use decisions, and plan strategies are reflected in the final wording of these guiding principles.

Task 2.6 – Plan Steering Committee Meeting #3

The third meeting of the PSC will be used to review the draft community vision, goals, and policies for the Comprehensive Plan element. Draft materials will be provided to PSC membership prior to the in-person meeting to allow for initial review and create an open dialogue of changes and updates at the meeting. The PSC will provide the first review of these important elements of the Comprehensive Plan and will set the direction for future analysis.

Task 2 Deliverables:

Issues and Opportunities Technical Memorandum- The results of the issues and opportunities identification will be highlighted in a technical memorandum to identify key themes that should be investigated for each plan element, informing the next phase of the project.

Early Engagement Technical Memorandum- A technical memorandum will be developed to highlight the process and outcomes for the engagement efforts completed during Task 2. This will include the community survey and pop-up events.

Goals and Implementation Technical Memorandum- The draft community vision and plan element goals defined throughout this task will be recorded in a technical memorandum that will be used to inform the next phases of the process.

TASK 3 – COMPREHENSIVE PLAN ELEMENT ANALYSIS

The previous tasks have established a foundational understanding of the community, identification of issues and opportunities, and the establishment of a draft vision and goals to guide future activity. The next phase of the process will utilize these deliverables to analyze the city's systems and identify need actions or policy changes to help Reedsburg achieve its desired vision.

Task 3.1 – Land Use

The land use plan element is a key component of the Comprehensive Plan, as it is the primary tool for the basis of zoning and subdivision decisions. Additionally, Wisconsin State Statutes note that the city's zoning ordinance should be updated to align with the goals of the Comprehensive Plan. The land use plan element must go beyond the development of an existing and future land use plan. It should analyze development opportunities that support community needs, utilize infrastructure in an efficient and cost-effective manner, define opportunities for equity and inclusivity through development, and maintain the community character and sense of place.

In addition to the development of a future land use plan for Reedsburg, the land use plan element will identify policies and tools to guide future development decisions. Special attention to certain areas of the community (e.g., downtown, industrial park, commercial corridors) and future plans for utility and service provisions. While planning and analysis will be completed for natural and cultural resources, community infrastructure, and services in the respective plan elements, they must be included in the planning process. Considerations may include:

- **Baraboo River and Floodplain:** Highlighting the river as an asset and providing access to the river, while also respecting and planning for flooding concerns
- **Farmland Preservation:** Understanding farmland preservation policies of Sauk County within the transitional areas of the ETZ and surrounding areas.
- **Regional Park:** Exploring opportunities for park and community gathering spaces within the community.
- **Water and Sanitary Infrastructure:** Utilizing existing infrastructure planning to identify growth areas with current or planned access to infrastructure.
- **Affordable Housing:** Identifying residential growth and reinvestment opportunities that support a range of affordability levels and styles.
- **Commercial Corridors:** Exploring the desired aesthetic and development policies for specific corridors of the community provides an opportunity to create a sense of place for specific areas.
- **Industrial Growth Opportunities:** Pairing opportunities for development with specific regulations and programs can serve as an economic development tool.

Future Land Use Plan

A key element of the Comprehensive Plan update is a review of planned land uses for the City. The amount of available land and current growth rates within Reedsburg make this task vital to effective growth management for the future of the City. This task will include a review of existing land uses and zoning, an understanding of recent growth trends, and the development of population and land consumption estimates to inform future growth planning. Using the information gathered throughout the process, The SRF team will review development constraints and opportunities for Reedsburg. Existing zoning districts and planned annexation areas will also be referenced. The completion of GIS maps and data that define these elements will geographically identify focus areas that may warrant changes in planned land use. A preferred land use plan scenario will be developed based on the results of this effort and the land use consumption projections. The PSC will review these alternatives during their fourth meeting for the development of a preferred scenario.

The development of the preferred future land use scenario will include consideration of other plan elements to ensure a comprehensive view of future development decisions that support all the City's systems.

Policies and guidance will also be established for future growth areas to influence development style and typology. The Design Reedsburg Report will serve as a foundation for defining development character and style for various areas of the community. Specific guidelines may be established for key areas of the community, including commercial corridors.

Task 3.2 – Plan Element Analysis and Updates

This task includes the completion of various planning and analysis efforts to inform the updates to the Comprehensive Plan. Tasks range from the analysis of housing needs and policies, assessment of infrastructure needs, review of preservation needs, and economic development planning. Through these efforts, appropriate updates will be made to the plan elements identified and described below.

- **Housing** – The housing element will explore existing and future housing needs of the community based on a range of data sources. Housing trends and forecasts that will impact the community will be analyzed and discussed. The results of the housing analysis and need identification will be aligned with land use planning and development tools to ensure that the proper planning is in place to support the community's housing goals. Policies and tools will be defined to help the community respond to the identified needs.
- **Transportation Facilities –** The transportation element will verify existing and proposed transportation facilities within the community. The goals and implementation actions defined within the Reedsburg Bicycle, Pedestrian, and Snowmobile Plan will be woven into this element. Additionally, regional and state priorities will be explored and discussed. The future transportation needs will be reviewed with the land use plan to ensure future planning is in alignment for all elements.
- **Community Facilities & Utilities –** The community facilities and utilities element will review existing and future utilities and community facilities throughout the community. This task will require coordination with City staff to understand the existing system information, including needed improvements or system deficiencies. Existing planning efforts related to the waste water treatment plan and water infrastructure will be included in this analysis. Outdoor recreation will also be included as a component of the community's facilities.
- **Agricultural, Natural & Cultural Resources** – The agricultural, natural, and cultural resources element will review existing resources and policies throughout the community, and will identify existing and future maintenance, preservation, and restoration efforts. Existing inventories of these resources will be updated with the assistance from City staff and other planning documents. Coordination with Sauk County's Farmland Preservation Plan will occur to understand and support regional preservation efforts.
- **Economic Development** – The economic development element will focus on existing and future economic activities from a range of data sources. Projections will be developed for community employment totals, aligning with the overall community projections identified in Task 1.4. Tools and resources will be reviewed to assist the city with identify opportunities to diversify the economic climate and support local entrepreneurship. Special attention will be placed on economic development strategies and initiatives related to the downtown, commercial corridors and the industrial park.
- **Intergovernmental Cooperation** – The intergovernmental cooperation element will explore opportunities for the community to continue to and expand collaboration and cooperation efforts with other local and regional governmental entities.

Using the issues and opportunities defined in Task 2.3 and the goals and policies identified in Task 2.5, the planning team will complete a range of analyses and additional data collection specific to each plan element to adequately provide future planning tools for the community. This can range from an assessment of the existing housing need to the exploration of economic development tools for the community. This effort will build from the existing Comprehensive Plan's tools and recommendations and identify needed updates to respond to current trends and community engagement.

Task 3.3 – Focus Groups

Focus groups provide an opportunity to engage active practitioners and experts on a specific topic within the community. These focus group meetings provide an opportunity for a deeper conversation on specific plan elements and will help to identify specific actions that can be taken. For example, a housing focus group might include developers, real estate professionals, and neighborhood representatives to discuss future housing needs and policy updates. This task will include four focus group meetings with specific community stakeholders. Potential topics may include affordable housing, downtown, commercial corridor planning, and parks and recreation. The selected topics and attendees will be determined with staff and PSC.

Task 3.4 – Plan Steering Committee Meeting #4

The PSC will meet virtually for the fourth time to review the plan element analysis work of Tasks 3.1 and 3.2 and the results of the four focus group discussions. The PSC will discuss the analysis and preliminary findings for each plan element ensuring that the plan is addressing the issues and opportunities identified in the early portions of the planning process. Potential implementation actions will also be discussed throughout the meeting.

Task 3.5 – Implementation Plan

While the development of a Comprehensive Plan is a large undertaking, the following steps of implementation are the next important task. During this task, SRF will take the results of the effort to date and identify specific implementation actions that the City can act upon to help achieve its defined community vision. These actions will be tailored to the various plan elements and will range from simple policy changes to additional planning efforts. Defining the action is only one step of the process. SRF will also help to navigate a timeline and priority, identify potential partners, and outline potential funding sources and implementation tools that the City can use to aid future implementation. These actions will be prioritized to undertake low hanging fruit or critical elements first.

Additionally, reporting tools will be created that allow for regular review of the Comprehensive Plan and actions achieved. This will help the City make progress on their goals and will allow for a review of any needed updates.

Task 3.6 – Zoning Ordinance Review

While the completion and adoption of the Comprehensive Plan is a milestone to be celebrated, it is also the starting line for the next important task – implementation. The implementation plan developed as part of Task 3.5 will outline a range of implementation activities that the City can complete to work towards the defined long-range vision. These actions will include updates to the Zoning and Subdivision Ordinances to align with the Comprehensive Plan.

We understand that updates to existing development regulations to align with the Comprehensive Plan Update are a critical implementation element, ensuring that policies and ordinances align with the newly established vision. Our team will assist City staff with the identification of needed updates for consistency with the Plan and will be available to assist the city with revisions that can be carried through the approval process.

Task 3.7 – Plan Steering Committee Meeting #5

Our team will reconvene the PSC for a fifth meeting to discuss potential implementation actions. Through this effort, the PSC will review the draft findings of Task 3.5 and 3.6 and will work together to craft implementation actions and an overall plan. At this meeting, SRF will also present the outline and intent of the full Comprehensive Plan as it moves into the final stages.

Task 3.8 – Implementation Plan Public Workshop

The third public engagement opportunity of the process will include an Implementation Plan Public Workshop to gather input on each plan element and future implementation actions for the planning effort. This workshop will provide an overview of the planning process and current status and a range of engagement activities to gather feedback specific to the implementation actions for each of the nine plan elements. Engagement activities will be prepared in a manner that provides a fun and informative interaction for the public, providing them with an opportunity to provide meaningful engagement that is enjoyable. These facilitation techniques can include prioritization and spending activities that provide the public with the experience of prioritizing projects and allocating funding for project implementation. Similar to the Issues and Opportunities engagement, the open house and activities will be recorded and available for later viewing and participation from those who cannot attend the meeting. A survey will be used to gather feedback throughout this process.

Task 3 Deliverables:

Focus Group and Implementation Plan Workshop Public Engagement Technical Memorandum- The results of the public information and work session will be highlighted in a technical memorandum. The specific results of each facilitation activity will be included.

Implementation Plan Technical Memorandum- This deliverable will identify the implementation actions defined throughout the phase, including funding and implementation tools, prioritization, and partners.

TASK 4 – PLAN DEVELOPMENT

Task 4.1 – Plan Design

The design and layout of the Comprehensive Plan is an important component of the planning process. The format should provide easy to find and reference information for not only staff and elected officials, but the public and community stakeholders. SRF has developed a range of Comprehensive Plans that can be reviewed with staff to identify a desired plan outline and considerations for format and layout. Additionally, this task will assess potential graphics and charts that should be included throughout the planning effort.

Task 4.2 – Draft and Final Plan Development

Using the data collected and analysis completed through the previous tasks, a draft Comprehensive Plan will be developed. A draft plan will be reviewed by the PSC and the public. Final plans will be prepared for the public hearing process through the Plan Commission and Common Council.

The Comprehensive Plan will consist of a concise compilation of important and relevant plan elements, such as goals and policies, population and employment projections, land use opportunities and constraints, the planned land use map, growth concept plan, and an implementation plan. The plan is intended to be one that is easy to read and understand and will be referenced on a regular basis by City staff and residents of Reedsburg.

Task 4.3 – Plan Steering Committee #6

The final PSC meeting will involve a review of the draft plan document. Team members will be provided with the document in advance of the meeting in order to come prepared at the meeting to provide comment. SRF will address updates to the plan following the PSC's input.

Task 4.4 – Draft Plan Public Workshop

A final workshop and online engagement opportunity will provide an overview of the draft plan. These efforts will provide an overview of the plan for the community and allow for comments to be received prior to finalization. This engagement opportunity is intended to connect the public with the draft plan, prior to adoption, allowing for any initial comments and concerns to be addressed.

During this process, SRF will identify how the issues and opportunities identified from the early public engagement were used to guide the development of the plan recommendations. This helps to build a consensus with the public and stakeholders that their input was heard and used to inform the process. A public workshop will be used to share the draft plan and gather community input and feedback. Similar to the other engagement efforts, live discussion will occur during the meeting and a recording will be available via the project website for later viewing. A public comment period will remain open following the open house to gather additional feedback prior to adoption.

Task 4.5 – Final Plan Review and Adoption

The SRF team will finalize the Comprehensive Plan by addressing staff, PSC, and public comments. The final City of Reedsburg 2022-2042 Comprehensive Plan will be prepared for the adoption process through the Plan Commission and Common Council.

Stephanie Falkers will support city staff with meeting preparation and virtual attendance of the public hearings for the Plan Commission and Common Council for the adoption of the Comprehensive Plan.

Task 4 Deliverables:

Draft and Final Comprehensive Plan- This deliverable includes the development of the draft and final Comprehensive Plan Update for the City of Superior.

Draft Plan Workshop Technical Memorandum- The results of the draft plan workshop will be highlighted in a technical memorandum. Specific comments and resulting updates will be highlighted.

TASK 5 – PROJECT MANAGEMENT

Our team believes that successful projects are those in which all team members work together towards a common goal, communicate effectively, and do what is necessary to meet the needs of the client and the project. At the same time, the project manager must be able to receive, evaluate, and disseminate information in an appropriate and timely manner. The team's project manager, Stephanie Falkers, AICP, will be the primary contact for the City of Reedsburg throughout the process.

Task 5.1 – General Project Management

This task includes coordinating the project team, monitoring schedule and budget and providing monthly progress reports. SRF's Project Manager, Stephanie will ensure open communication regarding project milestones and deliverables throughout the project process. Oversight and assistance will be given by Craig Vaughn, PE, PTOE, as the Principal in Charge. Effective project management is important to the success of a complex project such as a comprehensive plan update.

We recognize the importance of communication between the consultant and the City to ensure the project is delivered on time and within budget. We will provide bi-weekly updates on project status via phone and email to review the progress of the plan's development. We will also provide monthly progress reports via email. This task also includes monitoring of the project budget, schedule, review of project invoices, management

Additionally, we understand that updates to various City groups and commissions may be warranted throughout the planning process to update elected and appointed officials. SRF will assist in the development of materials to update these groups and will participate in presentations as other travel opportunities allow.

Task 5.2 – Public Participation Plan

Early in the planning process, SRF will solidify a Public Participation Plan (PPP) that identifies all public engagement opportunities of the 2022-2042 Comprehensive Plan, along with roles, responsibilities, and actions for each event to be carried out. The PPP will be reviewed by city staff and the PSC in Task 1 to ensure that the plan effectively engages all groups and informs the planning process.

Task 5.3 – Project Website and Social Media

A critical component to the planning process is the dissemination of project updates and deliverables to the public and community groups. SRF will work with the City to create a Comprehensive Plan website that can be directed to from the City's website. This will be used as a one-stop shop for Comprehensive Plan Information. SRF will provide updated information and language throughout the planning process to be available on the website.

Additionally, SRF will work with the City and other community organizations to maintain a social media presence throughout the planning process. Social media outlets provide an opportunity to disseminate information and advertise for upcoming engagement activities.

Task 5.4 – Process Updates

Keeping the public and stakeholders aware of ongoing activities and updates within the planning process is an important consideration for building consensus. The planning team will produce a monthly process update that will be distributed via email and available on the project website highlighting the activities and deliverables produced over the last month. This one pager can be shared with the public, along with City committees and external partner organizations to provide an update on the process.

Task 5 Deliverables:

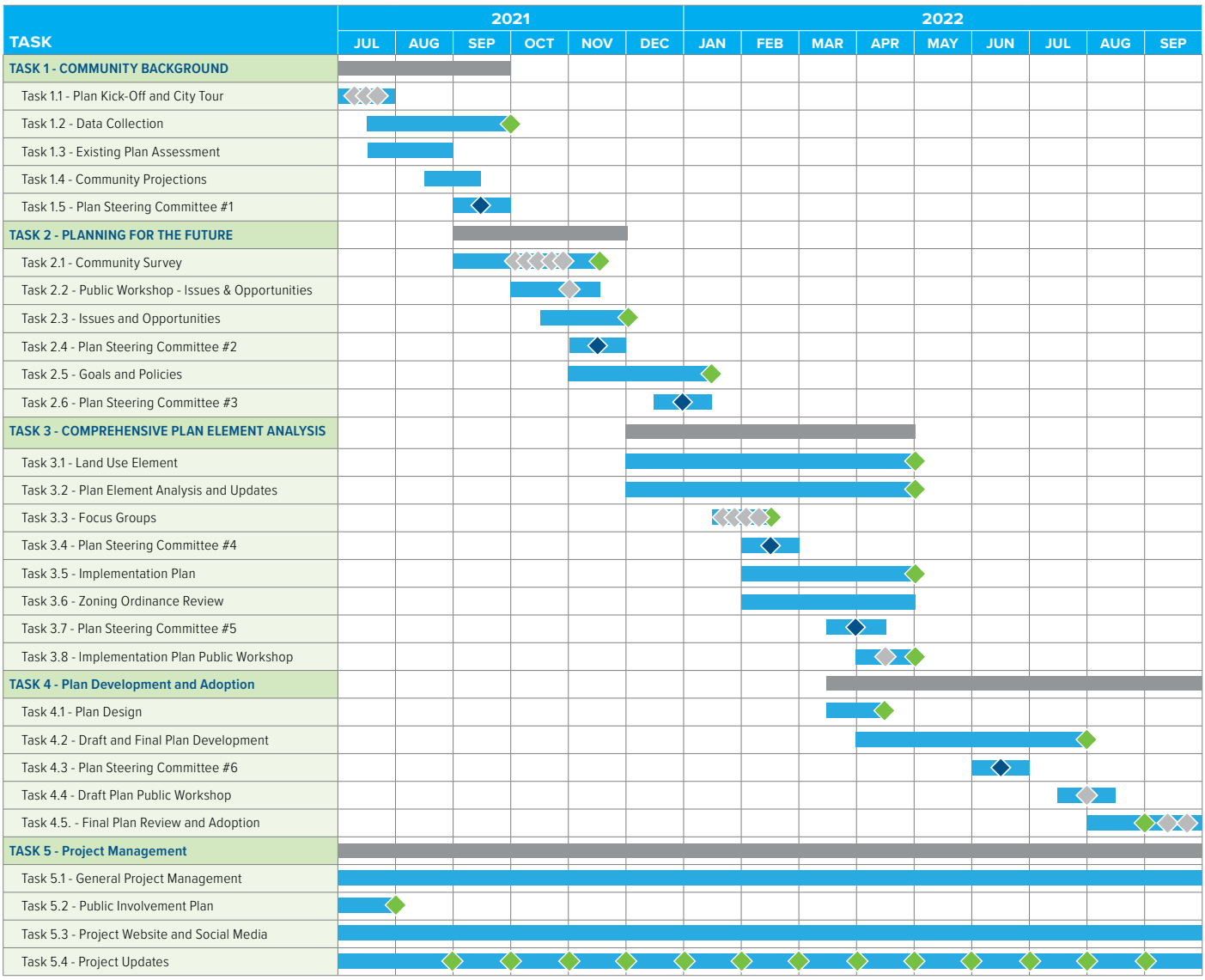
Public Participation Plan- The overall participation process will be highlighted within the PPP, identifying roles and responsibilities throughout the process. This document will serve as the guide for future engagement planning.

Project Website- The project website will serve as the one stop shop for Comprehensive Plan updates and review materials.

Process Updates- A monthly process update will be produced and distributed to provide the public with updates on recent planning activities.

Project Timeline

The following graphic illustrates a general timeline for the completion of the project identified for the development of the 2022-2042 Comprehensive Plan. We understand the City's desire for a final document ready for adoption within 14-months of the notice to proceed. As such, we have identified an anticipated start date of July 1, 2021 and the completion of the Comprehensive Plan ready for adoption in early September 2022. Based on our experience, this approach provides enough time to complete the tasks but is condensed enough to keep the PSC members and community members engaged in the process. We are happy to discuss and refine this timeline with the City.



Proposed Budget

Based on our understanding of the City of Reedsburg's goals for the 2022-2042 Comprehensive Plan, we have estimated a project budget based on the proposed approach discussed in this proposal. We understand that this fee estimate may be modified and refined as the scope is confirmed with city staff. At this time, meetings are assumed in a virtual or in-person format as noted within the work plan. We understand that public health guidelines may impact the ability to hold meetings as indicated and will work with city staff to identify the best course of action.

Tasks	Hours	Cost
Task 1 – Community Background	134	$17,658
Task 2 – Planning for the Future	178	$23,130
Task 3 – Comprehensive Plan Element Analysis	348	$45,180
Task 4 – West Downtown Vision Plan	228	$28,228
Task 5 – Plan Development and Adoption	136	$18,608
Labor Total	**1,024**	**$132,804**
Expenses		
Printing and Copies	500 @ $0.35	$175
Mileage	4,320 @ $0.575	$2,484
Hotels	8 @ $175	$1,400
Meals	40 @ $12	$480
Expenses Total		**$4,539**
Total		**$137,343**

Statements

Collaboration with between the consultant team and City staff and elected and appointed officials will be key to the success of the planning process. SRF planners enjoy the opportunity to serve as an extension of staff through the planning process and emphasize the review and discussion process as deliverables are created. Generally, City staff and official involvement will include:

- Provision of existing data (e.g., planning reports, available GIS data, etc.)
- Meeting attendance and participation, including PSC meetings and public meetings
- Assistance with public engagement event promotion, including distribution of eblasts or social media updates
- Review of deliverables throughout the planning process
- Bi-weekly check-ins with the project manager

The SRF team is excited to discuss how the city and consultant team can work together.

Key Personnel

SRF Consulting Group
3701 Wayzata Boulevard, Suite 100
Minneapolis, MN 55416-3791
Phone 763.475.0010
Fax: 1.866.440.6364
www.srfconsulting.com

SRF Overview

SRF is a full-service consulting firm with planning, engineering, and design services. SRF's planners, engineers, and designers collaborate with our clients and their stakeholders to develop creative solutions for the most challenging projects. Together, we create vibrant communities and dynamic experiences. Our award-winning projects range from designing roadways, trails, and bridges to planning statewide transportation systems, to revitalizing neighborhoods and urban spaces.

SRF has a long tradition of responding to client needs and exceeding their expectations. Since 1961, we have been a highly respected member of the Midwestern consulting community. Our firm is home to 340 employees, and is headquartered in Minneapolis, with regional office locations in Saint Paul, Minnesota; Madison, Wisconsin; Fargo and Bismarck, North Dakota; and Omaha, Nebraska. SRF's comprehensive services include:

- Community, land use, transportation, and environmental planning
- Stakeholder and community engagement
- Civil, structural, water resources, traffic, and electrical engineering
- Landscape architecture and urban design
- Intelligent transportation systems
- Visualization
- Real estate (acquisition, relocation, and appraisal)
- Project controls (scheduling and cost estimates)
- Site Development
- Surveying
- Construction administration and observation

SRF Planning Capabilities

SRF's community planners are committed to and embrace these fundamental goals of planning: help your community to envision its future; preserve what you love about your community by planning for growth and change; ensure that growth is compatible with the City's infrastructure; and define actional actionable steps to move the City towards its future vision. We also provide our clients with expert assistance in:

- Comprehensive, growth management, and land use planning
- Zoning ordinance and subdivision regulations
- Planning/zoning technical assistance; on-going or on a case-by-case basis
- Small area plans and master plans
- Transportation planning
- Training of staff, planning commissions, and elected officials
- Stakeholder and community engagement

Exceptional Project Managers and Staff

Effective management and coordination activities are key to a successful project. Our approach provides strong, decisive project management, and we develop scopes of work that include all the tasks necessary to manage the overall project and the activities of the project team.

Stephanie Falkers, AICP will serve as the project manager for this project and will lead the public and stakeholder engagement efforts. She will serve as the day to day contact for the City of Reedsburg and will coordinate with staff for meeting logistics and project deliverables. Stephanie will coordinate with Craig Vaughn, PE, PTOE to monitor hours of service and costs and ensure availability of staff to complete the project.

Dedicated to the Public, Clients, & Stakeholders

At SRF, we pride ourselves in taking the complex technical information and simplifying it to ensure all stakeholders are informed and able to actively participate in the decision making process, throughout all stages of the project.

Through responsiveness to public and stakeholder needs, as well as clear and simple communication of key messages via a range of channels, we will ensure that both the public and other client stakeholders are continually updated and their concerns and ideas are being addressed.

SRF has completed dozens of comprehensive plan updates in recent years from minor updates to full rewrites. Specifically, our team specializes in plan updates for mid-size communities between 4,000 and 35,000 residents.

Planning & Community Engagement Expertise

SRF works with cities, counties, and townships to prepare visioning efforts and comprehensive plans that address many aspects of growth, development, redevelopment, community values, and quality of life. The process of preparing a document that sets the vision of a community allows citizens and community leaders to reflect upon characteristics of the past and present. These efforts provide for an opportunity to identify aspects of a community that should be preserved, and characteristics that need to change in order to improve the overall quality of life. Input is gathered through a public involvement process that can include community surveys, visual preference surveys, public open houses and meetings, pop-up events, workshops, focus groups, and online outreach.

Your Team

Our team for the City of Reedsburg has the right skills and attributes to ensure a successful 2022-2042 Comprehensive Plan. Each individual team member contributes select expertise and prior experience to match the work plan identified in this RFP response. Our team and their roles are highlighted in the organizational chart below.

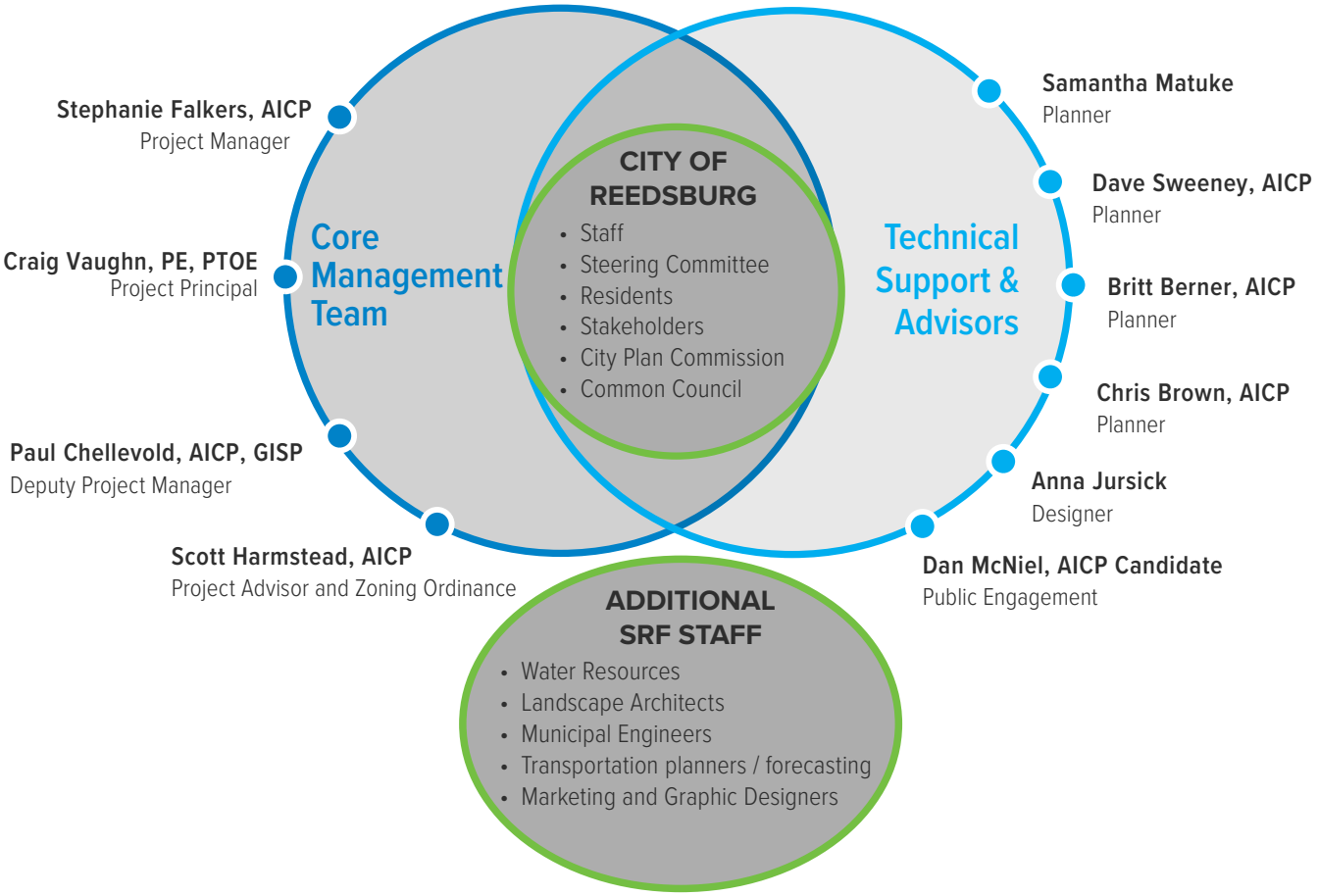
This talented group of planners, designers, and engineers will participate in all phases of the planning process, from early data collection and mapping to the development of plan strategies and implementation measures. Resumes for each team member highlighting their experience and qualifications are included in the following pages. Beyond the core team identified in this proposal, the Core Management Team has access to over 300 additional planners, designers, and engineers that can be consulted regarding the Reedsburg Comprehensive Plan process. For example, our water resources engineers may be consulted regarding policies or tools for floodplain management and the Baraboo River.

Project Manager:

Stephanie Falkers, AICP | Community Planning & Engagement Lead | 763.249.670 | sfalkers@srfconsulting.com | 3701 Wayzata Boulevard, Suite 100, Minneapolis, MN 55416-3791

Stephanie will serve as SRF's project manager for this project. She joined SRF in 2010 as a community planner, and previously worked for the City of Fargo in the Department of Planning and Development. At SRF she works on land use, growth management, comprehensive plans, master planning, transportation planning, and environmental review. Stephanie is skilled at working with both clients and the public, leading a number of projects and public engagement efforts throughout the Midwest.

Organizational Chart



Stephanie Falkers, AICP, Associate ASLA | Project Manager

Stephanie is the Community Planning and Engagement Practice Lead at SRF. During her 10 years with the company, Stephanie has served as either project manager or lead planner for nearly two dozen comprehensive plan efforts. Her experiences also includes environmental and transportation planning. At SRF, she works on various land use, transportation, zoning ordinance administration and analysis; zoning ordinance updates; environmental documentation and permitting; land use; growth management; comprehensive plans; and master planning. Stephanie enjoys working closely with a community to help understand its future vision from staff, residents, and stakeholders. With thoughtful planning, sound community engagement, and appropriate analysis, the possibilities are endless.

Areas of Expertise

- Project Management
- Public Engagement
- Community Planning
- Community Visioning
- Implementation
- Zoning and Subdivision Ordinances
- Environmental Planning

Education

Bachelors of Landscape Architecture, North Dakota State University, 2010

Bachelor of Science in Environmental Design, North Dakota State University, 2010

Certification

American Institute of Certified Planners #027118

Project Experience

Oconomowoc 2050 Comprehensive Plan, WI. Stephanie served as the Lead Planner for the development of Oconomowoc's Comprehensive Plan. In this role she assisted with data gathering and analysis, definition of a community vision and goal statements, and drafting of the plan document. Stephanie's role included the planning and execution of engagement events throughout the process.

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan, WI. Stephanie was involved throughout the development of the Jefferson County Comprehensive Plan and Agricultural Preservation & Land Use Plan. She worked with the team to gather and analyze data to understand current conditions and gathered public input to understand community desires. Stephanie assisted with the identification of key themes from community input which guided the development of both planning documents. Stephanie lead the development of the Agricultural Preservation & Land Use Plan.

City of Glendale Vision Plan Update, WI. Stephanie served as the project manager for the Glendale Vision Plan. In this role she served as the primary contact working with staff and the steering committee through the visioning process.

Grow Grand Rapids 2040 Comprehensive Plan Update, Grand Rapids, MN. Stephanie recently worked with the City of Grand Rapids on an update to their comprehensive plan. This Iron Range community looked to update it's plan to ensure that current public input, economic changes, and overall system needs were incorporated into their land use planning and overall vision.

Rogers 2040 Comprehensive Plan, MN. Stephanie led the development of the Rogers 2040 Comprehensive Plan Update. This plan maintained the traditional components of a comprehensive plan, with focuses on the transportation and infrastructure system. The plan also embraced new and emerging elements including Resilience and Economic Competitiveness.

Wayzata 2040 Comprehensive Plan Update, MN. Stephanie led the update to Wayzata's Comprehensive Plan. This effort incorporating existing plan documentation to define a desired future vision for the community.

Washington County 2040 Comprehensive Plan Update, MN. Stephanie served as the project manager for the 2040 Comprehensive Plan Update in Washington County, Minnesota. In this role, Stephanie has led public involvement efforts, including eight pop-up events and the development of an online mapping tool. This collaborating effort brought County staff and the SRF team together to complete the document.

"One of the best parts of my job is getting to know the people that make up each community we work in. I enjoy understanding what they love about the place they call home and their ideas for how to make it even better. I also enjoy immersing myself into the community, serving as an extension of city staff."

Craig Vaughn, PE, PTOE | Project Principal

Areas of Expertise

- Project Management
- Public Engagement
- Transportation Planning
- Multimodal Studies
- Traffic Engineering

Education

B.C.E. University of Minnesota - Institute of Technology, 1999

Certification

Professional Traffic Operations Engineer (PTOE)

Craig has more than 21 years of experience in traffic and transportation engineering and planning. His abilities include performing a wide variety of traffic and transportation project work such as traffic impact studies, transportation plans, corridor studies, transit planning, multimodal plans, travel demand forecasts, and freeway modeling. Craig has also managed many multidisciplinary projects. His strength is in overall project coordination and delivery coupled with facilitation of efficient and effective public involvement process. Craig's skills are especially evident on projects where urban scale and modal integration are a major facto

Project Experience

Otter Tail County Long-Range Strategic Plan, Minnesota. As project manager, Craig worked with the County Engineer to prepare a 25-year plan for their transportation system. A key component of the plan was the "State of the System Report." This report covered the various aspects of their transportation system, including pedestrian/bicycle facilities, roadways, heavy commercial vehicle routes, pavements, culverts, bridges, and the like. While the plan was a comprehensive transportation plan it focused significantly on the current state of the system and its measure of performance now and forecasted out into the future to understand how sustainable it is and how it should be better planned for improvements.

St Louis Park Mobility and Comprehensive Plan, Minnesota. Craig served as the Project Manager to update the Transportation Plan to comply with the Metropolitan Council requirements. The SRF team worked closely with City staff to develop the transportation plan to address: Highways and Streets, Transit, Bicycles and Pedestrians, Freight Rail, and Aviation.

City of Minneapolis Cedar-Riverside Small Area Plan, Minnesota. As part of a larger planning study for the Cedar-Riverside area, the City of Minneapolis selected SRF to review the context of Riverside Avenue between Franklin Avenue and Cedar Avenue. The goal of the project was to reduce roadway capacity in line with traffic volumes and develop a more pedestrian friendly, two-lane facility. Craig served as the Project Manager and Operations Lead working on the concept analysis and development components.

St. Cloud Southside University Neighborhood Association Bike/Pedestrian Master Plan, Minnesota. SRF contributed the transportation planning and traffic operations review necessary to outline a framework for the Southside University Neighborhood for the next 25 years. Through the process all multimodal opportunities were included to safely and efficiently move within and through the neighborhood. Craig directly managed this project and conducted much of the planning and operational review.

Star Lake and Dead Lake Townships Limited Area Comprehensive Plan, Otter Tail County, Minnesota. Craig is the project manager for this effort and has led public engagement activities. A key part of the plan is understanding the transportation impacts that the future Shooting Star Casino will have on the roadway network.

City of Richfield Comprehensive Plan Update, Minnesota.

City of Superior Comprehensive Plan.

Basset Creek Valley Master Plan, Minnesota.

Paul Chellevold, AICP, GISP | Deputy Project Manager

Paul is a Senior Planner/Project Manager with 17 years of experience working on transportation and environmental projects across the Midwest. He is a certified planner (AICP) and licensed Geographic Information Systems Professional (GISP). Paul leads the Environmental Planning group in Wisconsin and focuses on NEPA environmental documentation including Environmental Impact Statements, Environmental Assessments, and Categorical Exclusion Checklists as well as transportation corridor studies, municipal comprehensive plans, land use analyses, bicycle/pedestrian safety recommendations, traffic incident management, and access management studies. He has created, collected, analyzed, and maintained GIS data and built GIS web mapping applications.

Areas of Expertise

- Community Planning
- QA/QC
- Demographic Analysis
- Transportation Planning

Education

Bachelor of Geography, University of Wisconsin-Oshkosh, 2001

Certification

American Institute of Certified Planners (AICP) No. 026626, 2013

Geographic Information Systems

Professional (GISP) No. 67465,

GIS Certification Institute, 2011

PCCTEC-1 - WisDOT Highway

Technician Certification, 2010

Project Experience

City of Oconomowoc Comprehensive Plan 2050 Update, Wisconsin. Served as Project Manager for the 14-month Comprehensive Plan Update. Conducted numerous project meetings with city staff, steering committee, elected officials, and led several public engagement activities including traditional meetings and pop up events. Over 1,250 residents provided feedback throughout the development of the Comprehensive Plan. A key component to this project was specific outreach to the high school aged demographic, an often-underrepresented population in these plans.

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan, Wisconsin. Currently serving as Project Manager, leading the day to day operations and public involvement initiatives.

City of Glendale Vision Plan, Wisconsin. Served as deputy project manager for the vision plan update. Was responsible for leading a series of community engagement activities including pop up events at the City's Christmas Tree Lighting to generate excitement in the plan, collect meaningful input, and engage residents, and business owners in discovering Glendale's strengths, weaknesses, opportunities, and threats (SWOT Analysis).

Village of Hartland Comprehensive Plan and Comprehensive Outdoor Recreation Plan (CORP) Update, Hartland, Wisconsin. Served as Project Manager for the 10-year old Comprehensive Plan and the 5-year old Comprehensive Outdoor Recreation Plan. The 15-month process consisted of numerous public engagement activities, surveys, Steering Committee Meetings and on-site inventories/data collection. The final version of the Comprehensive Plan Update reduced the document size from 400+ pages to 120 pages. The documents and interactive future land use maps were published online for ease of viewing by Village staff and the public.

"I really enjoy working with communities to establish a crystal-clear vision statement for their future. Successful communities are those that often revisit past goals and objectives, plan for changes, and incorporate thoughts and ideas from all residents. I especially enjoy working with the younger population to make sure their voices are heard throughout the process as they are the future of the community."

Scott Harmstead, AICP | Project Advisor and Zoning Ordinance

Scott has 14 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, including constraints analysis, public involvement, and the development of context-sensitive recommendations and policy language. Scott also has experience in zoning administration involving entitlement/permit processing, code writing, and code interpretation. He has developed numerous environmental documents for projects that range from simple to complex. Many of his projects have involved a strong transportation component, through which he has gained a sound understanding of the connection between land use and transportation in shaping communities.

Areas of Expertise

- Community Planning
- Zoning and Subdivision Ordinances
- QA/QC
- Land Use Planning

Education

Bachelor of Geography, University of Wisconsin-Oshkosh, 2001

Certification

American Institute of Certified Planners (AICP) No. 026626, 2013

Geographic Information Systems

Professional (GISP) No. 67465,

GIS Certification Institute, 2011

PCCTEC-1 - WisDOT Highway

Technician Certification, 2010

Project Experience

Minot Zoning Ordinance Update, North Dakota. Leading a complete revision of the City's Zoning Ordinance. Involves extensive coordination with a project steering committee. The current draft includes the extensive use of graphics, charts, and tables to ease use of the ordinance by the layperson

Rochester Downtown Parking Overlay Zone. Assisted the City with a new parking overlay zone compatible with the new Destination Medical Center Plan currently underway.

City of Sauk Centre Comprehensive Plan, Minnesota. Led public involvement and specifically guided development of the future growth analysis, future land use plan, and the final plan document.

St. Louis County Comprehensive Land Use Plan, Minnesota. Served as project manager, leading the development of the existing conditions report, plan document, and leading all public engagement efforts. Advised county GIS staff on land use analysis, future land use concept development, and the final future land use map.

City of Garrison Comprehensive Plan, North Dakota. Managed development of the comprehensive plan. Conducted four public input meetings and an extensive stakeholder interview program. The plan received strong community support.

City of Beulah Parks Framework and Forestry Plan, North Dakota. The City of Beulah Park District needed a plan that addressed the long-term vision of all district facilities. Scott performed site visits, presented at project meetings, and was the main author of the Framework Plan.

City of Bottineau Comprehensive Plan, North Dakota. Led preparation of the plan collecting background data, public involvement, and development of the document and land use plan. Transportation and recreation were special elements of the plan.

McKenzie County Comprehensive Plan, North Dakota. Recently led the County through a significant update to the Comprehensive Plan, involving a detailed growth area expansion supported by extensive GIS analysis, stakeholder outreach, and online survey input. See the Plan at: planmckenzie.com

"The challenge of comprehensive planning has always interested me. There is no one process to get to a final plan, no boilerplate policy language or implementation plan. Working through the planning process, it has always been exciting to see how input from a diverse set of stakeholders ultimately drives a plan that is tailored to each community's own particular needs and desires. What I enjoy most about this process is the relationships built along the way that help me connect, if even in a small way, to each community on a more personal level."

Samantha Matuke | Planner

Samantha is experienced in transportation and community planning. At SRF, she works on land use, transportation, and urban design projects. Her work includes data analysis, GIS mapping and synthesis, graphic design and development, grant writing, public engagement and comprehensive planning. With degrees in both architecture and planning, as well as experience as a graphic designer, she works at many scales and mediums to produce visually engaging products.

Areas of Expertise

- Data Collection
- GIS and Mapping
- Housing
- Agricultural, Natural, and Cultural Resources
- Farmland Preservation

Education

Master of Regional Planning, Cornell University, 2019

Bachelor of Science in Architecture, University of Minnesota – Twin Cities, 2016

Project Experience

Superior Comprehensive Plan, Superior, Wisconsin. Sam is assisting with an update to the Superior Comprehensive Plan from data collection through plan analysis. She is currently assisting with the development of goals and objectives using community input.

Grow Grand Rapids 2040 Comprehensive Plan Update, Grand Rapids, Minnesota. Assisted in the 2040 update of the City's Comprehensive Plan. Played a major role in updating the document, including creation of graphics to support the plan text and display future land use changes. Reviewed and summarized public engagement and connection to revised plan elements. Contributed to development of the draft and final plan.

Otter Tail County Long-Range Strategic Plan, Otter Tail County, Minnesota. Helped develop Otter Tail County's first Long-Range Strategic Plan. Assisted with data analysis and graphic development for the Long-Range Strategic Plan.

Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan, Jefferson County, Wisconsin. Participated in the planning process through data collection, analysis and plan creation for the Agricultural Preservation Plan. Focused on understanding the current trends and conditions of the agricultural and preservation efforts of the County and helping define strategies and tools for future implementation.

District 3 Manufacturers' Perspectives Study, Minnesota Department of Transportation, Minnesota. Facilitated communication between central Minnesota manufacturers and MnDOT to share feedback on the current transportation system. Synthesized feedback and created a list of proposed short- and long-term roadway improvements to benefit freight generators in the district.

Transportation Plan, City of Owatonna, Minnesota. Contributed to public engagement management, data analysis, and plan creation for the City of Owatonna's Transportation Plan. Worked collaboratively with Steele County to align plan visions and goals.

I-39/I-90 Traffic Incident Management Program, Department of Transportation, Wisconsin. Assisted in updating Traffic Incident Management (TIM) approaches for a 45-mile corridor during reconstruction. Worked on the Incident Management Plan and reference documents for use in the field.

Virtual Public Engagement, Various Clients. Created and analyzed surveys to gather public feedback on roadway projects including Brooklyn Boulevard Reconstruction, Rochester Transit Oriented Development, CSAH 36 and CSAH 37 Bikeway, and County Road B2/Fairview Ave. Safety Analysis.

"My favorite thing about being a planner is gathering feedback from the community. It is wonderful to see the passion people have for the places they live and I enjoy translating those into a comprehensive vision for the community."

Dave Sweeney, AICP | Planner

Dave has worked with communities across North Dakota and Minnesota on a variety of planning activities and ordinance updates. He has collaborated with large metros, growing suburbs, small cities and towns, rural counties, and tribal governments. Dave likes engaging with clients and stakeholders to learn about their unique challenges, opportunities, and sense of place. He strives to develop practical plans and customized solutions for each client.

Areas of Expertise

- Land Use
- Economic Development
- Zoning and Subdivision Ordinances
- Implementation

Education

Master of Urban and Regional Planning, University of Minnesota, 2016

Bachelor of Science, Geography & Architecture, Colgate University, 2014

Certification

American Institute of Certified Planners #31450

Minnesota Accessibility Specialist

Project Experience

Grow Grand Rapids, 2040 Comprehensive Plan, Grand Rapids, Minnesota. This Iron Range community looked to update its plan to ensure that current public input, economic changes, and overall system needs were incorporated into their land use planning and overall vision. Dave developed the community survey and engaged with community stakeholders at open house events. He developed maps and graphics and contributed several chapters for the final plan, including the Community Profile, Housing, and Transportation chapters.

City of Turtle Lake Comprehensive Plan, North Dakota. Dave helped this Turtle Lake coordinate right-sized action steps to sustain its core community and attract new development. The Plan addresses future land use, future street and pedestrian improvements, and utilities.

City of Killdeer Comprehensive Plan Update, North Dakota. This Plan emphasizes economic development. Dave worked with the City to prioritize development areas, create a market-receptive land use plan, and develop a strategic vision to revitalize Downtown.

St. Louis County Comprehensive Land Use Plan, Minnesota. The largest county in the state, St. Louis County needed an organized, flexible plan to address its goals for sustainable natural resource development. Dave helped create land use alternatives in GIS and document the final Plan.

City of Sauk Centre 2040 Comprehensive Plan Update, Minnesota. Dave worked with the community to identify preferred areas for growth, infill, and redevelopment, and guided the City toward a consensus vision for future land use.

City of Williston Regional Plan Updates, North Dakota. This Plan produced a comprehensive land use element, transportation element, and several corridor studies. Dave integrated the future land use map with the future collector system and growth phasing plan.

City of Fargo Master Planning Services, North Dakota. Working with local stakeholders, Dave developed two alternative land use concepts for sections 3 and 10 in south Fargo. GIS was used to derive socioeconomic forecasts for input into a travel demand model and estimate build out density.

City of Apple Valley, Minnesota. Dave led public engagement and data collection efforts for this suburban community in the Twin Cities Metro. He drafted Plan elements for land use, housing, and economic development, and coordinated with subconsultants.

Minot Air Force Base Joint Land Use Study Implementation, North Dakota. Dave worked with the Souris Basin Planning Council to create a Comprehensive Plan Training Guide and conduct a planning workshop for communities within the Air Force Base's area of influence.

"I enjoy getting to know the communities we work with, which gives me a chance to learn about their unique challenges and opportunities and help define their vision."

Chris Brown, AICP | Planner

Chris has five years of experience in transportation planning in both the private and public sectors. He has managed and supported long range transportation plans, corridor and safety studies, pedestrian/bicycle planning, Safe Routes to School studies, traffic operations analysis and development review, freight plans, university campus plans, and grant writing for state and federal funds. Chris applies his strengths in data analysis, public engagement, and technical writing to create meaningful and implementable results for his client partners. As a planner, Chris hopes to enhance mobility options, accessibility, and safety through detailed data analysis, comprehensive community outreach and input, and using the latest tools or practices.

Areas of Expertise

- Transportation Planning
- Urban Design
- Mobility
- Corridor Planning

Education

Master of Urban and Regional Planning, University of Colorado Denver, 2017

Master of Business Administration, University of Colorado Denver, 2018

Bachelor of Science, Urban Studies, University of Minnesota, 2013

Certifications

American Institute of Certified Planners #32325

Project Experience

Mankato/North Mankato Area Planning Organization (MAPO) Long Range Transportation Plan Update – Mankato, Minnesota. Chris is currently working on the project by researching MAPO communities, producing GIS maps, and analyzing the transportation system through various quantitative and qualitative sources. He has also participated in community outreach around the Mankato/North Mankato region to understand the community's priorities for their transportation future. Chris is serving as the lead author of the plan update.

Wayzata & Roger's 2040 Comprehensive Plans – Wayzata & Rogers, Minnesota. Chris supported both community's Comprehensive Plans by updating each report to align with the Metropolitan Council's requirements. Specifically, he updated sections related to land use and housing, as well as reviewed transportation items within both comprehensive plan documents.

University of Colorado Transportation Master Plan – Boulder, Colorado.* Chris supported the TMP by analyzing the parking, transit, and pedestrian and bicycle infrastructure elements across the campus and recommending future improvements. He also performed extensive analysis regarding transportation demand management practices specifically for university campuses and recommended improvements to meet the University's mode shift, sustainability, and greenhouse gas reduction goals.

MnDOT Safe Routes to School Engineering Studies – Minnesota. Chris is currently managing seven Safe Routes to School (SRTS) studies across Minnesota in both rural and urban locations, including Saint Paul, Edina, Lakeville, Richfield Bemidji, Red Wing, and Mahnomen. Chris has organized and managed the existing conditions analysis, development of issues and alternatives, and production of planning-level conceptual designs and was the lead author for each report. Chris has focused on pedestrian and bicycle infrastructure improvements using the latest state and national guidance. Additionally, he analyzed traffic operations and assisted with redesigning drop-off/pick-up and parking lot circulation. Managed a number of SRTS projects across Colorado with his previous employer.

**Completed at previous employer.*

"Transportation touches all of our lives so being a part of planning systems that are safe, accessible, and convenient for all users is truly rewarding. I am especially passionate about ensuring a community's most vulnerable users, such as children walking, rolling, or bicycling to/from school, have a multimodal transportation network that supports them and their needs."

Britt Berner, AICP | Planner

Britt started at SRF in 2018 with experience in community and transportation planning. She is an urban and regional planner interested in pedestrian-scale design. She has experience working with both public and private agencies to address issues in access and mobility. Britt has designed and facilitated community engagement services for projects throughout the Midwest. She is also a GIS specialist with advanced knowledge of mapping tools, land use, and other geospatial data.

Areas of Expertise

- Intergovernmental Cooperation
- ADA Considerations
- Utility and Community Facilities

Education

Master of Urban and Regional Planning, University of Minnesota, 2016

Bachelor of Science, Geography & Architecture, Colgate University, 2014

Certification

American Institute of Certified Planners #31450

Minnesota Accessibility Specialist

Project Experience

Otter T**ail County 2040 Long Range Strategic Plan, Minnesota.** Britt is working with the County to develop their first Strategic Plan. Britt's roles include background research, mapping, public engagement, and plan writing.

City of Glendale 2040 Vision Plan, Wisconsin. Britt is assisting with researching existing conditions of Glendale and formatting public engagement efforts for their 2040 Vision Plan.

City of Inver Grove Heights Comprehensive Plan Update, Minnesota. Britt assisted in the Inver Grove Heights Comprehensive Plan Update through research of previous planning efforts and map creation to guide the recommendations for the future of the city.

Steele County 2040 Transportation Plan, Minnesota. Britt is serving as project manager on this transportation plan update. Britt's roles include project coordination, existing conditions research, mapping, public engagement, strategic planning, and plan writing.

City of Owatonna 2040 Transportation Plan, Minnesota Britt is serving as project manager on this transportation plan update. Britt's roles include project coordination, existing conditions research, mapping, public engagement, strategic planning, and plan writing.

St. Louis Park 2040 Comprehensive Plan – Mobility Chapter, Minnesota. Britt assisted in developing GIS maps and analyzing the transportation system. She worked with city planners to understand priorities and craft the plan to meet the community's needs. Britt has served as the lead writer for the document. She researched previous studies, data, and plans to understand where the city has been and create framework for the future of the city.

City of Eden Prairie 2040 Transportation Plan, Minnesota. Britt is currently assisting in the development of the Eden Prairie 2040 Transportation Plan. In this role, she analyzes existing conditions, creates land use maps, and assists with the development of the land use transportation and housing elements

City of Minnetonka Transportation Plan Update, Minnesota. Britt is assisting on the Transportation Plan Update for the City of Minnetonka through map creation, research of existing conditions, analyzing community engagement output and overall transportation recommendations.

"The best part about being an urban planner is helping work with cities and counties define how to grow and how people benefit from their progress. I do this job to create tangible solutions that improve and shape the future of our world."

Daniel McNiel | Public Engagement Coordinator

Dan has five years of experience in public engagement and planning, including youth engagement, transportation planning and parks and recreation planning. He has significant experience facilitating community workshops, leading youth engagement activities, planning for connected and automated vehicles and designing long-range public participation processes. Dan is committed to developing meaningful, measurable and adaptable community engagement and is passionate about incorporating underrepresented perspectives into planning processes. Prior to coming to SRF, Dan worked with the Minneapolis Park and Recreation Board planning department and served as an Ameri Corps volunteer on the Pine Ridge Indian Reservation in South Dakota.

Areas of Expertise

- Stakeholder and Community Engagement
- Virtual Engagement Tools
- Online Surveys

Education

Master of Urban and Regional Planning, University of Minnesota 2019

Bachelor of Individualized Studies, Communications, Management, American Indian Studies, University of Minnesota

Certification

AICP Candidate

Project Experience

Superior Comprehensive Plan, Superior, Wisconsin. Dan is currently assisting with public engagement efforts for the Superior Comprehensive Plan Update. In this role, Dan is managing the development of all engagement activities and is assisting with the analysis of input received.

Grand Forks 2050 Land Use Plan, Grand Forks, North Dakota. Dan is leading the engagement efforts for the Land Use Plan. His efforts will include the execution of a community survey, focus groups, and public workshops.

Minneapolis Park and Recreation Board East of the River Master Plan, Minnesota. The East of the River master planning process was guided by a community-driven initiative to identify improvements for each neighborhood park within the East of the River Service Area. Dan helped to advance a collaborative engagement process that worked with stakeholders to identify potential park improvements and incorporate community recommendations into the plan. Dan designed and distributed community surveys, planned a community tour of the parks, assisted the Youth Design Team and facilitated various public engagement events.

Mankato/North Mankato Long-Range Transportation Plan, Mankato/North Mankato, Minnesota. Dan leads public engagement and has worked with project partners to implement a comprehensive public involvement plan for this project. Dan led the effort to coordinate several focus group meetings, pop-up engagement events, online survey, project newsletter and a public open house during the first phase of this project.

MnDOT Highway 252/I-94 Redesign, Brooklyn Center and Brooklyn Park, Minnesota. Dan has supported development of ADA accessible engagement materials and online engagement tools and has helped staff pop-up engagement activities for this multi-jurisdictional project.

MnDOT TH 10/Rum River Bridge Improvements, Anoka, Minnesota. Worked with MnDOT to develop public involvement plan. Planned for, executed, and attended meetings, including pop-ups events, property owner meetings, and open houses. Developed handouts, survey, ArcGIS Story Map, boards, presentations, and other communications materials in coordination with graphic designers. Summarized comments received from the public.

"I believe the best projects seek out a wide range of public perspectives, incorporate public feedback into project outcomes, as well as ensure a broad, consistent and tailored approach to online and in-person engagement efforts throughout the duration of a project. I take pride in ensuring these outcomes are achieved for each and every planning project."

Anna Jursik | Designer

Areas of Expertise

- Data + Information Visualization
- Site Design
- Streetscape Design
- Urban Design

Education

Bachelor of Arts, French and International Studies, Brandeis University, 2011

Master of Landscape Architecture, University of Minnesota, 2019

Anna joined SRF in 2019 after completing her Masters of Landscape Architecture degree from the University of Minnesota. She has several years of communications experience, with an emphasis on creating clear graphics to disseminate complex research findings. Anna's skills include information visualization, design representation, site design, ecological design, and interdisciplinary research. She is passionate about designing resilient and beautiful environments for people, plants, and wildlife.

Project Experience

Sturgeon Bay West Waterfront Development. Collaborated on conceptual design for a working industrial waterfront park. Researched precedents, materials, and site context. Rendered plans and perspectives of site concept.

University of Minnesota Pillsbury Drive, Minneapolis, Minnesota. Helped develop concepts to improve pedestrian and bicycle infrastructure along a corridor through the Twin Cities campus. Designed an adjacent plaza space; detailed planting, paving, and site furnishings.

Minot Zoning Ordinance, Minot, North Dakota. Created axonometric diagrams illustrating architecture ordinances in residential, commercial, and mixed-use contexts. Researched appropriate precedent buildings and streetscapes; took photographs and selected images to support written ordinance.

Rush Line Visual Quality Manual, Ramsey County, Minnesota. Performed site analysis of aesthetic character and transit priorities in communities along planned Rush Line BRT route. Developed typology of urban and suburban platform and corridor conditions; drew plans and sections to show design recommendations for each prototypical condition.

Bailey Road, Woodbury, Minnesota. Designed roundabout and median planting concepts to calm traffic and improve aesthetics along a major vehicular corridor.

City of Minneapolis Transportation Planning + Programming, Research Assistant in Practice, Minneapolis, Minnesota. Visualized transportation data and rendered proposed streetscapes for community and City Council meetings. Created maps, diagrams, and graphic standards for planning documents.

Friends of the Lock and Dam, Research Assistant in Practice, Minneapolis, Minnesota. Mapped urban wildlife communities along the Mississippi River's Twin Cities' corridor via agency interviews, field visits, and geospatial analysis. Proposed design strategies integrating wildlife habitat into proposed visitor center site and building.

Planning-Related Experience

SRF Consulting Group has facilitated and written over 40 comprehensive plans for cities, villages, and counties across the upper Midwest. In addition, our planners have completed numerous successful downtown plans, corridor studies, transportation plans, environmental studies, zoning code updates, park master plans, and bike and pedestrian plans, and transit projects which are applicable to this effort. The team has engaged citizens, stakeholders, businesses, elected and appointed officials over the years across a number of planning and design efforts. Each engagement effort is specifically tailored to the community and project context to create opportunities for meaningful engagement.

Wisconsin

- City of Glendale
- City of Oconomowoc
- Village of Hartland
- Jefferson County
- City of Superior (current project)

Minnesota

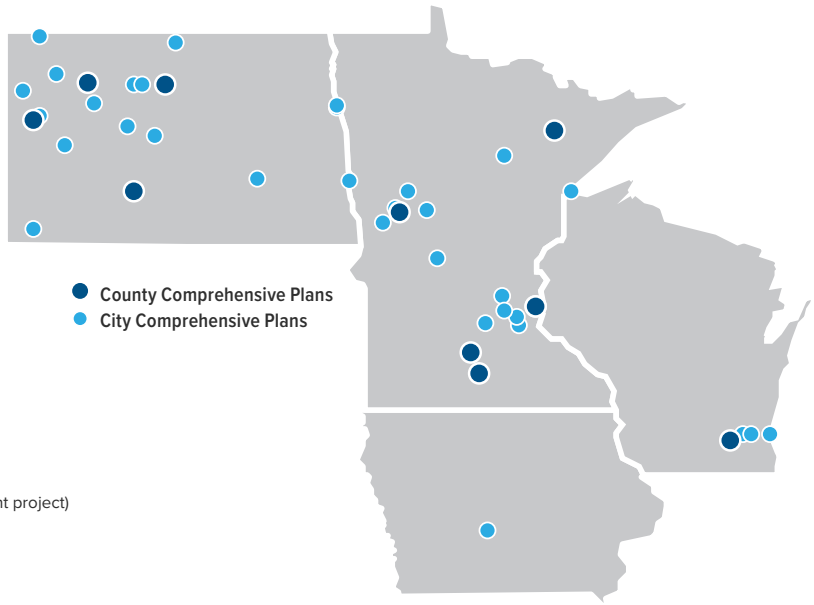
- Blue Earth County
- Nicollet County
- Otter Tail County
- St. Louis County
- Washington County
- City of East Grand Forks
- City of Fergus Falls
- City of Grand Rapids
- City of Apple Valley
- City of Norwood Young America
- City of Richfield
- City of Rogers
- City of Sauk Centre
- City of Wadena
- City of Wayzata
- Star Lake and Dead Lake Townships

North Dakota

- McHenry County
- McKenzie County
- Morton County
- Mountrail County
- City of Bottineau
- City of Bowman
- City of Crosby
- City of Garrison
- City of Killdeer
- City of Fargo
- City of Jamestown
- City of Minot
- City of Parshall
- City of Surrey
- City of Tioga
- City of Turtle Lake
- City of Williston
- Watford City
- City of Grand Forks (current project)

Iowa

- City of Waukee



Oconomowoc Comprehensive Plan 2050

Oconomowoc, Wisconsin

SRF is assisted the City of Oconomowoc, (population 16,500), with a full update to its 2010-2030 Comprehensive Plan. This 14-month effort identified a city vision statement, and updated goals, objectives, and policies that will inform future land use decisions. Recent planning studies along with municipal code updates were integrated into the updated plan. The finalized plan, which covered nine topic areas, details desired future for the community over the next 30 years.

The Comprehensive Plan Update consisted of a variety of public engagement techniques that enabled feedback from almost 1,000 residents. SRF successfully hosted two “meet people where they are” pop-up events at a community movie night “Ocomicon”, and a Touch a Truck event. SRF staff interacted with residents at these events and collected almost 200 responses to questions. Discussions with residents focused on recreational activities and pedestrian connections, accessibility of Lac La Belle and Fowler Lake, entertainment activities for residents, affordability of housing, and condominium development. In addition to in-person meetings, two surveys were developed to gather information and opinion; one for the general public, and one specifically for the high school age population. Each survey had over 400 responses.

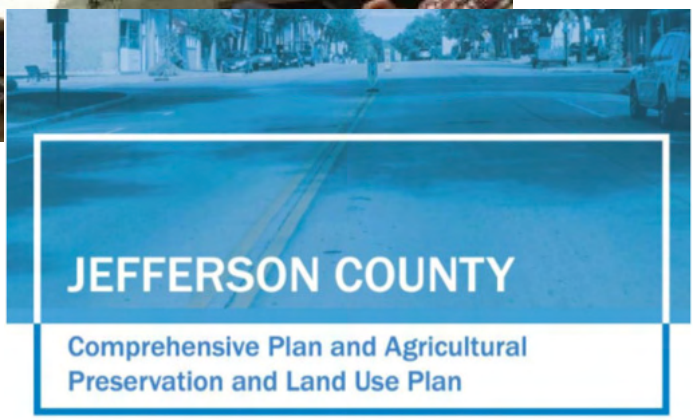
A Steering Committee guided the development of the Comprehensive Plan and provided valuable feedback and review of all materials throughout the planning process. The community is expected to grow by almost 2,000 residents by 2040. As the City plans for this growth, focus areas identified by the Committee included: infill and redevelopment of gateway areas into the community, amount of workforce and senior housing, affordability of housing, future road extensions, and downtown area parking.

Oconomowoc’s final product is a concise compilation of important and relevant plan elements. Short, medium, and long-term goals, policies, and actions were identified. Population and employment projections, land use opportunities and constraints, future land use map, growth concept plan, and an implementation plan will be included in the final deliverable. This plan contains a numerous graphics, charts, and maps. The final product was completed in August 2019, and made available across numerous social media platforms and referenced on a regular basis by City staff and residents of Oconomowoc.

Reference:
Jason Gallo, AICP
City Planner/Zoning Administrator, City of Oconomowoc,
174 E. Wisconsin Avenue, P.O. Box 27, Oconomowoc, WI 53066
(262)-569-2166, jgallo@oconomowoc-wi.gov

Plan Elements:
Issues & Opportunities
Public Engagement

CLICK HERE TO SEE THE FINAL PLAN



Jefferson County Comprehensive Plan

Jefferson County, Wisconsin

SRF worked with Jefferson County on the complete rewrite of two of their most important planning documents: the Comprehensive Plan and the Agricultural Preservation and Land Use Plan. The Agricultural Preservation and Land Use Plan was certified by the Department of Agriculture, Trade, and Consumer Protection (DATCP), and the Comprehensive Plan was adopted by the County Board in early 2021. These two documents will serve as guiding documents over the next 10 years.

Throughout the two-year effort, SRF facilitated 70 meetings, including seven focus groups, eight public regional meetings/open houses, six steering committee meetings, two agriculture specific meetings, a full day of one-on-one meetings with County staff, one-on-one meetings with each town, city, and village, and a Youth Government day. During the project, three online surveys were administered and nearly 2,000 residents provided feedback in the development of the plans. Residents could obtain up to date information through the project website - complete with videos, exhibits, presentations, and a frequently asked questions page. A focused social media effort (twitter, Facebook, Instagram) was also used to remind visitors of upcoming events and opportunities to provide feedback.

There is significant agricultural land in Jefferson County and protecting the land through proper and orderly development is paramount. SRF worked with the 35-member Agricultural focus group, members of the University of Wisconsin-Extension, and other farming stakeholders on carefully planning the 15-year growth boundaries across the county.

Two of the main focus areas of the Comprehensive Plan were to develop a document that built around several other recently completed efforts (i.e., Strategic Plan; Parks, Recreation, and Open Space Plan; and Land and Water Resource Management Plan) and to provide a detailed implementation plan. Along with the help of the Steering Committee, SRF developed nearly 50 pages of Implementation measures, defining the action or program, timeline to complete, lead and supporting departments or agencies, and plan tools to use as reference documents.

Jefferson County understands the investment they have made in the plans and retained SRF to work directly with each of the staff departments to make these plans truly actionable. Departments will develop annual updates on how their area is contributing and progressing towards listed goals. SRF will facilitate establishing the framework and future actionable steps to achieve short-, medium-, and long-term goals and document deficiencies and prepare an audit of things that are working well and perceived inefficiencies or opportunities for improvement within each department. These will be documented in a final report.

Reference:
Ben Wehmeier, County Administrator, Jefferson County
311 S. Center Avenue, Rm 111, Jefferson, WI 53549
(920)-674-7101, BenjaminW@jeffersoncountywi.gov

Plan Elements:
Implementation
Agriculture
Community Facilities
Intergovernmental Cooperation

CLICK HERE TO SEE THE FINAL PLAN

Otter Tail County Long-Range Strategic Plan

Otter Tail County, Minnesota

SRF is currently assisted Otter Tail County with the County's first Long-Range Strategic Plan. This plan is intended to set a long-range vision for the County and to identify goals and implementation actions that will serve as a tool for decision makers. The effort will help answer two key questions of County leaders: What do we want our communities to look like in 20 years and What do we want to promote, encourage, and enhance?

The Long-Range Strategic Plan is a first of its kind for Otter Tail County, interims of the planning approach and comprehensive review of the County's systems. SRF worked closely with County staff and the County Board to outline a plan for building and executing this planning effort. Early engagement with Focus Groups across four regions of the County was used to define the plan elements or focus areas that would be addressed within the Long-Range Strategic Plan:

Resilience – The ability to maintain and adapt the County's identity, high quality of life and access to a healthy lifestyle in the face of environmental, social, and economic changes.

Economy – The County's systems that make it a great place to live, work, and play, including housing, economic development, and education.

Land Use – Tools and policies for the management of growth and preservation throughout the County.

Public Infrastructure – Considerations for the County's infrastructure systems, including how quality services can be maintained into the future.

Natural Resources – Preservation and maintenance of the quality resources throughout Otter Tail County that make it a great place to live and visit.

Parks and Trails – Goals and policies for the County's outdoor recreation system and how it ties to State and Local facilities.

The priorities identified in the Plan guide county leaders in decisions about growth of services and facilities. Public engagement is a critical part of the planning process, as the community's input is driving the County's long-range vision and goals. Engagement to date has included a custom project website, two online surveys, stakeholder meetings, eight open houses, and project management team meetings.

Reference:
Rick West – Public Works Director, Otter Tail County
520 Fir Avenue W, Fergus Falls, MN 56537
(218) 998-8470, rwest@co.ottertail.mn.us

Plan Elements:
Resilience
Economy
Public Infrastructure

CLICK HERE TO SEE THE FINAL PLAN

Grand Rapids 2040 Comprehensive Land Use Plan Update

Grand Rapids, Minnesota

SRF Consulting worked with the City of Grand Rapids to create the Grow Grand Rapids 2040 Comprehensive Plan, which serves as a decision-making tool for officials regarding development, conservation, and public investment within the City. The updated plan reflects demographic and economic changes and incorporates updated public feedback. The Comprehensive Plan includes many aspects of the community and all geographic areas, while providing detailed analysis and recommendations for certain areas.

The Grand Rapids 2040 Comprehensive Plan includes nine chapters which describe, forecast and plan the vision of the City for the next twenty years. Chapters include a Community Profile, Values and Guiding Principles, Land Use, Housing, Economic Development, Natural Environment, Transportation, and Public Infrastructure and Services. Each chapter details the vision, policies, and recommendations related to each plan element. Economic Development was a primary focus for the city during this plan update, and SRF teamed with Economic Development Services, Inc. on this effort. For this effort, the team held additional engagement and outreach specifically targeted at the development of economic development strategies for the community.

The public provided input throughout the plan update, contributing to development of the future vision and corresponding principles, goals, and objectives. Public Engagement for this project included a community survey, pop-up event, economic development stakeholder interviews, a public open house, and public hearings for adoption of the plan.

Reference:
Eric Trast – Community Development Specialist
City of Grand Rapids
420 North Pokegama Avenue, Grand Rapids, MN 55744
(218) 326-7650, etrast@ci.grand-rapids.mn.us

Plan Elements:
Economic Development
Natural and Cultural Resources
Land Use

CLICK HERE TO SEE THE FINAL PLAN

Rogers Comprehensive Plan

Rogers, Minnesota

SRF assisted the City of Rogers with an update to its Comprehensive Plan. The plan update aligned with the Metropolitan Council decennial plan updates, but provided the community with an opportunity to update its vision, goals and policies to respond to current public engagement and development trends. This updated vision embraced the history of the community while building to create and maintain a vibrant future.

The Vision for Our Community

Rogers is a community of choice for living and learning with attainable housing for all persons, vibrant neighborhoods, and academically inclusive schools.

Rogers is a community of equal economic opportunity with a creative workforce and diverse employment options, and linked transport systems that enable job mobility for workers close to home.

Rogers is a community of quality environments with treasured places and distinct open spaces that enrich our heritage and life experiences and contribute to our physical health and shape our social connections.

The planning effort utilized an updated future land use plan to analyze future systems and potential needs for maintaining access to a high quality of life for all residents. Key elements of each analysis included:

Land Use – Exploring the balance between maintaining the rural residential development character and new single-family residential development trends

Housing – Balancing the defined housing needs and outlining available tools

Transportation – Analyzing local and regional impacts on the transportation system from development and system changes. Focus was placed on the I-94 and TH 101 corridors within the community

Infrastructure – Exploring the impacts of growth on the existing system and understanding future needs to maintain quality services

Economic Competitiveness – Defining tools and resources that can be used to create a community of equal economic opportunity

Parks and Trails – Incorporating the city's existing recreational planning efforts and incorporating regional efforts into the long-range policy guidance

Reference:
Jason Ziemer,- City Planner/Community Development Director, City of Rogers
22350 South Diamond Lake Road, Rogers, MN 55374
(763) 428-0915, jziemer@rogersmn.gov

Plan Elements:
Housing
Land Use
Transportation

CLICK HERE TO SEE THE FINAL PLAN

Community Vision Plan Update

Glendale, Wisconsin

SRF worked with the City of Glendale to update the city's Vision Plan. This effort is intended to gather community input to set a future vision for the community.

The planning process began with early involvement from City staff and the project's Visioning Committee to complete a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. The results from this effort helped to define opportunities and challenges for Glendale.

Public engagement is crucial to develop meaningful and implementable solutions. In an effort to make the engagement process as easy as possible, two techniques are being used: on-line survey and pop-up events. Both engagement methods are designed to gain initial feedback from residents and community stakeholders regarding the opportunities and challenges they see for the future of Glendale. The on-line survey asks a series of questions that can be answered from the comfort of home, without the need to attend a meeting. Nearly 350 residents have completed the survey.

The pop-up events are designed to "meet-people-where-they-are"; rather than inviting them to a stand-alone event. The first event was held at Bayshore Town Center during the annual Christmas Tree Lighting event and a follow up count ensued at Nicolet High school to engage the respective demographic. A table was set up with various activities for residents of all ages to provide their input for Glendale's future.

Following the public engagement efforts, the SRF team will work with City staff and the Visioning Committee to develop a vision document that will be used to guide future decision making.

Reference:
Rachel Safstrom- City Administrator
City of Glendale
5909 N Milwaukee River Parkway, Glendale, WI 53209
(414) 228-1702, r.safstrom@glendalewi.gov

Plan Elements:
Community Engagement
Community Vision

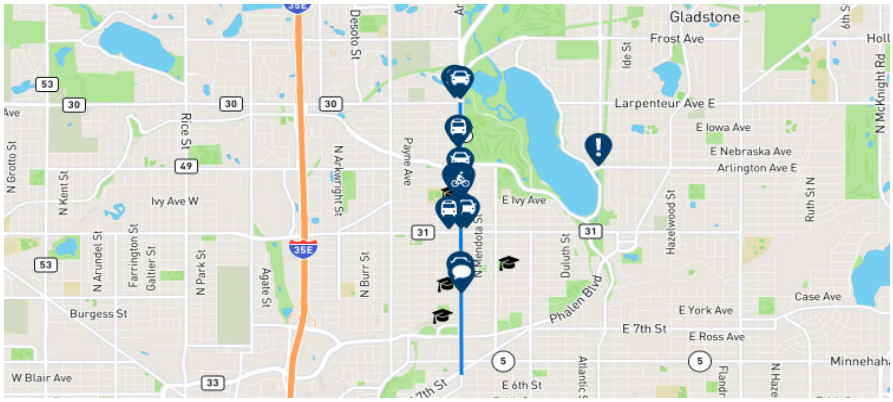
CLICK HERE TO SEE THE FINAL PLAN

Current Community Engagement Examples

The SRF Consulting Team emphasizes the importance of public engagement through its planning, engineering and design projects. From educational efforts and intensive community charrettes, our public engagement team crafts an engagement plan tailored to the communities we are working in. We strive to identify engagement techniques that are inclusive of all community members and include tailored engagement activities to gather the needed input to inform the planning process.

Our suite of virtual engagement tools continues to expand in number and efficiency. Check out a few current project examples using the links below:

Interactive Mapping Site Example: CLICK HERE



Interactive Engagement Site Example: CLICK HERE

Project Video Example: CLICK HERE

Downtown Framework Plan Update

Stillwater, Minnesota

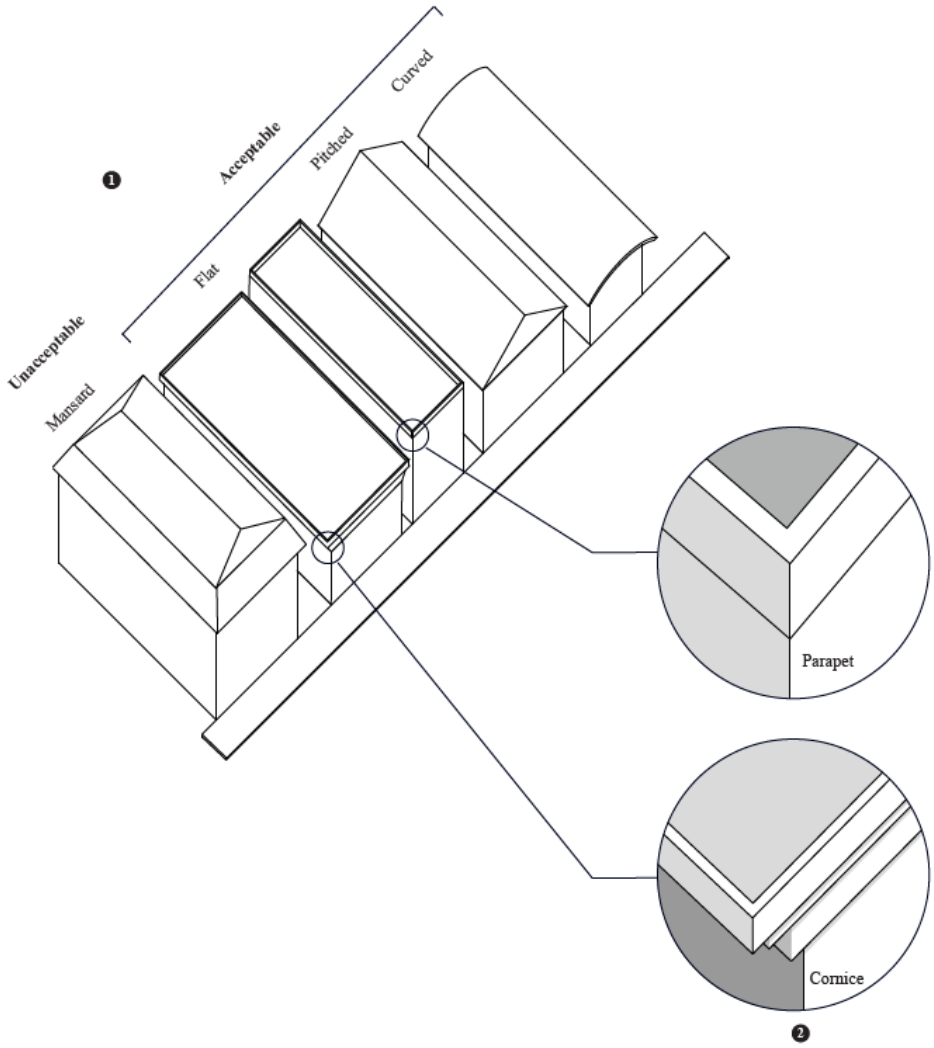
Stillwater is poised to transition from a popular summer recreation attraction to a year-round retail and entertainment destination for both City of Stillwater residents and regional visitors. The completion of the Brown's Creek State Trail into Downtown, the elimination of traffic congestion in downtown resulting from the opening of the new St. Croix River Bridge, and the conversion of the Stillwater Lift Bridge to exclusive use by pedestrians and bicycles opens up new opportunities to enhance the character and walkability of Downtown Stillwater.

SRF actively engaged downtown stakeholders through a variety of techniques such as walking tours, design charrettes, and meetings with focus groups, agencies, an advisory committee, and elected/appointed officials to ensure that the resulting vision was reflective of the community's values and built consensus and momentum for implementation of the Downtown Framework Plan.

In addition to actively engaging downtown stakeholders, the SRF Team:

- Developed Downtown value statements that will help guide future Downtown enhancement and development decisions.
- Collected existing use data and modeled future vehicular, bicycle and pedestrian movements to determine how existing streets could be reconfigured to enhance mobility and safety of all street users (pedestrians, bicycles, and vehicles).
- Performed a market analysis to help inform the City and property owners of business types that would succeed and enhance the vibrancy of this unique setting.
- Developed urban design approaches to strengthen the identity and historic character of the downtown district.
- Provided recommendations for convenient and clear parking and downtown access for pedestrians and bicyclists.

Plan Elements:
Downtown Planning



Zoning Ordinance Update

Minot, North Dakota

SRF recently updated the Zoning Ordinance for the City of Minot, North Dakota. Like many communities, Minot's ordinance is outdated and has become cumbersome to use. The revised ordinance is easy for residents, developers, and administrators to interpret. The update clarifies current policy and improves policy rationale within Minot's existing zoning framework, while avoiding significant policy changes that could greatly increase non-conforming uses and cause public heartburn. However, the ordinance has been updated to ensure conformity with recent legislation and legal decisions. This includes significant updates to signage regulations and policies for wireless communication facilities.

The ordinance update is structured around a zoning/land use table, which indicates the uses which are permitted by right, conditionally permitted, or permitted for a temporary period in each zoning district. The zoning and use table also provides references to supplemental regulations which apply to certain uses. By referencing the table, landowners, developers, and zoning administrators can easily navigate to the sections of code which apply to their circumstance. This has significantly reduced the length of the Ordinance.

Plan Elements:
Zoning and Subdivision Ordinance Review

Disclosure

SRF Consulting Group is unaware of any competing interests or potential conflicts of interests with the 2022-2042 Comprehensive Plan effort. The SRF team does not have any current or historic contracts or effort with individual property owners or stakeholders in the City.

SRF

Reedsburg Comprehensive Plan 2022 – 2042

City of Reedsburg

March 31, 2021

Ingenuity, Integrity, and Intelligence.

www.AyresAssociates.com

Ingenuity, Integrity, and Intelligence.

March 30, 2021

City of Reedsburg
Attn: Brian Duvalle
134 S. Locust Street | Reedsburg, WI 53959
bduvalle@ci.reedsburg.wi.us

Re: Reedsburg Comprehensive Plan 2022–2042

Dear Mr. Duvalle:

Ayres is excited to submit this proposal for Comprehensive Planning Services for the City of Reedsburg. We offer a uniquely qualified team that can provide you with all the required elements of a comprehensive plan – and more. I, Amanda Arnold, would serve as your project manager and point of contact. I am an urban planner with more than 20 years of municipal experience, including eight as Administrator of the Town of Verona. While at the Town, I produced a comprehensive plan, town/city boundary agreement, and land division ordinance. I understand the dynamics of planning for cities, towns and villages. I've worked closely with residents to develop a vision that balances the need to preserve local character but also build tax base, and I can provide the City of Reedsburg with a process that will meet your community's goals.

I will be joined by Matt Ashby, Mike Scholl, and Aaron O'Keefe of Ayres, who have completed multiple comprehensive plans. Matt Ashby is an expert on rural communities and will provide unique insights for your historic downtown. Matt provides planning services on projects nationwide and is known as a leader in the national Main Street program. He is known for his eye for innovation, strategic planning, and branding for communities. Mike is a certified Economic Finance Professional and will evaluate the future real estate trends and housing demand for your community. Aaron is an award-winning mapping specialist that converts complex data into understandable and useful maps. Beyond this team, I will have access to Ayres' full staff of professionals, including engineers, landscape architects, and grants experts.

In addition to the Ayres staff, we will partner with Mike Lamb of Michael Lamb Consulting, who I first worked with on long-range planning in Minneapolis. Mike will provide specialized support with zoning and subdivision analysis/recommendations, redevelopment issues, growth management, affordable housing, and will support the community involvement activities. Mike has worked on comprehensive plans, zoning codes, and design guidelines in communities throughout Wisconsin and Minnesota. Mike and I will partner on drafting the comprehensive plan chapters, community engagement, and meeting facilitation.

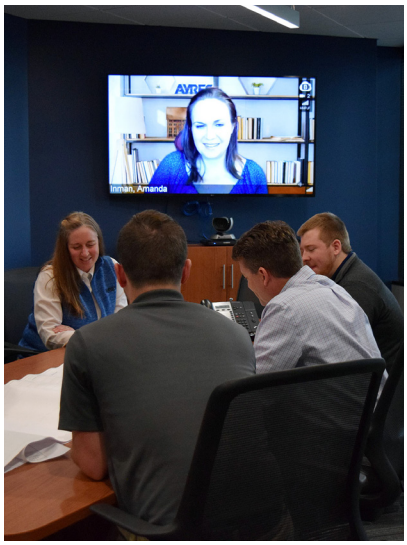
Our team will provide you with a plan that is unique to the City of Reedsburg. As a former municipal employee, I will also make sure your plan is user-friendly and implementable. We look forward to the opportunity to work with the City and create a new and uniquely formatted community-wide comprehensive plan. If you have any questions about the attached proposal, please don't hesitate to contact me.

Sincerely,

Ayres Associates Inc

Amanda Arnold, AICP
Urban Planner/Project Manager
Direct: 608.441.3564 | Cell: 612.236.7807
ArnoldA@AyresAssociates.com

Scott Wilson, PSS
Vice President
Direct: 608.443.1258 | Cell: 608.212.5230
WilsonS@AyresAssociates.com



Smart, Creative Solutions

Through the completion of thousands of projects nationwide, we've not only gained a thorough understanding of the communities in which we work, we've also developed the knowledge necessary to solve common challenges in new and creative ways, always with a keen and resourceful eye toward timeline and budget.

Firm Information

With a team of 300+ innovative problem-solvers nationwide, we stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment. Clients notice our project managers' ability to translate and transform every detail into actionable, understandable, smoothly coordinated pieces of a successful project. Side-by-side with our client partners, our project managers serve as the confident, communicative navigators at the helm of each project.

Planning + Development Services

Where the future is uncertain, our team sees opportunity to cultivate a vision. Transforming the spark of an idea into a series of actionable steps makes achieving a brighter future possible. From concept to construction, we're more than your project partner – we're the knowledgeable navigator to see you through the process. Our urban planning services include:

- Comprehensive plans
- Downtown and district plans
- Brownfield redevelopment
- Zoning and design standards
- Public engagement strategies

We bring a broad range of specialties to the table, including a wealth of community planning and implementation background with recent comprehensive planning experience – and we're enthused to respond to the City of Reedsburg's request for proposals for Comprehensive Planning Services.

Consultant Information

Mailing Address

Ayres Associates Inc
5201 E. Terrace Drive, Suite 200
Madison, WI 53718

Primary Contact

Amanda Arnold, AICP
(O) 608.443.1200
(C) 612.236.7807
(F) 608.299.2184
Email: ArnoldA@AyresAssociates.com

Work Plan and Approach

The Spark

We will begin the project by getting to know the people of the City of Reedsburg and laying out an expected "plan for the plan." We will host a kickoff meeting with staff and the Plan Commission to review existing plans and policies, create a list of stakeholders, and draft a detailed project schedule. We will also conduct, with support from city staff, a community-wide kickoff event (virtual, if needed) to communicate the comp plan process and gather issues, thoughts, and concerns.

We will establish regular check-in times and discuss the best ways to involve business people, property owners, community leaders, and the general public. The result will be public participation plan that meets the requirements of the Comprehensive Planning Law, but also goes beyond that to create a fun and inviting process.

Meetings/Events

- We will organize a kickoff meeting with City Staff and the Plan Commission.
- Community kickoff (virtual if needed)

Deliverables

- Public participation plan
- Detailed project schedule

The Story

Understanding existing conditions and trends is the foundation of a strong plan. We will start our process by examining demographics, real estate trends, the condition of roads and parks, natural features, community assets, regional pressures, and existing lands use. This information will be the become the starting point for drafting the nine required elements (chapters) of a comprehensive plan: issues and opportunities, housing, transportation, utilities and community facilities, agriculture and natural and cultural resources, economic development, intergovernmental cooperation, land use and implementation.

Meetings/Events

- We will host a community meeting at which we will present a summary the existing features of the City of Reedsburg, trends, and issues. This meeting will be designed to give people a shared understanding of the City and the issues it will face in the future. We'll also ask people about what they want Reedsburg to be like in 20 years. This will shape the vision statement for the plan.

- In order to get feedback from people who cannot attend the meeting, we will produce an online survey. The results will be presented to the Plan Commission and Common Council.

Deliverables

- Existing conditions presentation and other community meeting materials
- One community meeting summary
- One online survey

The Place

At this point we start to formulate a plan for the City. Based on what we heard during The Story phase and what we found during the analysis of existing conditions, we will work with City Staff, Plan Commission, and Common Council to establish an updated vision for the future of the City of Reedsburg.

After establishing a vision, mission statement, and goals that will guide the overall plan, we will create a Plan Framework that graphically summarizes a long-term development vision. Then we will dig into each chapter of the plan. We propose meeting with the Plan Commission every other month to present chapters get feedback. These will be interactive discussions in which we will formulate recommendations that will make the plan goals a reality over time. We'll also ask other bodies, like the Historic Preservation Commission, to join the Plan Commission for key topical discussions.

Approach to Public Participation

Ayres will involve the residents of Reedsburg throughout the process. We think it will be important to understand the efforts that have already helped to support education and engagement such as the **Reedsburg Community Design Charrette** conducted by the UW Extension Community Vitality + Placemaking Team. This community-based process established local values, facilitated inter-active discussion and worked toward a shared vision for connecting with nature and the river, housing, business incubation, downtown identity and broadband connectivity. Our engagement plan and process can build from that effort.

The **Public Involvement Plan** will include multiple levels of engagement. First is greater community with stakeholder meetings at key milestones; followed by a series of more focused conversations with businesses, residents and families, services organizations and clubs, and other stakeholders. And, lastly, we will support an ongoing online and social media presence so the community can stay up to date and continue to offer comments and input.

Public Stakeholder Meetings

We will host three Stakeholder Meetings:

- The first will be held once existing conditions are assessed. At this meeting we will also ask people about their vision for Reedsburg.
- The second will be when we have draft chapters and draft recommendations; We will listen to the feedback we receive at the second meeting, adjust the plan as necessary, and host a final meeting to review it with the public.
- The third meeting will focus on implementation steps that will have to be taken to make the vision a reality.

Individual Conversations

We will reach out directly to downtown property owners and businesses. Because downtown is the heart of the community, we do (***continued on next page***)

Meetings:

- We will conduct a workshop with the Plan Commission and Common Council to establish a vision, mission statement, and overall goals.
- We will present draft chapters and discuss them at six Plan Commission meetings.
- When we have a draft document, we'll host a community meeting to review the recommendations with the public.

Deliverables:

- Survey results
- Vision, mission, and goal summary
- Plan framework
- Nine draft chapters
- Materials for a second community meeting

The Power

A plan is only implementable if people understand and support the findings and recommendations. We will assemble a user-friendly document that can be adopted by the Common Council and used as the policy guide by City Staff and the Plan Commission. We will host a final community meeting to present the recommendations and build enthusiasm for the implementation. We will also make the plan available for public review and comment and coordinate with City staff to make the plan available for review by neighboring jurisdictions as required by state statute.

Meetings

- We will host a community meeting to review the draft plan. We will gather input, make changes to the plan where needed, and summarize the input for the Plan Commission and City Council.
- We will present the final document to the Plan Commission for their adoption.
- We will present the final document presentation to the Common Council for their adoption.

Deliverables

- 20 hard copies and one electronic copy of the plan and supporting documents including maps, survey results, and public participation materials.

a "walkabout" with invited participants to better understand downtown issues and listen to their concerns.

We will also reach out to people through the school system so that we can make contact with busy families, and we'll make sure local churches have information about the plan.

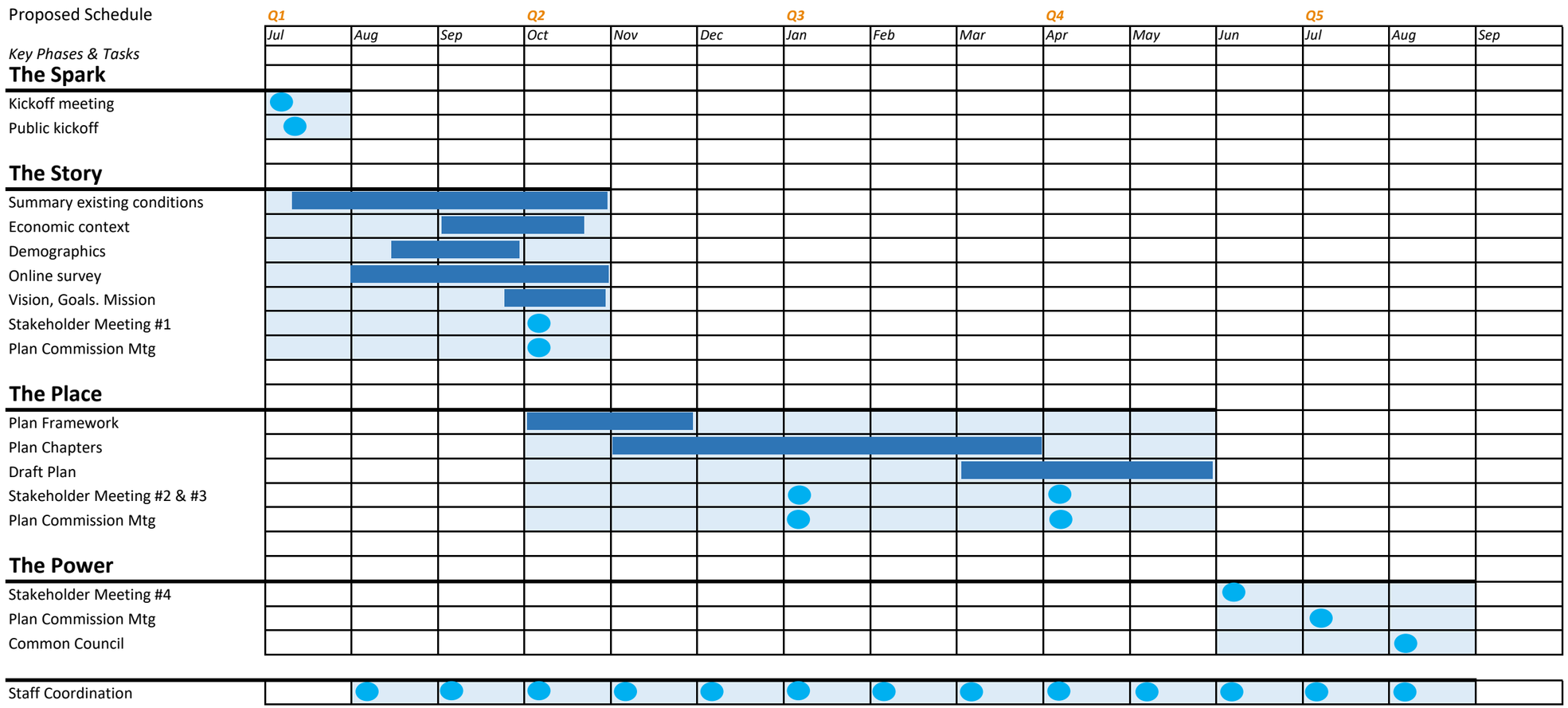
Virtual Access
We will work with City staff to post all comprehensive plan related documents on the City website and we will establish an online survey. In addition, we will facilitate any City sponsored social media efforts.

Unique Events
As opportunities arrive and public health regulations allow, we will promote the comprehensive plan through community events such as the **Reedsburg Butter Fest.**

Ongoing Communication
Throughout the process Ayres' staff will be available to City Staff, Plan Commission, Common Council, and other stakeholders.

Timeline

The schedule below is a breakdown of our scope tasks by time period.



"Ayres has consistently produced quality work in a timely manner with the highest degree of professionalism. They work closely with me as the City's grant manager to resolve issues and discuss ideas, and are always available when needed."

Jennifer Spinelli
Assistant Planner, City of Montrose, CO, Planning Services

Proposed Budget and Fee Schedule

Fee Table

TASK	TOTALS
The Spark	$5,700
The Story	$29,700
The Place	$55,600
The Power	$9,980
Direct costs (mileage, printing, meeting supplies, meals)	$3,000
Administrative Costs (accounting/billing)	$720
TOTAL FEE	**$104,700**

For an additional fee of $5,000 we can have Matt Ashby, a nationally recognized Main Street Program leader, conduct a two-day workshop with downtown leaders, property owners, and business people. This workshop would focus on organization, promotion, economics, and design. Matt would lead the downtown community in a unique visioning process to explore its role in the Reedsburg of the future.

At Ayres we believe in partnering with our clients and would look to the City staff for regular guidance and support during the public involvement process. We will depend on City staff to arrange meeting spaces, press releases, and public notices. We will also need the City to provide any available GIS mapping data, existing road plans, and any traffic-related data. This proposal includes an analysis of conceptual roadway alternatives, but not the collection of traffic data.

Ayres and Michael Lamb Consulting have no competing interest or potential conflicts in the City of Reedsburg.

"We know that the ARISE plan and what it provides is admittedly ambitious, but it's the benchmark for moving forward. (Ayres) has, in a very visual sense, conveyed what the community was asking for."

Duane Cherek
Planning Services Manger,
City of Janesville

Key Personnel

Ayres has assembled a team of skilled professionals with extensive knowledge of comprehensive planning. We believe our team can produce a successful and implementable Comprehensive Plan for the City of Reedsburg.

As we shared in our cover letter, **Amanda Arnold**, our proposed project manager, has decades of municipal experience and recently came to Ayres after working for a small, rural community for several years. She will bring those insights and more to your project.

Working closely with Amanda will be **Mike Lamb,** an expert in land use and urban design. Along with Amanda, he will work with the community to build a vision and show how that can be realized through design, zoning, and land use. Mike is skilled at expressing how building shape and details can create quality spaces. His work has garnered nine American Planning Association awards across the Midwest. He understands the connection between land use and transportation and can deliver a plan that shows the layers of how a city functions. He has worked with communities of all sizes and built consensus on complicated urban issues.

Assisting Amanda will be **Matt Ashby**, an expert advisor on downtown issues. He brings a wealth of public experience to the communities he works with, leveraging urban planning expertise into tangible, value-added deliverables for clients. After eight years serving as Planning Services Director for Cheyenne, Wyoming, Matt brings a unique perspective to the Ayres' multidisciplinary team. His enthusiasm for vibrant community development sharpens the focus of Ayres' work on brownfield redevelopment, transportation planning, urban park and recreation planning, and landscape architecture.

Mike Scholl will provide economic development expertise. He is a certified Economic Development Professional with extensive experience in redevelopment financing and Tax Increment Districts. He served as the economic development manager of Loveland, Colorado, and has brought many projects from concept to construction. At Ayres we believe long range plans need to be grounded in economic reality, and Mike will provide the sound advice as we develop long range and near-term development recommendations. Mike will also provide the expertise needed for the housing element of the comprehensive plan.

Resumes for key team members are in the appendix starting on page 18.

"In addition to grant writing services, Ayres has been instrumental in helping the City successfully manage its awarded grant funds. The expertise, strategic and thoughtful approaches, great communication, and flexibility we have received have been tremendous assets in this process. The Ayres team is adept with program development, proposal writing, budget development, and so much more."

Brandon Cammarata
Former Planning and Development Director, City of Cheyenne, WY (now with City of Aurora, CO)

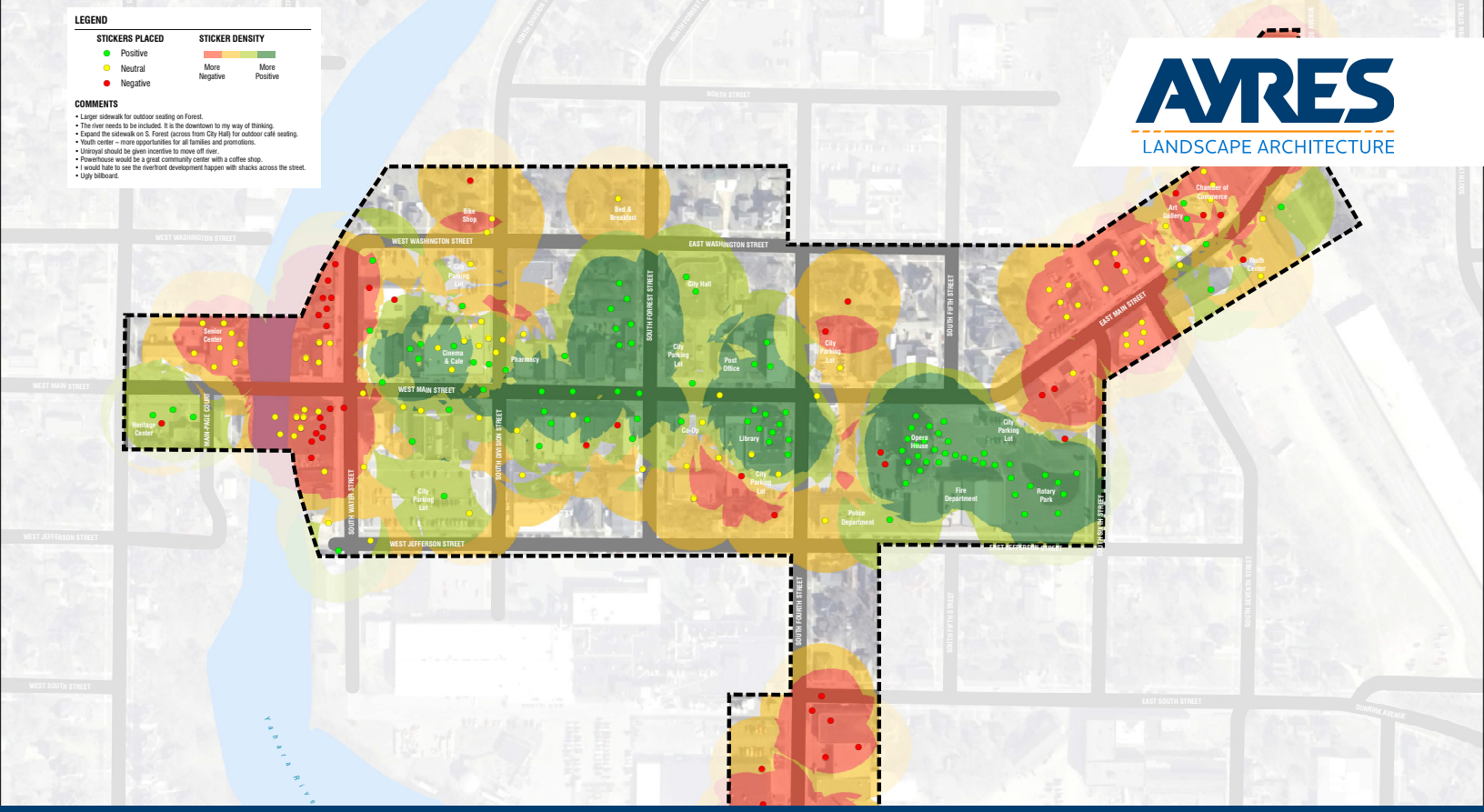
Experience and Technical Skills/Similar Projects

Our team has worked around the nation and in many rural locations and appreciates what it takes to deliver workable solutions for comprehensive plans, downtown strategies, and zoning codes. We've included profiles of several projects we think will give you insight into our diverse experience. These projects, and others done by our staff before coming to Ayres, are the result of us working with and listening to the people of the community and building on good ideas each step of the way. For example, in the Town of Verona, Amanda Arnold drafted the very first boundary agreement between the City and the Town. That helped create a better comprehensive plan for the Town, and the comprehensive plan laid the groundwork for a subdivision code update. Amanda led the community through a three-step process to make their vision a reality.

The table below details some of our recent work in communities with needs similar to yours, and brief project profiles for select projects are included in the pages to follow.

COMMUNITY	POPULATION	SERVICE
Stoughton, WI	13,060	Downtown Revitalization Plan
Marinette, WI	10,608	Community Development Plan
Rib Mountain, WI	6,825	Corridor Plan
Madison, WI	254,977	Zoning Code Update*
Chippewa Falls, WI	14,101	Downtown River Front Plan*
Mount Horeb, WI	7,449	TND Ordinance*
Wellington, CO	8,516	Downtown Strategic Planning, Branding
Lamar, CO	7,534	Downtown Strategic Planning
Riverton, WY	10,997	Comprehensive Plan Update
Durango, CO	18,503	Code Audit + Strategic Update
Cheyenne, WY	64,019	Comprehensive Plan and Zoning Code

* Subconsultant's project



STOUGHTON DOWNTOWN PLANNING

Stoughton, WI

Ayres was hired to provide planning services to assist in the redevelopment of the City's downtown developing an effective business district.

Project consists of establishing a series of meetings (five total) to regularly engage with the community. Working with the Redevelopment Authority, Ayres will identify a group of public and private stakeholders to attend these meetings. This stakeholder group will serve as a sounding board for ideas developed during the project and provide a continuous source of input for the project.

In addition to the regular meetings, public participation will be encouraged to gain valuable input, build consensus, and promote long-term community involvement. Input will be collected through interviewing downtown business owners, downtown property owners and renters, local and regional developers, local and commercial brokers, and major downtown institutions and employers; traditional public meetings; and web based feedback.

Summary of Vision Board Public Input Meeting #1 responses.

Information

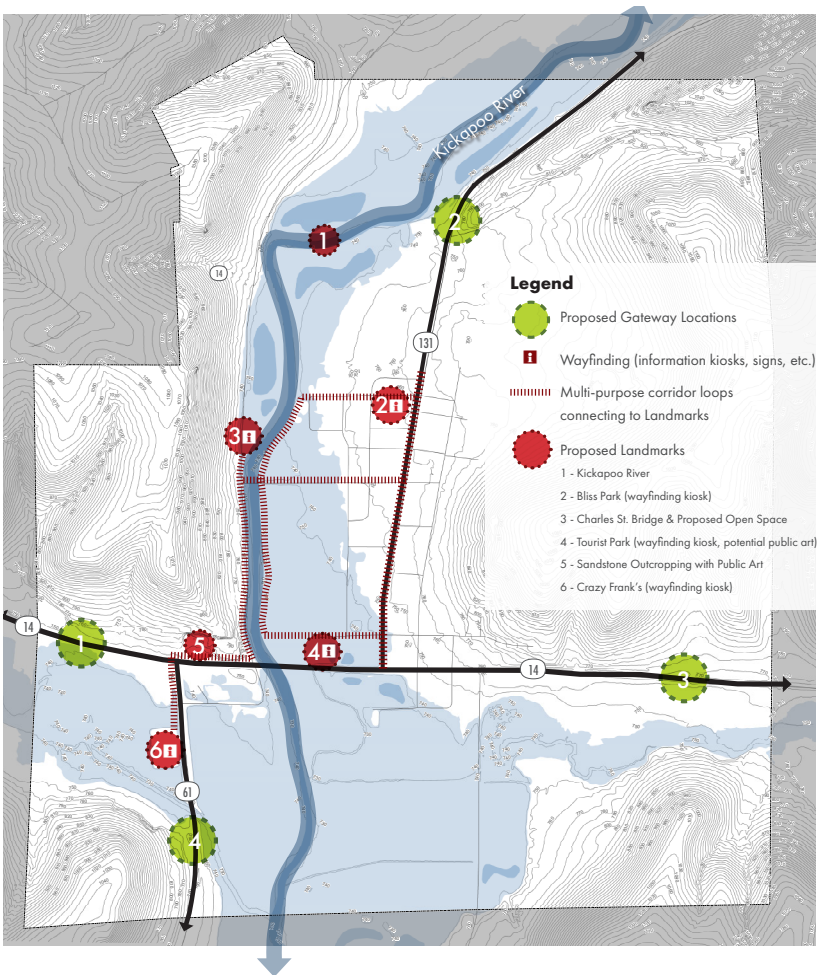
- **Client:** City of Stoughton
- **Completed:** November 2020
- **Reference:** Jamin Friedl, Director of Finance, 608.873.6691, jfriedl@ci.stoughton.wi.us

Economic Recovery Plan

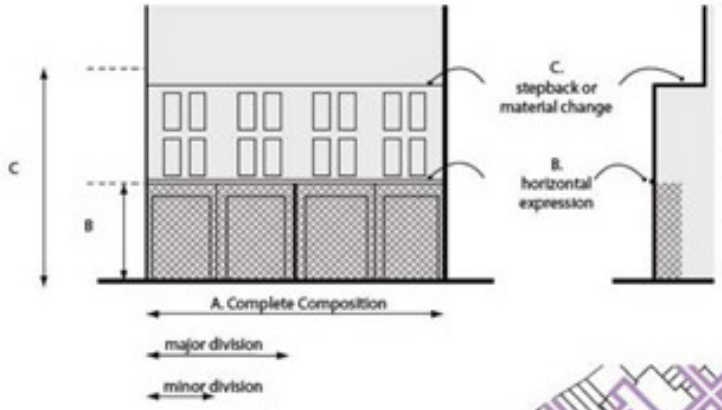
Village of Readstown, WI

Michael Lamb Consulting will be working with a multi-disciplinary team lead by Swanson Haskamp Consulting to prepare an Economic Recovery Plan for the Village of Readstown. The Plan comes after multiple years of major floods along the Kickapoo River, the most recent required the condemnation and removal of 19 structures, most residential. The Plan focuses on adding to the depleted housing stock with a variety of affordable single family and multi-family units. The Plan will also address community facilities, parks/ open space, retail/commercial opportunities and local identity and use of the Kickapoo River a major recreational destination.

Experience of Michael Lamb



Bliss Park located in the heart of Readstown could include new housing as well as the potential for a new community center and village hall.



	A		B	C
	Complete Composition	Doors / Composition	Horizontal Expression	Stepback/ Material
Small	30'	1	12'-18'	18'-45'
Med	60'	1	14'-18'	35'-45'
Large	120'	2	16'-24'	35'-45'

Zoning Code Rewrite

City of Madison WI

Michael Lamb led a multi-disciplinary team and managed the full rewrite of the zoning code (which had not been substantially updated since 1966) and mapping using a hybrid form-based approach. The new code, in particular, allows the established, historic neighborhoods on the isthmus to be rebuilt in their current conditions, something the old code was not calibrated for. A feature of the new code was to analyze the City according to character districts which provided the basis for how the new regulations were written. Large areas of Madison's older neighborhoods are nonconforming under the current code. This has led to frequent variance requests and incremental zoning amendments. The new zoning code is a "hybrid" code that integrates form-based design standards with the standard use and dimensional requirements that are typical of conventional zoning. The form-based standards will apply primarily to mixed use districts and corridors as well as historic neighborhoods where sensitivity to context is paramount. Site planning standards were improved citywide and incentives and benchmarks for sustainable development practices were integrated into the new code. The rewrite took over three years to complete and was guided by the Zoning Advisory Committee a mayor appointed body.

Status: Adopted

Experience of Michael Lamb with Cuningham Group Architecture

Downtown Riverfront Plan

City of Chippewa Falls, WI

After the state rerouted Highway 29 in 2005, it diverted industrial traffic from traveling through downtown Chippewa Falls after which the City began setting the stage for a new riverfront. With the creation of Chippewa Downtown Riverfront Plan in 2007, the City then began the revitalization. Basic infrastructure improvements, including upgrades to the storm water sewer lines, water mains, and water treatment facility were completed. The beginning stages of land grading and installation of additional parking were also finished. The new Chamber of Commerce building and Short Elliot Hendrickson (SEH) headquarters now frame the entrance to downtown. Coupled with the updated roundabout and two-way streets, accessibility to the downtown area has dramatically improved. The long-awaited surge for the downtown entrance revitalization is expected to have a dramatic and long-term economic effect upon Chippewa Falls. The improvements that have already been completed will support local businesses and have already contributed to developments, including the SEH building, the new Visitors' Center and Chamber of Commerce, and the new Cobblestone Hotel to name a few. The completion of Chippewa Riverfront will act as the new gateway to Chippewa Falls.

Experience of Michael Lamb with Cuningham Group Architecture

Additional Experience

The following projects were done by Amanda Arnold while she worked for the municipalities.

Minneapolis Plan for Sustainable Growth

The Minneapolis Plan for Sustainable Growth was a comprehensive plan update produced in-house by the City of Minneapolis planning staff. Heralded for its new user-friendly style, the key elements of the plan were 1) to strengthen and clarify the City's policy framework for future planning, zoning and development decisions; 2) to guide new policy development in three areas: sustainability, heritage preservation and urban design; and 3) to make the plan easier to understand and use.

Amanda Arnold served as the project manager for the Parks and Open Space element and was a core team member for the production of the plan. The plan contained key implementation steps that have led to many years of strong and sustainable growth.

A key implementation step was the development of an Urban Agriculture Plan, which Amanda managed.

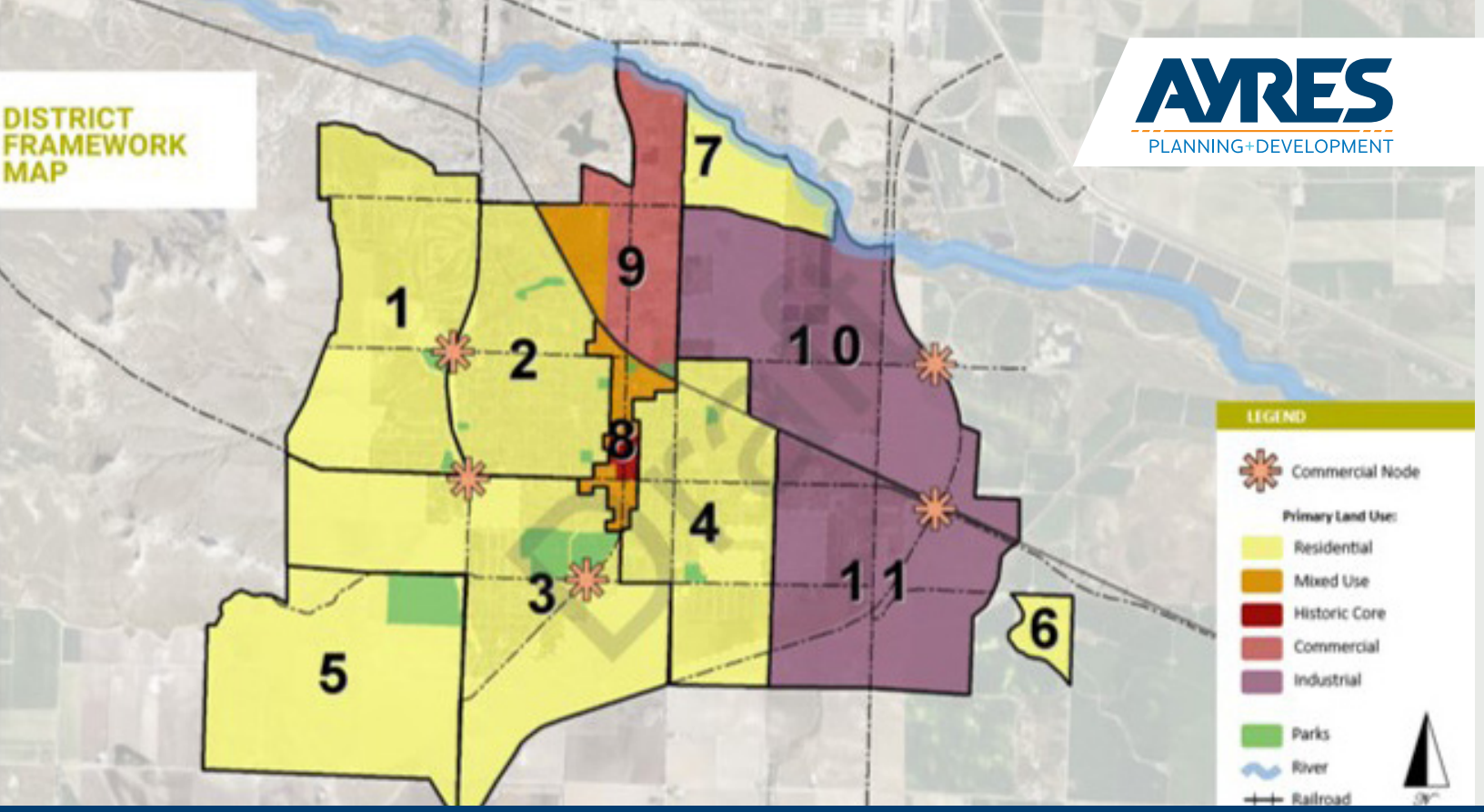
Town of Verona Comprehensive Plan, Verona, WI

The 2018, Town of Verona Comprehensive Plan marked the first update for the Town in almost 15 years. Produced primarily in-house with the assistance of volunteers, the plan represents more than two years of public involvement. Amanda Arnold served as the project manager for the comprehensive plan, as well for the City/Town of Verona Boundary Agreement that set the stage for many of the comprehensive plan policies. Subsequent efforts have included a rewriting of the subdivision ordinance to preserve natural areas and farmland and enhance stormwater management practices.

Click on the picture below and a link will take you to the Verona Comprehensive Plan.

"While at the City of Minneapolis, Amanda managed plans in areas with a diversity of stakeholders. She was able to develop policies that people could embrace, and those policies directly shaped future development."

Barbara Sporlein
Former Planning Director, City of Minneapolis



MASTER PLAN AND ZONING CODE UPDATE

Gering, NE

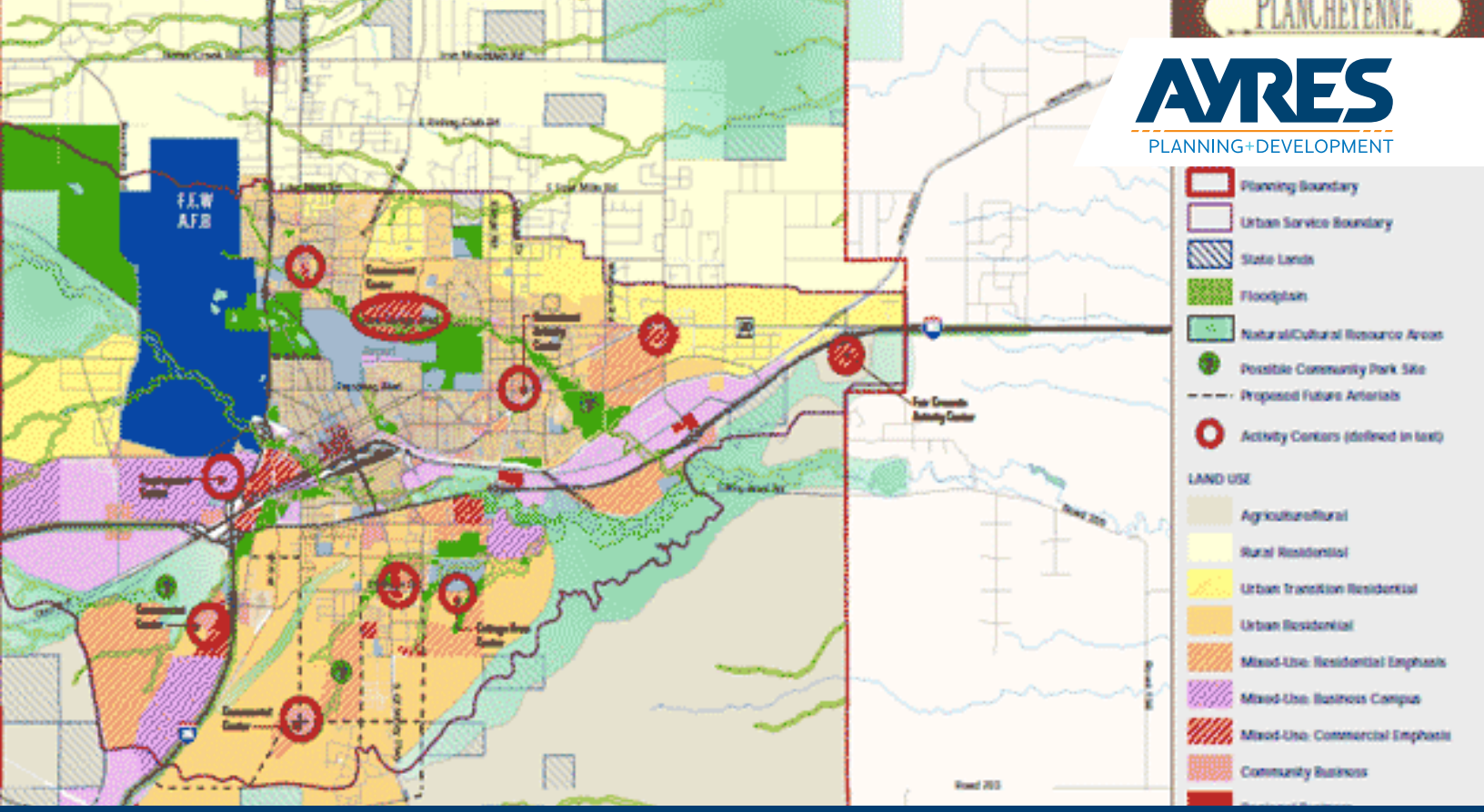
We understand planning can be somewhat foreign to residents, which is why we structured Plan Gering around a four-part vision that was identified by residents during the initial outreach efforts. Rather than having individual sections dedicated to land use, transportation, and natural resources, the Plan is organized by its four community values, which has made it into something residents can relate to and makes the Plan more relevant to their day-to-day lives.

Information

- **Client:** City of Gering, NE
- **Completed**: Comprehensive Plan: September 2019; Land Use Code Adoption: March 2020
- **Reference:** Annie Folck, Project Manager, 308.641.9684, afolck@gering.org

What We Learned

Plan Gering implements a District Framework approach, recognizing that each district plays a unique function within the City and respects the interdependency of the parts. The City was divided into 11 districts based on character, context, and development patterns. Each district defines the existing and future desired character, providing predictability in planning and development and allowing for flexibility with land uses.



PLANCHEYENNE

Cheyenne, WY

When the City of Cheyenne embarked on a journey to overhaul its comprehensive plan, the process grew to include not only a land use plan but also the Parks and Open Space Master Plan and the Transportation Master Plan. As the then-project manager for the Cheyenne Metropolitan Planning Organization (MPO), Matt Ashby provided enthusiasm, drive, and outstanding features that helped to complete one of the most recognized planning efforts in recent years.

Employing extensive outreach strategies tailored to the place, the team produced a plan that seamlessly integrated broad community goals to generate a truly comprehensive vision for the future. Using a more visual "magazine-style" format, the plan's use has increased significantly over previous documents. Rather than becoming a doorstop, the plan generated a significant list of items for the City's work plan and helped to establish the foundation for this changing community.

To engage students in the process, local high school photo classes were brought in to help capture the visual image of the City, while community college students adopted the vision as part of their geography curriculum. This broad stakeholder engagement helped to establish the plan's credibility across the community.

PlanCheyenne was awarded the APA's Daniel Burnham Award for its innovative process and approach to integrating multiple planning documents.

Information

- **Client:** City of Cheyenne, WY
- **Completed**: 2007, updated in 2013
- **Reference:** Tom Mason, Director, Cheyenne Metropolitan Planning Organization, 307.637.6299, tmason@cheyennempo.org

What We Learned

This plan integrated several plans into one consistent format with modules to help users find their way through different sections of the plan. We'll use our practical experience from PlanCheyenne to help inform our communications strategy for Reedsburg's Plan.

Amanda Arnold, AICP

Project Manager/Urban Planner

Amanda began her career as a project manager in the City of Lafayette, Indiana's Community and Redevelopment Department. Since then she has held a variety of public sector positions, having worked for a regional planning commission, a transit authority, a township, and cities including Minneapolis. Amanda joined Ayres in early 2020 and now provides consulting based on her vast experience, including completing comprehensive plans, overseeing capital improvement projects, coordinating with neighborhood groups, and reviewing subdivision and site plans. In addition, her experience as a municipal administrator provides her with a solid understanding of all municipal operations.

Amanda's responsibilities include municipal planning, grant strategy and funding implementation, community outreach, research, data analysis, economic development, and land use. She has a passion for community development and outreach. She is a skilled project manager with a strong record of building consensus and facilitating change.

She researches and analyzes data related to social, housing, commercial development, economic, population, environmental, and land use trends. She develops comprehensive, Main Street, and other urban plans and conducts downtown redevelopment studies.

Select Experience

- Rib Mountain Corridor Study and Master Pan
- Marinette Community Development Plan, Marinette, WI
- Brillion Iron Works Redevelopment Project, Brillion, WI
- Downtown Planning Services, Stoughton, WI
- Development Code Update, Greeley, CO
- Community Outreach, Douglas, WY

Select Experience While Under Previous Employment

- Town of Verona Comprehensive Plan
- Town/City of Verona Boundary Agreement
- Town of Verona Subdivision Ordinance
- City of Minneapolis Uptown Small Area Plan
- City of Minneapolis Plan for Sustainable Growth

"Amanda Arnold helped the Town of Verona shape a vision for our future. She worked with our board and citizens to build consensus about our plan for growth and then helped us make it happen."

Mark Geller | Board Chair, Town of Verona

Total Experience

24

Certifications

American Institute of Certified Planners, AICP

Education

MA, Urban and Regional Planning, University of New Orleans

BA, Landscape Architecture, Ball State University

Michael Lamb

Urban Designer

Total Experience

30

Certifications

American Institute of Certified Planners, AICP

Education

MArch, Urban Design, University of Colorado - Denver

BA, Urban Studies, University of Alabama – Birmingham

Michael Lamb, AICP, CNU-A, leads his consulting practice that is focused on the design and planning of cities, corridors, districts and neighborhoods. His practice is grounded in a community-based and multi-disciplinary approach that has fundamentally addressed issues of change and redevelopment resulting in dozens of adopted plans, policies and zoning codes. His work has addressed urban/infill redevelopment, transit-oriented development, zoning code updates, affordable housing, the greater public realm and community reinvestment for over 30 years. He has operated as Michael Lamb Consulting at various times during his career.

Michael is an senior project manager and consultant who's recent experience includes leading a multi- disciplinary team to update the TOD zoning districts for four communities along the Bottineau LRT Corri- dor and managed/ authored the Ford Site Design Standards for the City of Saint Paul that amended the 'F' zoning districts.

Michael has led major redevelopment, transit corridor and code updates, including the City of Madison Zoning Code Rewrite. This includes managing projects in every major transit corridor in the Twin Cities.

Michael has completed Small Area Plans and Development Master Plans for a variety of clients, many which has included design standards, guidelines and implementation strategies.

Select Experience Currently In-Progress

- SE Waterfront Small Area Plan, Rochester, MN
- Economic Recovery Plan, Village of Readstown, WI
- Zoning Code Rewrite, Brainerd, MN
- Zoning Code Update, City of Scandia, MN
- Downtown 2040 Plan, City of Buffalo, MN
- Riverview Corridor Station Area Plans, Ramsey County, MN
- Wisconsin Community Vitality + Placemaking Team
  - » Grantsburg, WI
  - » Mineral Point, WI
  - »Three Lakes, WI

Matt Ashby, AICP, CUD

Expert Advisor, Downtown Issues

Matt is a trailblazer in community development. After 15 years of public sector service, Matt moved to the private sector in 2015. Using his local government roots to help communities advance their vision, Matt is well versed in downtown development, comprehensive and strategic planning, code writing, design review, and zoning entitlements. As a brownfield practitioner, Matt has helped communities leverage EPA brownfield grants into millions of dollars of public and private investment in rural communities and urban industrial districts. Matt's downtown street credentials include projects with Colorado and Wyoming Main Street Programs as well as an appointment directing Windsor, Colorado's Downtown Development Authority.

Total Experience

19

Certifications

American Institute of Certified Planners Certified Urban Designer, APA – License No. 019074

Education

MS, Urban Design, University of Colorado

MS, Urban and Regional Planning, University of Colorado

BS, Environmental Design, University of Colorado

Awards

American Planning Association Daniel Burnham Award

Select Experience

- Strategic Planning, Brand Strategy, Granby, CO
- PlanCheyenne Comprehensive Plan, Cheyenne, WY
- Land Use and Development Code Update, Brighton, CO
- Comprehensive Plan and Zoning Code Update, Gering, NE
- Main Street Strategic Planning, Wellington, CO
- On-Call Comprehensive Planning, Estes Park, CO
- Downtown Development Authority, Executive Director/Staffing, Windsor, CO
- Palatka Planning, Palatka, FL

"(Matt Ashby) has so much knowledge about what I do everyday, and I am comforted to know that he is a valued resource just a phone call or email away. Small rural communities are his passion, and he will individualize every project to do what is best to influence progress for the town or organization."

Angie Cue

Former Executive Director, Lamar Partnership Inc. and Community Development Manager, City of Lamar

Mike Scholl

Planner/Economic Development

Mike joined Ayres in 2019 and brought two decades of nationwide planning experience with consultants, community groups, and most recently as economic development manager for the City of Loveland, Colorado. More than five years as a legislative assistant to U.S. congressmen adds to the depth of Mike's understanding of planning, from funding through community implementation. Among Mike's experience are strategic planning, downtown redevelopment, brownfield remediation, grant writing, and comprehensive economic development. Mike's vision and persistence have brought success to many development projects.

Total Experience

27

Certifications

Economic Development Finance Professional, National Development Council

Education

BA, Political Science; MS, Public Policy; and MS, Urban Planning, University of Michigan

Select Experience

- Public/Private Development Solutions for Block 7, Eau Claire, WI
- Douglas Downtown Redevelopment Pro Forma, Douglas, WY
- Brillion Iron Works Redevelopment Project, Brillion, WI
- DOLA Strategic Planning 2019/2020, Various municipalities, CO
- LMSA Real Estate Development Assistance, Laramie, WY
- Community Development 2020, Estes Park, CO
- Developer Assistance, Douglas, WY
- Foundry Redevelopment Project, Loveland, CO (While under previous employment)

Aaron O'Keefe

GIS Specialist

Aaron provides mapping and GIS support to our engineers and planners. His experience includes the coordination of mapping efforts for projects such as outdoor recreation plans, bicycle and pedestrian plans, wayfinding signage plans, and traffic studies. Aaron develops GIS maps and databases that enable clients to layer different types of data on a geographic area. He strives to develop compelling and concise visualizations that enable clients to quickly and effectively discern complex information. Aaron has prior experience in civil engineering and surveying and is proficient at preparing engineering and survey drawings, including site maps, profile drawings, and plat maps.

Total Experience

16

Education

BA, Cartography/GIS, University of Wisconsin-Madison

AS, Civil Engineering Technology, Madison Area Technical College

Awards

Wisconsin Land Information Association Best Brochure/ Small Format Map, 2020

Select Experience

- Brillion Iron Works Redevelopment Project, Brillion, WI
- Altoona River Prairie Development, Altoona, WI
- Professional Planning, Engineering, and Design Services, Beloit, WI
- Madison Park Street Site Plan, Madison, WI
- Wingra Point II Traffic Study, Middleton, WI
- Plymouth ADA Transition Plan, Plymouth, WI
- Downtown Planning Services, Stoughton, WI

City of Reedsburg, WI

COMPREHENSIVE PLANNING SERVICES

Foth

7044 S. Ballpark Drive, Suite 200 | Franklin, WI 53132 | (414) 336-7900 | www.foth.com

March 2021

Brian Duvalle, City Planner

City of Reedsburg | 143 S. Locust Street | PO Box 490 | Reedsburg, WI 53959

Re: Comprehensive Planning Services

Dear Mr. Duvalle,

Thank you for the opportunity to submit our qualifications for the City of Reedsburg's Comprehensive Plan 2022-2042. The combination of our experience, understanding of Smart Growth State law, and unique and technologically focused approaches, lends us to best collaborate with and serve the City.

Reedsburg is a special and rare community. It is not easy to successfully propel development and economic growth, while still preserving an established, small-town charm culture. The comprehensive plan should not only take current and future expansion, such as that with industrial and business parks or retail venues, into consideration, but also maintain the family-oriented character embraced by members within your community.

Having the ability to draw upon the wide breadth of experience found within our more than 600 members, provides opportunity to not only solve what is potentially one of your greatest challenges (sufficiently supporting community growth), but to lead those efforts in a way that incorporates meaningful participation from the community. Based out of our Milwaukee office, our dynamic project team provides more than 40 years of collective planning experience.

Again, we sincerely appreciate the opportunity to present our qualifications and are genuinely excited to work with you and your community. Should you have any questions or need any additional information to assist you in making your decision please do not hesitate to contact me by my cell phone at (414) 916-6465.

Sincerely,

Foth Infrastructure & Environment, LLC

Jeff Muenkel, AICP CeCD EDFP

Project Manager

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Understanding & **APPROACH**

PROJECT UNDERSTANDING

The City of Reedsburg, Wisconsin is seeking an inspired partner to collaborate on an innovative Comprehensive Plan. The new Plan will exemplify the ambitious and visionary aspirations of the community in order to inform decision-making and guide future development over the next 20 years. To achieve true success, the community needs a consultant with the necessary passion and energy to recapture the enthusiasm and momentum generated by the 2017 Community Design Charrette. The hub of this effort will be a digital participation platform that shifts the public engagement process online. Foth will assist the City in empowering a broad set of stakeholders including a diverse cross section of residents, property owners, business leaders, elected officials, City Staff, and City Commissioners. Online engagement will build capacity, improve trust, assure transparency, and foster ownership of this catalytic planning effort.

PROJECT APPROACH | OVERARCHING TASKS

Project Orientation and Kickoff

At the onset of the project we will conduct an orientation and kick-off meeting with City staff, the Plan Commission, Steering Committee, and other client representatives. Our intent is to confirm the goals of the Comprehensive Plan, review the timeline for the project, and to identify specific issues the projects will need to address.

<u>Meetings:</u>
One meeting.

<u>Deliverables:</u>
Summary of the meeting and any determined revisions to the services or timeline.

Continuing Coordination

As project manager, Jeff Muenkel, will maintain communication with City staff to ensure the project is moving forward consistent with the adopted timeline and resolve any issues that arise during the project.

<u>Meetings:</u>
Bi-weekly meetings (Microsoft Teams).

Microsoft Teams

Social Media

Foth will collaborate with City Staff to provide content to be posted to the City's website and social media. Also, MindMixer has deep integration with the most popular social media sites allowing participants to share their contributions with their social following and help expand Reedsburg's audience. In addition, Reedsburg can integrate MindMixer with the City's existing website.

<u>Deliverables:</u>
Content for posting throughout the duration of the project.

Online Engagement

Foth recommends using MindMixer as the online engagement platform for Reedsburg's Comprehensive Planning Process. MindMixer is a Midwest company based in Kansas City, Mo. Leveraging this technology will allow Reedsburg to provide engagement opportunities that are inclusive, promote community dialogue, and are sensitive to the status of the COVID-19 pandemic in Wisconsin

MindMixer's platform engagement tools include:

Idea Submissions
Invite participants to submit their own, unique ideas, or support other ideas and leave feedback in a comments field.

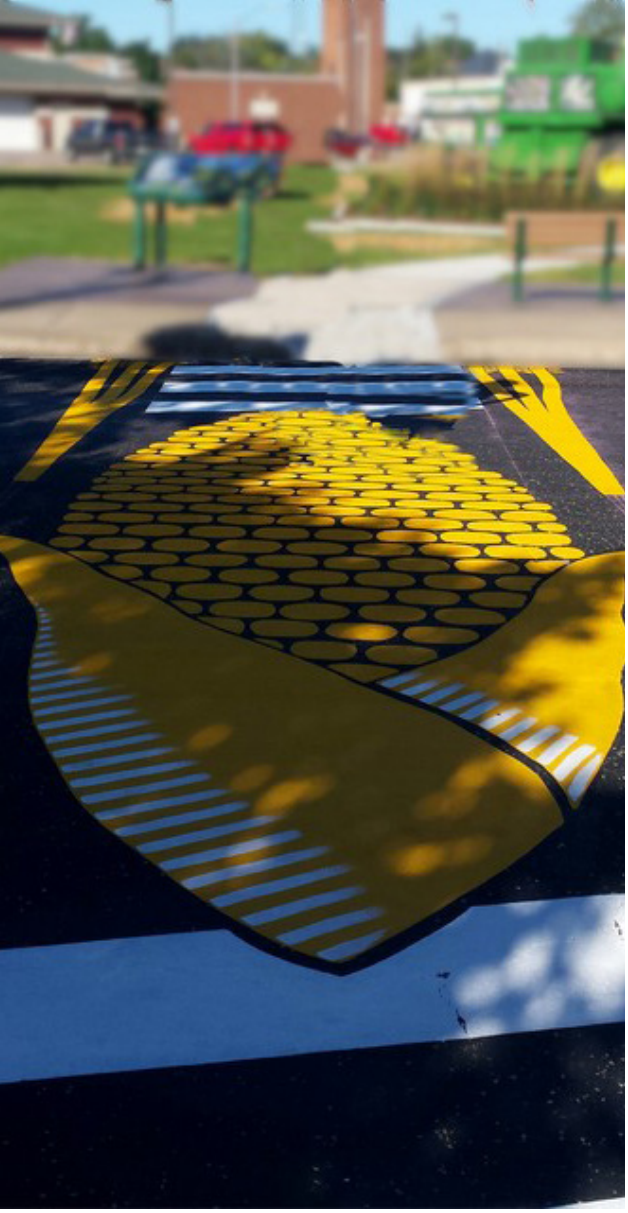
Map Community Ideas
Tie community ideas to any location on a map. You can define geographic boundaries using Esri Map integration.

Instant Polling
Allows participants to select from a list of choices determined and controlled by your site administrators.

Challenge
Get citizen solutions to challenges Reedsburg is facing, then take direct action based on participant's votes.

Online Surveys
Offer a comprehensive list of open- or closed-ended questions that participants can answer quickly on a specific subject.

Photo Share
Create a visual of Reedsburg by asking participants to submit their own photos, or interact to yours in a visual preference survey.



PROJECT APPROACH | THE COMPREHENSIVE PLAN

The Comprehensive Plan will be a guiding document that reflects the community's unique character and provides a clear process, together with specified objectives and policies, of how the City can build upon its strengths.

Review of Adopted Plans

Based on input from City staff, Foth will complete a review of adopted planning documents that provides an overall analysis of past pertinent plans, status of implementation, and impact to the community. Foth will also evaluate the City's current Zoning and Land Division Ordinances (Chapters 674 and 690). Discussions will take place with staff on existing known shortfalls and issues with these ordinances, resulting in recommendations on how the City can fully integrate these ordinances with the new Comprehensive Master Plan. These analyses will provide a basis for starting a dialogue with the community about new initiatives, policies, recommendations, and ultimately a vision for the new comprehensive planning effort.

Field Study

The team will complete necessary on-the-ground visual assessments of the City to fully understand current land uses and development patterns as the planning process unfolds. It is anticipated that City staff may take Foth on various tours to assist with this task as needed.

<u>Deliverables:</u>
Summary of Past Plan Implementation, Community Data, Trends Impacting Development and Growth.

Community Engagement

Throughout the tasks associated with the comprehensive plan a series of community engagement efforts will take place ensuring that all stakeholders and interested parties have a voice and a seat at the table in forming the future vision for Reedsburg. The community engagement techniques proposed for this process are as follows:

- Monthly meetings with a Steering Committee (Microsoft Teams).
- Online Engagement via MindMixer's platform.
- Full day of Stakeholder Interviews – work with City Staff to identify individuals, organizations, and businesses to gather input about past and future land use and development decisions.
- Interactive Public Workshop to review Goals, Objectives, Trends, and Survey Results. Gather input to direct changes to the Smart Growth Elements.
- Open House to review proposed recommendations.
- Plan Commission and Council Meetings during the adoption process.

<u>Deliverables:</u>
Meetings noted above.

Land Use Fiscal Analysis

Fiscal solvency is lense through which the entire Planning Process, Recommended Policies, and Decision-Making proecess will be anchored. Foth can provide data and facilitate discussions that will help stakeholders visulaize how growth and development have a direct relationship on Reedsburg's fiscal health and resiliency. Examples of such analyses include: street replacement liabilities, revenue and infrastructure cost gap (ex: roads), comparing population growth and the City's land footprint, comparing the value of development patterns (downtown vs. big box), comparing appraised value and revenue per acre, forecasting fiscal impacts of development, analyze the fiscal impact of land use and zoning patterns.

<u>Deliverables:</u>
All analysis and associated graphics, and mapping.

Smart Growth Planning

The comprehensive planning effort will utilize the Wisconsin Stats. 66.1001 smart growth planning law as guidance on the process and updating this content as part of the new Plan for the community. While each of the required nine (9) elements will have their place during the planning process, there are other additional factors that may be addressed as stand-alone elements and/or integrated throughout the Plan. Furthermore, **areas of focus will include housing, sustainability, health, creative place making, and growth management.** Foth has expertise in these topics and plans to provide increased leadership in these areas during the planning process.

Revisions, Policies & Implementation Strategies

<u>Meetings:</u>
Monthly Steering Committee direction along with Online Engagement.

<u>Deliverables:</u>
All analysis associated with authoring the new smart growth elements; associated graphics and mapping.

An updated vision and direction for the City of Reedsburg will become apparent after the stakeholder involvement, review of past planning efforts, and analysis of the smart growth elements takes place. Coupled with this vision will be a set of policies and recommendations for the community to utilize in their daily and long range decisions affecting future policy and financial decisions.

As part of this task Foth will develop a set of implementation strategies revolving around all aspects of future planning and growth for Reedsburg. Implementation strategies will include specific improvement or program; responsible parties; timing and priority; cost estimate if possible. Foth will also provide an analysis of potential funding mechanisms that can be utilized toward implementing public and economic improvements.

A final deliverable for the City of Reedsburg will consist of a Comprehensive Plan document that has two distinct parts. The bulk of the document will consist of the analysis as presented in the tasks above while the remainder will be the "vision" document. The Team sees this vision document standing on its own and presented in a highly graphic format for easy understanding so current and future elected officials recognize the direction and reasoning that went into the recommendations originally proposed.

Meetings:
Monthly Steering Committee direction along with Online Engagement and a Public Workshop.

Deliverables:
All analysis associated; mapping; implementation strategies; background document; Vision document.

Final Preparation & Presentation

Upon completion of the planning process, a final draft of the new Comprehensive Plan will be presented to the Planning Commission and Common Council for formal adoption. Foth will facilitate a presentation before the boards and incorporate final comments or changes.

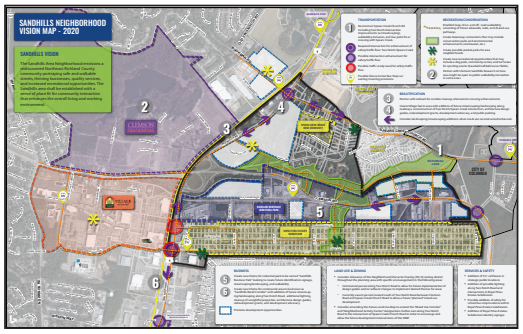
Meetings:
Plan Commission and Common Council final adoption meetings.

Deliverables:
(1) 20 bound copies of plan, and (2) electronic files (Microsoft Word and PDF) of all related documents.

Digital Version of Vision Document

As described above, the Comprehensive Plan could consist of the analysis portions and the "Vision and Recommendations" portion. Foth intends to provide the City with a digital flipbook of the Vision and Recommendations section of your Plan. This digital flipbook will create an easy viewable and interactive experience for readers from the City website when complete. An example of how these flipbooks work and present themselves on the web can be found here: Digital Flipbook Link

THE FOTH
DIFFERENCE



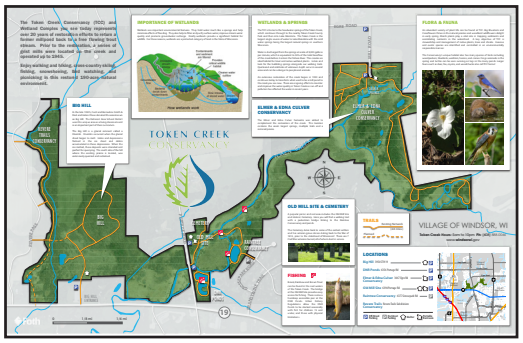
We've fully reviewed the City's current Comprehensive Plan and we're confident that our approach will result in a more compelling and thought-provoking Plan. The National, State, and Sauk County economies have evolved over the past nine (9) years and so should your Comprehensive Plan. Here are a number of items we believe will be fresh and different than the current Comprehensive Plan with the Foth Team at the helm:

Vision: We structure our plans differently. The Vision and Recommendations will be found in the front of the document and will include a Vision Map to tell the future 20 year story the community foresees. This vision map can be a powerful storyteller for the community to market and embrace!

New Format: We intend to provide a much more graphical end product that uses images, tables, maps, and renderings (2D/3D) to provide the 20 year vision of the community.

Current Data: A new Plan wouldn't be complete if based on old data and demographics. Foth intends to utilize forthcoming 2020 Census data and has subscriptions to ESRI Business Analyst and CoStar Analytics to help paint a true picture of the future economy. Foth will use the new data to prepare estimates, projections, and forecasts for five, ten, and twenty-year planning horizons.

Economic Development: We're proud of our passion for economic development and it will show true in the development of the new Comprehensive Plan for the City. We intend to investigate and apply many new economic development initiatives for the updated plan including:



- Downtown Revitalization
- Creative Placemaking
- Prioritizing Infill Development
- Small Development
- Beautification Efforts
- Grants/Loans
- Development/ Redevelopment
- Marketing
- Business Park Development
- TID Opportunities

Recreation: Outdoor Recreation is another specialty for our team. We'll go beyond the basics to explore topics like active transportation, age-friendly facilities, and changing the built environment to improve health.

Public Engagement: Plan for the future, at a safe distance! Foth embraces the use of leading edge tools to execute inclusive and meaningful engagement. After establishing Reedburg's target audience(s) we'll setup an online hub for resident participation via MindMixer's online engagement platform. We'll provide multiple ways to participate to accommodate different needs and comfort levels. To ensure technology doesn't become a barrier to involvement, we can also provide a phone number and email address for comments and mail out comment cards to certain target audiences.

PROJECT BUDGET & **TIMELINE**

TIMELINE

Foth anticipates a start date of July 1, 2021 with completion within fourteen (14) months from the start date.

	Month													
Overarching Tasks	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
1.1 Project Orientation and Kickoff	■													
1.2 Continuing Coordination	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.3 Public Participation Plan	■													
1.4 Online Engagement	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.5 Social Media Content	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Comprehensive Plan														
2.1 Review Adopted Plans		■	■											
2.2 Field Study			■											
2.3 Community Engagement		■	■	■	■	■	■	■	■	■	■	■	■	■
2.4 Land Use Fiscal Analysis			■	■	■	■								
2.5 Smart Growth Planning				■	■	■	■	■	■					
2.6 Revisions Policies and Implementation Strategies										■	■	■		
2.7 Final Preparation and Presentation													■	■
2.8 Digital Version of Document														■

BUDGET

Foth proposes a lump sum fee amount of $90,000 to complete the tasks identified in the probable Work Plan presented herein. Foth will hold to this fee regardless of additional hours required to perform this Work Plan unless tasks are negotiated with the City that are outside the original scope. This cost includes all reimbursable expenses and mileage.

Additional Services

Planner: $135/hour

Mileage: $0.56/mile

City Staff Involvement

City staff communication and involvement will play an important role in the successful completion of this project. Staff may assist with the following tasks:

Provide background information and past planning documents

- Offer continuous feedback to the Project Team
- Consolidate and submit comments on various drafts
- Participate in working sessions with the Project Team
- Provide notices and feedback for public meetings
- Serve as a liaison between the public and consultant

YOUR PROJECT **TEAM**

The Foth Team has a wealth of planning experience in the municipal realm. Our team has worked on the public and private sides of municipal government planning with over seventy-five (75) years of experience collectively. The project will be led by Jeff Muenkel, AICP, CeCD, EDFP, with aid from Orrin Sumwalt, AICP throughout the process. Jeff and Orrin will receive strong graphics and GIS support from Shaun Mularkey as well as engineering support from Andy Schultz, PE. This strong team of certified individuals is sure to lead the City through a visionary comprehensive planning process.

City Council

City Administrator | Timothy Becker

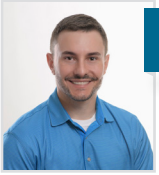
City Planner | Brian Duvalle

Stakeholders

Commissions/Officials
Residents/Businesses
Local Organizations

Jeff Muenkel, AICP CeCD EDFP

Project Manager
Community Engagement
Smart Growth Emelemnts



Orrin Sumwalk, AICP

Community Engagement
Economic Development
Smart Growth Elements

Shaun Mularkey

GIS/Graphics
Community Engagement
Land Use Analysis/ROI

Andy Shultz, PE

Project Engineer
Infrastructure Analysis/ROI

Jeff Muenkel, AICP CEcD EDFP
Project Manager

Jeff has 20 years of experience in a wide range of community planning initiatives in the public sector with a special passion for leading new economic development tasks for growing Wisconsin communities. Jeff has led the development of comprehensive plans as well as many more intricate neighborhood and corridor planning efforts. Jeff has had the pleasure to provide unique and innovative public engagement efforts including interactive planning charrettes and the use of digital technology (360-degree videos, virtual reality).

Certifications
American Institute of Certified Planners (AICP)
International Economic Development Council (CEcD)
National Development Council (EDFP)

Education
B.A., Urban Studies | University of Wisconsin-Green Bay

Related Project Experience
Sandhills Neighborhood Plan, Richland County, SC
Comprehensive Corridor Plan, Somers, WI
I-94 Comprehensive Corridor Study, Caledonia, WI
Comprehensive Plan, Muskego, WI

Orrin Sumwalt, AICP
Planning Lead

Orrin has 13 years of experience serving municipal governments as a planner and project manager in both the public and private realms. Orrin provides ongoing planning services to several communities including comprehensive plans, outdoor recreation plans, streetscaping enhancement plans, neighborhood plans, zoning administration, ordinance creation/revision, and development review. Orrin has successfully applied National Charrette Institute (NCI) Tools and Techniques to community planning to achieve transformative collaboration.

Certifications
American Institute of Certified Planners (AICP)

Education
B.A., Land Use Planning | University of Wisconsin-Stevens Point

Related Project Experience
Sandhills Neighborhood Plan, Richland County, SC
Streetscaping & Wayfinding Signage Master Plan, Mukwonago, WI
Comprehensive Plan, Franklin, WI

Shaun Mularkey
Planner I

Shaun has 21 years community planning experience including a proven history of comprehensive plan development for Wisconsin Cities, Villages and Towns. Shaun provides ongoing planning efforts to a variety of communities including ordinance creation/revision, design guidelines, comprehensive plans, neighborhood/revitalization/corridor plans, urban design (2D/3D), streetscaping, site development, public participation, development review, and geographical information systems (GIS) analysis and mapping.

Education
Masters of Urban Planning | University of Wisconsin-Milwaukee
B.S., Architectural Studies | University of Wisconsin-Milwaukee
Leadership Institute | International College-Naples

Related Project Experience
Comprehensive Plan, Vernon, WI
Comprehensive Plan, Waukesha, WI
Comprehensive Plan, Windsor, WI
Comprehensive Plan, Burnett Co, WI
Sandhills Neighborhood Plan, Richland County, SC
Comprehensive Corridor Plan, Somers, WI
I-94 Comprehensive Corridor Study, Caledonia, WI

Andy Schultz, PE
Project Engineer

Andy is a project manager and civil engineer specializing in municipal infrastructure design and construction. He has over 15 years of project experience in water distribution, sewage conveyance, municipal development, roadway design, and construction management. He has managed projects from inception through budgeting, design, and construction. Mr. Schultz handles and resolves Client and public concerns promptly and maintains positive relations with all stakeholders.

Andy is exceptionally skilled at infrastructure project identification and cost analytics (ROI) which will be utilized as part of this comprehensive planning effort.

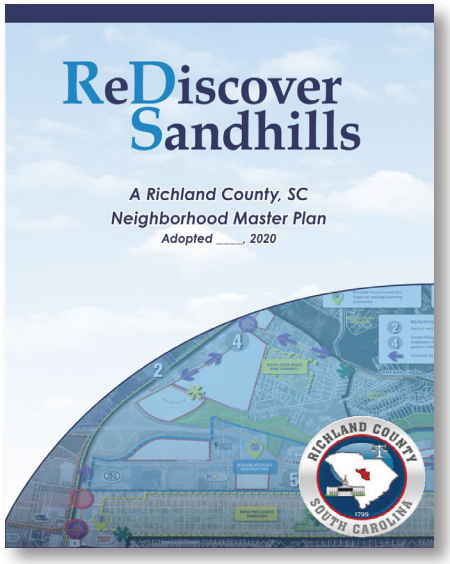
Certifications
Professional Engineer - WI (PE)

Education
B.S., Civil Engineering | University of Wisconsin-Platteville
B.S., Environmental Engineering | University of Wisconsin-Platteville

Related Project Experience
TID 5/Foxconn Infrastructure Analysis, Mt. Pleasant, WI
TIDs 1-5 Infrastructure Analysis, Caledonia, WI
Four Mile Road Design/Construction, Caledonia, WI

EXPERIENCE & **REFERENCES**

Sandhills Neighborhood Plan
Richland County, SC



The Foth Planning Team is currently completing a robust neighborhood revitalization plan within Richland County, South Carolina. This planning effort is actually a full comprehensive planning effort directed to revitalize a local community. The Plan explores issues and opportunities while providing full analyses on housing, economic development, land use, zoning, transportation, recreation, infrastructure, and conservation. The Sandhills Plan culminates with an overall Vision Plan that includes a robust amount of recommendations to revitalize the area.

The exciting part of this effort is that the comprehensive planning implementation opportunities are a direct result of an immense amount of public engagement that is being performed. At the beginning of the planning effort a Community Engagement Plan (CEP) was adopted in concurrence with the client. The community engagement efforts have included all the opportunities below providing the public in-person and online techniques to let their voice be heard (See examples of all efforts on the following pages). Foth intends to utilize many of the same methods from this Sandhills planning effort for the City of Altoona!

Project Reference: *Brian Crooks - Plan Director; Crooks.Brian@richlandcountysc.gov; 803-576-2198*

Community Engagement Efforts

Project Website

Social Media
- *Facebook*
- *Twitter*
- *Youtube*

Online Survey #1

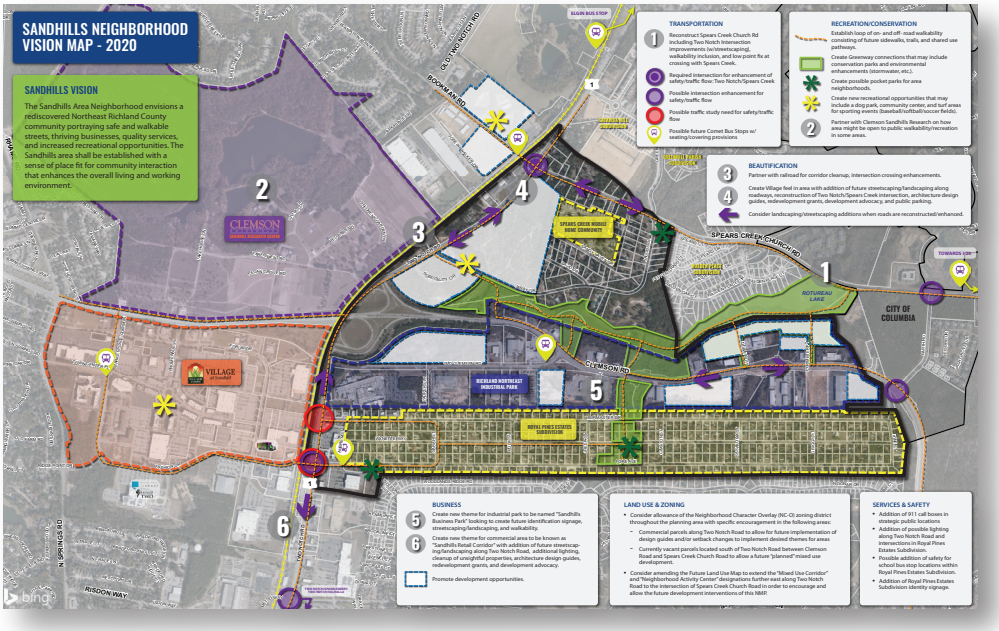
Charrette #1
- *Presentation*
- *Interactive Preference Survey*
- *Kid Station & Food*

Stakeholder Interviews

360-Degree Video Integration

Charrette #2
- *Presentation*
- *Dot Mapping Exercise*
- *Visual Preference Survey*
- *Kid Station & Food*

Online Survey #2 - Validation

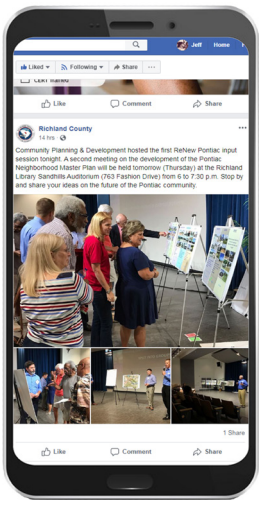


Community Engagement Efforts Continued:

1 Draft Plan Web Link:
https://drive.google.com/file/d/1dirrtb12S29nzg8ce-wemms89uV0UaH4/

2 Community Engagement Plan

3 Social Media

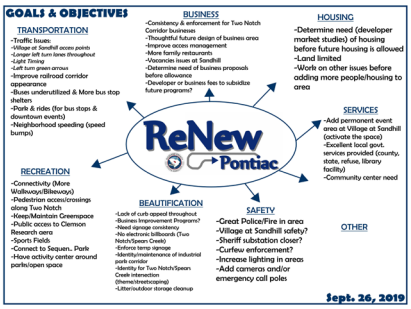


4 Dot Mapping Exercise

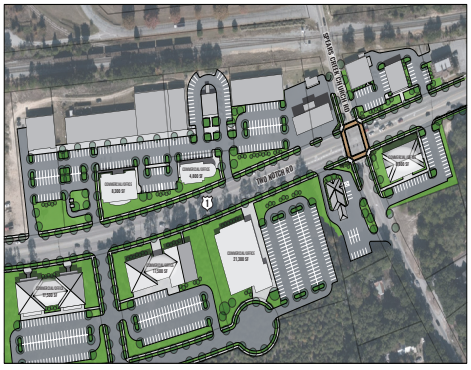
5 Charrette Invites *(english/spanish)*

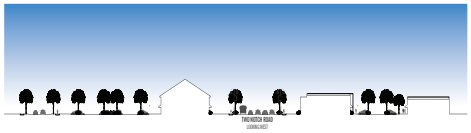
6 Visual Preference

7 Interactive Preference Material

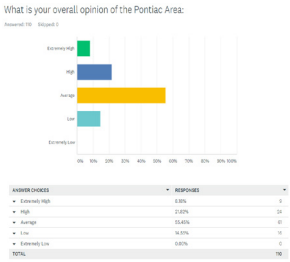


8 Renderings

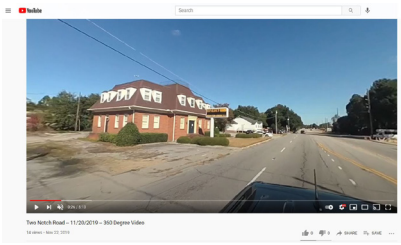




9 Online Survey



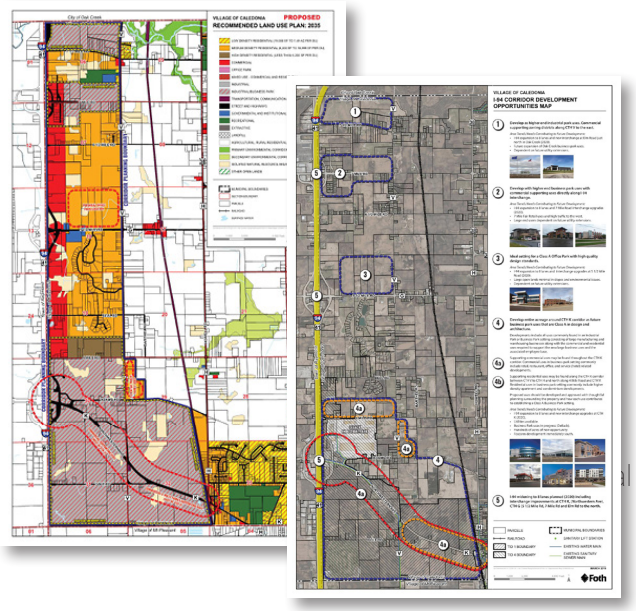
10 360-Degree Videos
https://www.youtube.com/watch?v=0fpzR1GbUM0



The Foth Planning Team recently completed the two (2) planning efforts below for local Wisconsin communities. Both of these plans required full comprehensive planning analyses and community engagement. Each plan resulted in amending the Village's current Comprehensive Plans with these new updates.

I-94 Comprehensive Land Use Plan
Village of Caledonia, WI

The western half of the Village has begun to experience faster original Comprehensive Plan anticipated. This is due to interstate infrastructure extensions, and the overall housing market in Wisconsin. The Foth Team took on the task of providing a full Plan update specific an 8+ square mile area along the Interstate planning effort took a current view approach providing analyses housing, recreation, economic development, roads, and utilities. analysis was completed in order to affirm housing and land future business target industries. Public engagement included interviews, monthly steering committee meetings, and a set of meetings. The resulting effort culminated with a newly adopted Map and implementation measures shaping the housing, resources of the area.

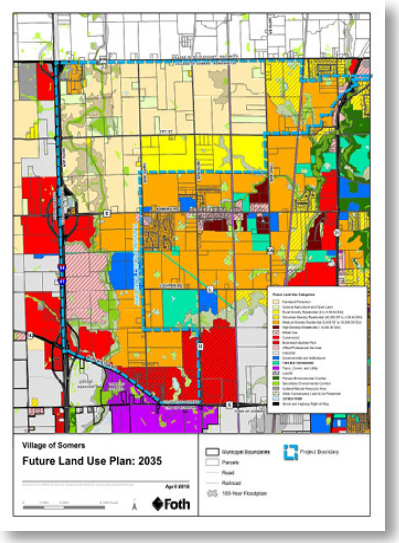


Project Reference: *Tom Christensen - Village Administrator, (262) 835-6404 TChristensen@caledonia-wi.gov*

Plan Link: *https://drive.google.com/file/d/138lMgA9w_q-KhXzeAvg5LU7CfIxL6SLa/view?usp=sharing*

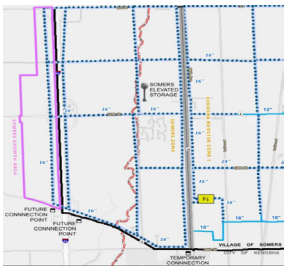
Comprehensive Land Use Plan
Village of Somers, WI

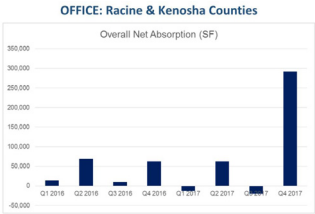
The Village of Somers shares immediate borders with the Village of Mount Pleasant, WI where the global technology giant Foxconn is now building. The sudden changes in the future economy and need for infrastructure to support future housing and business growth necessitated the need to update the Comprehensive Plan and take a deep look at all smart growth elements for the Village. Public engagement aided in building consensus for this Comprehensive Plan update and a variety of new implementation measures were formed to guide the future land uses, infrastructure investments, recreational opportunities, and conservancy efforts for the community.

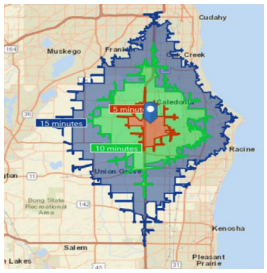


Project Reference: *Jason Peters - Village Administrator; 262-859-2822 jpeters@somers.org*

Plan Link: *https://drive.google.com/file/d/1ls56rwmzRakFuE5n-Z_eJXKqg3NXcz6d/view?usp=sharing*



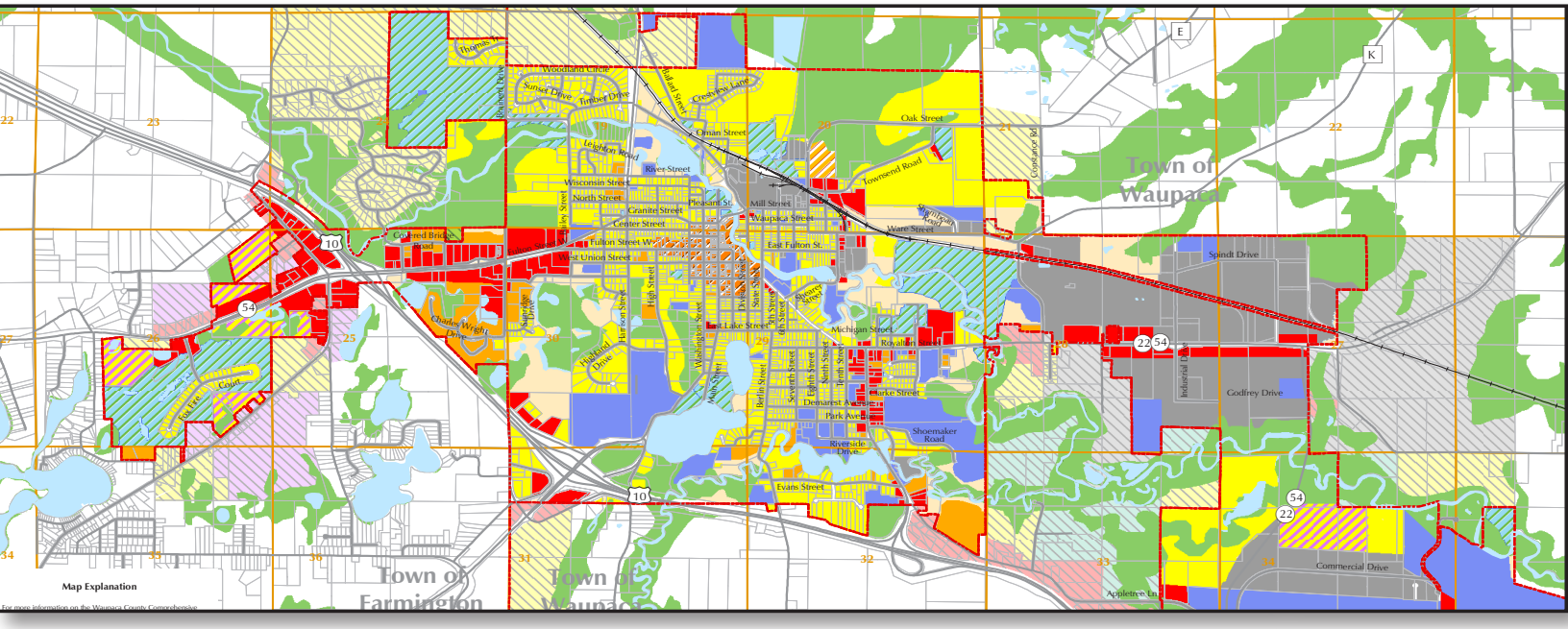




Overall Comprehensive Planning Experience

Foth is proud to have a wide range of Comprehensive Planning experience in the State of Wisconsin including towns, villages, cities, and county plans. Our plans not only meet the State "Smart Growth" legislation requirements, but are also innovative and customized to each community's values, vision and needs including:

- Illustrated growth scenarios
- Farmland preservation strategies
- Redevelopment and catalyst projects
- Before and after development imaging
  Land use border strategies
- Overlapping jurisdictions analyses
- Susceptibility to change analyses
- Sustainability goals and practices



Plans Thru the Years

Cities
- City of Muskego, WI
- City of Franklin, WI

Villages
- Village of Windsor, WI
- Village of Walworth, WI
- Village of Coleman/Town of Pound - Marinette Co., WI
- Village of Egg Harbor - Door Co., WI
- Village of Windsor, WI Towns of Amberg/Athelstane/Silver Cliff - Marinette Co., WI

Counties
- Waupaca Co., WI
- Vilas Co., WI
- Burnett Co., WI
- Calumet Co., WI
- Clark Co., WI
- Dodge Co., WI

Towns
- Town of Vernon, WI
- Town of Waukesha, WI
- Town of Calumus - Dodge Co., WI
- Town of Clayton - Polk Co., WI
- Town of Delta - Bayfield Co., WI
- Town of Emmet - Dodge Co., WI
- Town of Hazelhurst - Oneida Co., WI
- Town of Holland, Sheboygan Co., WI
- Town of Manitowoc Rapids - Manitowoc Co., WI
- Town of Milltown - Polk Co., WI
- Town of Nasewaupee - Door Co., WI
- Town of Newbold - Oneida Co., WI
- Town of Newton - Manitowoc Co., WI
- Town of Oxford - Marquette Co., WI
- Town of Pine Lake - Oneida Co., WI
- Town of Sumner - Jefferson Co., WI
- Town of Tainter - Dunn Co., WI

City of Reedsburg

Comprehensive Plan

Proposal

March 31, 2021

HOUSEAL LAVIGNE

TOOLE DESIGN

HOUSEAL LAVIGNE

Brian Duvalle
Building Inspector/Planning/Zoning Administrator
City of Reedsburg
134 S. Locust St
Reedsburg, WI 53959

RE: PROPOSAL FOR REEDSBURG COMPREHENSIVE PLAN

Dear Mr. Duvalle,

Houseal Lavigne is pleased to submit this proposal for the City of Reedsburg Comprehensive Plan. Our firm is uniquely qualified to undertake this assignment, bringing insight, expertise, and understanding gained from working with clients in the Midwest and throughout the United States. Our team of professionals provides the skills necessary to create a responsive and visionary Comprehensive Plan for Reedsburg.

Houseal Lavigne is an award-winning community planning, urban design, and economic development consulting firm with extensive experience in a range of assignments, including comprehensive planning, outreach and facilitation, development and growth strategies, downtown and corridor planning, economic and fiscal impact analysis, parks and open space planning, and much more. We have worked with more than 400 communities across the country, including planning projects in other Wisconsin communities such as Fond du Lac, Oak Creek, and Oshkosh. Our firm is also currently preparing a Zoning Code Update for Verona and updating Oak Creek's Zoning Code based on the recently updated Comprehensive Plan we drafted.

Houseal Lavigne was awarded the National Planning Excellence Award for an Emerging Planning and Design Firm from the American Planning Association (APA), specifically noting our innovation, implementation success, creative and effective outreach, integration of new technologies, industry-leading graphic communication, and our overall influence on the profession of planning in the United States. We have also won multiple APA awards in several states, for our comprehensive plans, corridor plans, downtown plans, community outreach, innovation, technology applications, and implementation. Most recently, our innovative use of technology and design for the Downtown Morrisville, NC Plan was recognized by the APA Technology Division's 2020 Smart Cities Award and Esri's 2020 Special Achievement in GIS Award.

For this assignment, we are joined by **Toole Design**, a full-service engineering consulting firm, with expertise in transportation and infrastructure planning. We are currently working with Toole Design on Comprehensive Plans in Springfield MO, Commerce City CO, and Summerville SC and intend to bring this successful working relationship to the Reedsburg Comprehensive Plan assignment.

We would like to note that our approach to community outreach is designed to be responsive to the impact of COVID-19. If needed, we have successfully adapted our community outreach for current projects throughout the country including meetings with the public, boards, commissions, and staff to a virtual format.

We appreciate the opportunity to be considered for this important project and look forward to the prospect of working with you and the entire Reedsburg community on the development of the Comprehensive Plan. We are available to undertake the assignment immediately upon selection and meet all deliverable dates and milestones. If you have any questions regarding this submittal, please do not hesitate to contact me.

Sincerely,

Nik Davis, AICP
Principal

Houseal Lavigne
188 W. Randolph Street, Suite 200
Chicago, IL 60601
(312) 372-1008 ext. 119
nik@hlplanning.com

HOUSEAL LAVIGNE

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188 West Randolph Street, Suite 200
Chicago, Illinois 60601
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www.hlplanning.com
info@hlplanning.com

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SECTION 1

PROJECT TEAM OVERVIEW

Team Overview & Qualifications

Our project team for the City of Reedsburg's Comprehensive Plan is made up of a team of professionals with specialized expertise in all areas of comprehensive planning, urban planning, downtown and corridor planning, neighborhood and special area planning, transit-oriented development, zoning, economic development and market analysis, community outreach and engagement, transportation, and implementation. Our team has been specifically assembled to provide the City of Reedsburg with a responsive, effective, creative, and specifically unique plan for this assignment.

Houseal Lavigne is an innovation-based urban planning and design firm. We pride ourselves on creativity, collaboration, and delivery of quality. Our team approach is built on strong relationships, the exchange of ideas, and a commitment to the integration of technology. Our priorities are to do good, have fun, work hard, and provide responsive, visionary, and viable solutions to our clients and partners.

Toole Design is the nation's leading planning, engineering, and landscape architecture firm specializing in multimodal transportation planning and design. As a firm, our mission is to create livable communities where walking and bicycling are safe, convenient, and enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality.

FIRM LOCATIONS

Houseal Lavigne
188 W. Randolph St., Suite 200
Chicago, Illinois 60601
(312) 372-1008
hlplanning.com

Toole Design
212 3rd Avenue N., Suite 352
Minneapolis, MN 55401
(608) 462-3715
tooledesign.com

Houseal Lavigne *is...*

Houseal Lavigne is an award-winning consulting firm specializing in all areas of community planning, urban design, and economic development. We have expertise and experience with assignments of all scales, including regional, city-wide, subarea, district, and site-specific planning and design. We strive for a true collaboration of disciplines and talents, infusing all our projects with creativity, realism, and insight.

Houseal Lavigne provides a fresh approach to urban planning, a strong foundation in contemporary development practices, an insightful understanding of market and economic analysis, and an effective ability to conduct engaging community outreach. Our firm is able to meet the unique challenges of any assignment and develop creative solutions that ensure compatibility between the built and natural environments.

Houseal Lavigne consists of a team of dedicated professionals experienced in urban planning and design, economic development, geospatial services, and zoning and development regulations. We have worked with more than 300 communities across the country on a wide variety of planning, design, and development related projects.

Houseal Lavigne is built on a foundation of excellence in customer service, strong professional relationships, and most importantly, client satisfaction. Our commitment is to provide unparalleled support, responsiveness, and creativity to our clients as they address the challenges and opportunities confronting their communities.

Houseal Lavigne is founded on a set of core principles that, when combined with our professional experience and expertise, creates a consulting firm that stands above the rest. Since the firm's founding in 2004, Houseal Lavigne has established itself as one of the Nation's premier planning and design firms.

Houseal Lavigne is an innovation-based firm and the nationally recognized leader in the emerging field of Geodesign, spatial analytics, and evidence-based planning and decision-making. By integrating the latest available technologies into the process, we are able to blend the art and science of planning and deliver more responsive and effective recommendations, 3D scenarios informed with data, and better rationale to support land use and development policy.

WHAT WE DO

Comprehensive Planning

Neighborhood & Subarea Planning

Zoning/Regulatory Controls

Downtown Planning

Transit-Oriented Development

Corridor Planning

Design Guidelines

Land Planning & Site Design

Park, Recreation & Trail Master Planning

Market & Demographic Analysis

Fiscal/Economic Impact Analysis

Development Services

Retainer Services

Founding Principles

Houseal Lavigne began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly served our clients, established trust and strong professional relationships, and produced results that exceed expectations, and developed plans that have served as points of pride for communities. By adhering to our founding principles, we have emerged as one of the most respected, trusted, innovative, and effective firms in the industry. Our founding principles are:

Better Community Outreach. We believe strongly in fostering a sense of "community stewardship" by using an inclusive approach to stakeholder engagement as a foundation for all our projects.

Commitment to Creativity. We believe vision and creativity are among the most important components of good planning and design, and we pledge to provide fresh, responsive, and intriguing ideas for local consideration.

Graphic Communication. We believe all planning processes and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user friendly, easy to understand, and attractive manner.

Technology Integration. We believe the integration of emerging technologies should be used to improve the planning process and product - improving public engagement and involvement, fostering evidence-based decision-making, and producing more effective documents and recommendations.

Client Satisfaction. We believe meeting the needs of our clients is a top priority and we strive to achieve it by developing and maintaining strong professional relationships, being responsive to clients' concerns and aspirations, and always aiming to exceed expectations.

Award-Winning Planning

As a testament to our firm's overall approach and project methodologies, Houseal Lavigne has frequently been recognized across the country by our peers and honored with awards and special recognition. Houseal Lavigne has received multiple awards for "Best Plan" from several state chapters of the American Planning Association (APA) in categories including comprehensive plan, strategic plan, community outreach, innovation, healthy communities, and best tool or practice. In addition, Houseal Lavigne was awarded the APA's 2014 National Planning Excellence Award for an Emerging Planning and Design Firm. Upon receiving the award, the APA recognized our innovative planning approach, targeted implementation strategies, creative and effective outreach, integration of emergent technologies, industry-leading graphic communication, and noted our firm's overall influence on the planning profession across the United States.

Very recently, in April of 2020, Houseal Lavigne's work with the Town of Morrisville received two awards for the use of technology as part of the Land Use Plan and Town Center 3D Scenarios Visualization. This includes the American Planning Association – Technology Division's Smart Cities Award and Esri's Special Achievement in GIS Award. Both awards recognized the innovative use of tools and software including CityEngine and Unreal Engine to visualize and analyze different land use scenarios for Morrisville's Town Center.

RECENT AWARDS

2020
Smart Cities Award
American Planning Association
Technology Division
Land Use Plan/Town Center
Morrisville, North Carolina

Special Achievement in GIS Award (Esri)
Land Use Plan/Town Center
Morrisville, North Carolina

2019
CO APA General Planning Award
Aurora Places Comprehensive Plan

2018
IL APA Healthy Active Community Award
Healthy Chicago 2.0

Special Achievement in GIS Award (Esri)
Oshkosh Corporation World Headquarters / Lakeshore Redevelopment

VA APA - Commonwealth Plan of the Year Award
Bristol Comprehensive Plan

2017
IL APA - Outreach Award
Envision Oak Park Comprehensive Plan

2016
MN APA - Innovation Award
St. Cloud Comprehensive Plan

2015
MI APA - Daniel Burnham Award (Best Plan)
Imagine Flint Master Plan

2014
American Planning Association
National Planning Excellence Award
for an Emerging Planning & Design Firm

MI APA - Planning Excellence Award for Public Outreach - Imagine Flint Master Plan

IA APA - Daniel Burnham Award (Best Plan)
Coralville Community Plan

2013
Kane County Plan of the Year Award
City of St. Charles Comprehensive Plan

2012
IL APA - Daniel Burnham Award (Best Plan)
Village of Downers Grove Comprehensive Plan

ACEC Illinois - Merit Award - Studies & Research
IL 47 Corridor Plan

Community Engagement

Houseal Lavigne has always had a strong commitment to community outreach and engagement, which serves as one of the cornerstones upon which our firm was created. When engagement tools did not exist, we created them. When tools were created by others, we became the experts in using them. For the past 15 years, Houseal Lavigne has led the way in identifying new ways to engage residents, new ways to visualize data, and new ways to communicate plans, designs, and concepts to the general public. Creating and embracing innovative methods to engage communities has become a hallmark of the firm.

Anticipating high levels of participation from an active and engaged community, our proposed outreach and stakeholder coordination process includes both traditional (face-to-face) and web-based activities to obtain the broadest levels of participation. Our outreach strategies are award-winning, cost-effective, and designed to build consensus around the process.

Outreach in a Time of "Social Distancing"

The planning process will engage Reedsburg residents and stakeholders by fully leveraging online and social media platforms. If City staff and the Project Team determines that due to the ongoing pandemic an amended approach to outreach is desirable, Houseal Lavigne will reallocate time and resources within the constraints of the project timeline and budget and identify the best online/virtual engagement tools to supplement outreach efforts.

Virtual Engagement Options

Houseal Lavigne has developed a flexible suite of online engagement tools that can be adapted to successfully capture all community input necessary to provide the City of Reedsburg with the Comprehensive Plan it needs. Houseal Lavigne can facilitate virtual meetings and workshops, and offers tools aimed at allowing people to actively participate from home. Virtual engagement options will allow staff, elected and appointed officials, and the entire community to see presentations, ask questions, provide input, and remain actively and effectively engaged, all in real-time.

*"Imagine Flint" the Master Plan for the City of Flint, MI, the extensive, multi-phased outreach and Plan branding efforts led to levels of community participation that exceeded expectations at every turn. Over 5,000 individuals participated in the planning process and the Plan was awarded the **MI APA - Planning Excellence Award for Public Outreach in 2014**.*

*Another example of our award-winning engagement strategy integrated into the comprehensive planning process was "Envision Oak Park" with the Village of Oak Park, IL. The Plan directly evolved from extensive public involvement across an array of mediums and activities and was selected for the **IL APA Community Outreach Award in 2017**.*

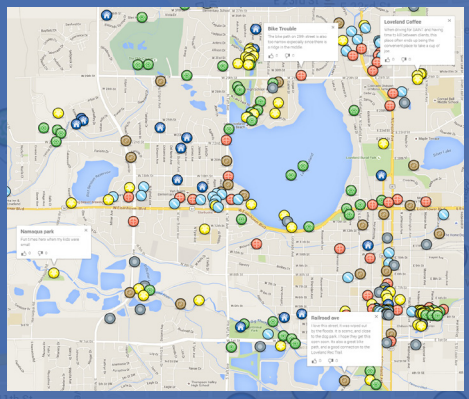
*During the Comprehensive Plan with the City of Aurora, CO, we engaged in conversations with the City's diverse and multi-lingual population to hear the community's under-represented perspectives. Outreach was performed in a total of six differing languages and engaged over 3,000 residents. The Plan would go on to win the **CO APA General Planning Award in 2019**.*

*The Comprehensive Plan developed for the Village of Downers Grove, Illinois was built on an extensive community outreach campaign. The Plan, due to its successful engagement was awarded the **IL APA Award for Best Plan**. The Plan was also an early example of our innovative web-based engagement tool map.social.*

*map.social is a web-based community issues mapping tool. Developed by Houseal Lavigne, this tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community assets in a manner that is exciting, interactive, and effective. map.social was awarded the **Best Practice Award from the IL APA**.*

Case Study: *Innovative, Web-Based Community Outreach*

Community outreach will be provided throughout all the assignment's projects. Just one of the innovative and cost-effective means with which Houseal Lavigne accomplishes this offer is using our online tool: map.social. *map.social* is a web-based community issues mapping tool, fully integrated with ArcGIS and ArcGIS Online. Developed by Houseal Lavigne, this tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community assets. map.social simplifies the engagement process and familiarizes residents with all areas of a community in a manner that is exciting, interactive, and effective. Input from residents allows the creation of individual issues maps or a community-wide composite map of issues, helping to establish a foundation for the creation of consensus-driven community goals and objectives. Shown here, map.social was initiated by the City of Loveland, Colorado to support the update of the City's Comprehensive Plan. The project aimed to map the City of Loveland from the perspective of community members to establish an understanding of places where residents live, where they like to spend time, or places they try to avoid.



Geodesign

We are an innovation-based urban planning and design firm and recognized leaders in the emerging field of geodesign. Our team approach is built on strong relationships, the exchange of ideas, and a commitment to the integration of technology. Our priorities are to do good, have fun, work hard, and provide responsive, visionary, and viable solutions to our clients and partners. Our comprehensive workflow leverages a number of different tools and software.

ArcGIS

ArcMap, ArcGIS Pro, and ArcGIS Online power our mapping and detailed geospatial analysis.

ArcGIS Urban & 3D Basemaps

We can help deploy ArcGIS Urban to deliver an immersive 3D experience that can orchestrate public and private investment, zoning, planning, and development. Don't have a 3D basemap? Not a problem. We can help you with that as well.

Business Analyst

Utilized by our team to understand an area's demographics and market potential to inform visionary, yet viable, plan recommendations.

Insights for ArcGIS

A data analytics workbench where we quickly visualize and analyze our GIS data using maps, charts, and tables.

SketchUp

From simple to detailed and cartoon to photorealistic, SketchUp is the backbone of our 3d illustrations.

CityEngine

Where we develop and share smart 3d models of cities, downtowns, corridors, and development opportunity sites.

Unreal Engine

The gaming engine we use to render complex 3d scenes in real-time and view online or using VR hardware.

Drone2Map

Allows us to create orthomosaics, 3d meshes, and point clouds from drone-captured imagery.

GeoPlanner

Allows us to develop, test, and evaluate development alternatives with benchmarks and indicators providing real-time feedback.

Story Maps

Provides us the platform to create truly interactive and engaging digital plans and reports.

map.social

Our innovative map-based outreach platform is revolutionizing community engagement.

InDesign

Where we bring together maps, photos, and other digital assets and make our beautiful plans.

Illustrator

Infographics, vignettes, diagrams, and final touches to our maps are done in Illustrator.

Photoshop

Renderings, photo-real simulations, and post-production modifications to images, 3d models, and other graphics for our final plans.

Houseal Lavigne is an Esri Business Partner, giving our team access to a variety of cutting-edge technologies and programs. This relationship has allowed our firm to explore how technology can support a data-driven and visually compelling approach to planning. Further, it has given Houseal Lavigne the opportunity to work with Esri in shaping best practices and defining how their services can be better integrated within the planning profession.

esri Partner Network Silver

ArcGIS Urban Specialty

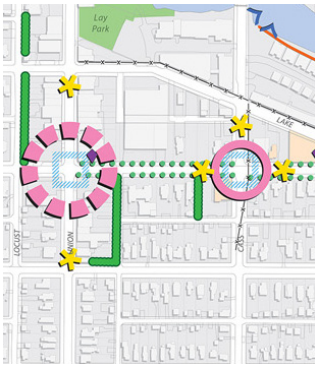
ArcGIS Online Specialty

Release Ready Specialty

ArcGIS Marketplace Provider

Approach to Planning

Our philosophy of community planning, visioning, goal setting, and implementation is built on a foundation of professional experience, sound planning and design practices, and a track record of award-winning projects. Our approach combines extensive community outreach and participation, highly illustrative and user-friendly maps and graphics, and utilization of available technologies. Our process will help establish a community vision, set community goals, and foster community consensus. Our approach to this assignment will include and be guided by the following core principles, which will allow us to successfully engage the community, develop viable and visionary solutions, and comprehensively respond to local issues and needs.



Focus on Urban Planning and Community Development

Houseal Lavigne specializes in community planning, urban design, and economic development. It is our focus, it is our passion, and it is our area of expertise. We are a specialized urban planning firm whose efforts are not diluted or compromised by bureaucracy or competing interests. Our focus and size allow us to provide the creativity, flexibility, and responsiveness needed to meet our clients' needs without wasting precious resources.

Foundation of Experience

Houseal Lavigne has extensive experience in community planning, visioning and goal setting, implementation strategies, comprehensive planning, economic development studies, urban design, and more. We have directed, managed, and assisted with similar planning assignments for communities across the country.

Engaging Community Outreach

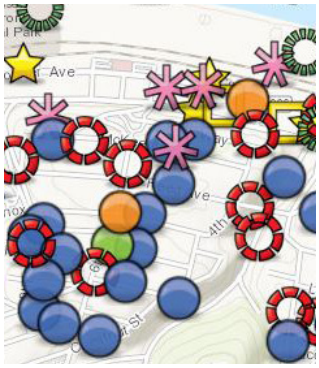
One of our greatest strengths is our ability to design and conduct engaging and effective community outreach. It is a vital part of all of our planning projects, and we believe it is a necessary component of any successful planning process. It is important that all interested persons have the ability to participate in the planning process, and to know they have been heard and their opinion taken into consideration. We believe strongly in fostering a stewardship for the community and achieving a high level of community consensus for planning initiatives.

Illustrative Format and Quality Graphics

All our projects incorporate a highly illustrative and graphic approach to communicating planning and development policies and recommendations. We have developed a distinct design approach to urban planning and community development projects which we incorporate into all our projects. The results of this approach are reports and plans that are attractive, distinctive, and easy to use and understand.

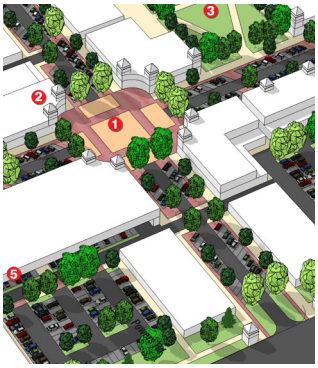
Technology Integration

Integrating appropriate technologies can greatly improve the planning process and product. We specialize in the use of GIS and geospatial analysis, designing and hosting project websites, on-line surveys, interactive real-time polling, and utilizing 3-D rendering to improve planning and development concepts. Our maps and graphics are attractive and compatible with existing and developing information systems. When designed and managed appropriately, these technologies greatly improve communication and involvement with the public.



Vision, Creativity, and Innovation

We believe vision and creativity are among the most important components of good planning and design. Too often, vision and creativity are lacking in the planning process and final planning product. With the help of the community, we will establish a "Vision" that captures the local spirit and character, while presenting new ideas and concepts for consideration. Our fresh approach to planning and development will broaden the range of available options and maximize the potential of community resources.



Targeted Implementation

Identifying the "next steps" to be taken is an important part of any good plan. Plans are not meant to sit on a shelf gathering dust but should be used on a regular and on-going basis as a foundation for decision-making. Our plans identify key implementation steps that should be taken to "jump start" the ultimate realization of the Plan's vision and recommendations. Implementation steps outline the projects and actions to be taken and identify responsibilities, timing, and funding options.

Commitment to Client Satisfaction

Our Firm's primary focus is on client satisfaction. We pride ourselves on our professional relationships, reputation, and client references. We develop strong relationships with our clients and are often considered "an extension of staff." We are responsive to clients' concerns, available at any time to assist with unforeseen events and issues and are committed to doing whatever it takes to serve the client. Many of our "one-time" projects result in long-term on-going professional relationships with client communities.

Toole Design *is...*

Toole Design is the nation's leading planning, engineering, and landscape architecture firm specializing in multimodal transportation planning and design. As a firm, our mission is to create livable communities where walking and bicycling are safe, convenient, and enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality.

Unique in the industry, we believe that the transportation system is the backbone of all infrastructure, and that the key to creating vibrant places lies in how well people can get around. Our keen understanding of context sensitivity, placemaking, and safety shines through in each of our projects. Starting from the earliest planning stages and working all the way through project completion, we consider all modes of transportation as well as environmental and health impacts to create functional and inviting public spaces for all.

We have a national reputation for excellent active transportation planning among a variety of other related subjects. Our staff have assessed tens of thousands of miles of roadways to develop networks of bicycle and pedestrian friendly streets throughout the United States, and we have extensive experience working with municipalities, business improvement districts, community organizations, and other transportation planning and engineering clients.

Toole Design has managed numerous transportation planning projects, from the neighborhood level to the city, regional, and statewide scale, and our staff have evaluated tens of thousands of miles of roadways to develop networks of streets that provide safer and more accessible options for all users. We understand the needs of people who walk, bike, take transit, and drive, and the challenges they each face in terms of safety, mobility, and accessibility. Our plans reflect this understanding by providing tailored recommendations for each mode.

Our specific comprehensive transportation planning experience includes reviewing existing plans and data, analyzing existing facilities, collecting new data, analyzing future mobility demands, and engaging the community. We specialize in identifying potential projects and programs, and we give clear direction on how they will be implemented, which enables us to provide accurate planning-level cost estimates and the information necessary to pursue funding. Finally, in all of our work, we recognize that how well a project actually serves the public is largely a function of the degree to which the design and decision-making processes account for the voice of each community member, particularly those who have historically been underserved.

While comprehensive transportation plans should identify key corridors and locations for improvement, they should also provide a proactive and cohesive vision for all modes of transportation. A city's street, transit, sidewalk, and trail networks must address the needs of residents and employers who call the city home. Regional connections are similarly critical for people who travel through and between various MAG member cities.

History

Jennifer Toole founded Toole Design in 2003 with a mission to create dynamic communities where walking, biking, and transit use are possible for people of all ages and abilities. Since then, she has assembled a talented group of planners, engineers, urban designers, and landscape architects who share her passion for producing the highest quality work as well as her commitment to improving community health and quality of life. Founded in Maryland, the company now has 16 offices and over 200 employees across the country.

Locations

Silver Spring, MD (established 2003)

Boston, MA (established 2008)

Seattle, WA (established 2009)

Madison, WI (established 2011)

Minneapolis, MN (established 2013)

Denver, CO (established 2013)

Spartanburg, SC (established 2013)

Orlando, FL (established 2014)

Portland, OR (established 2015)

Oakland, CA (established 2015)

Baltimore, MD (established 2016)

Atlanta, GA (established 2017)

Raleigh, NC (established 2018)

Columbus, OH (established 2018)

Los Angeles, CA (established 2018)

Edmonton, AB, CAN (established 2018)

SECTION 2

PROJECT APPROACH

Scope of Work

Our Project Team recognizes the importance of using the planning process to establish community consensus and foster a sense of stewardship for the new and uniquely formatted community-wide Comprehensive Plan. Our Scope of Work ensures that City staff, citizens, business owners, key stakeholders and community leaders, and elected officials are engaged at key phases of the planning process to help establish a vision and goal-oriented plan that will shape the community's future over the next 20 years.

Our Project Team's planning process is organized around community engagement and bolstered by a thorough analysis of existing conditions to provide a concise and accurate assessment of the community's issues and opportunities. Our process includes the development a policy document with recommendations that are actionable, fiscally grounded, and rooted in public participation. Should the City favor our proposed approach, the Project Team will work closely with City staff and officials to further refine this process, ensuring that all local needs and State statute 66.1001(2) requirements are met. Each task of our proposed scope of work is presented in detail on the following pages.

Outreach in a Time of "Social Distancing"

The planning process will engage Reedsburg residents and stakeholders by fully leveraging online and social media platforms. If City staff and the Project Team determines that due to the ongoing pandemic an amended approach to outreach is desirable, Houseal Lavigne will reallocate time and resources within the constraints of the project timeline and budget and identify the best online/virtual engagement tools to supplement outreach efforts.

Virtual Engagement Options – Houseal Lavigne has developed a flexible suite of online engagement tools that can be adapted to successfully capture all community input necessary to provide the City of Reedsburg with the Comprehensive Plan it needs. Houseal Lavigne can facilitate virtual meetings and workshops, and offers tools aimed at allowing people to actively participate from home. Virtual engagement options will allow staff, elected and appointed officials, and the entire community to see presentations, ask questions, provide input, and remain actively and effectively engaged, all in real-time.

Task 1: Project Initiation & Existing Conditions

To kick-off the planning process on the right foot, meetings and workshops will be conducted with City staff and officials before undertaking other community engagement activities. After the kick-off to the planning process, our proposed community engagement activities will help foster stewardship for the Plan and the community. The Project Team will work with City staff and officials to ensure that following meetings in are conducted during the same day if conducted in person, otherwise arrangements will be made to conduct these meetings virtually on consecutive days.

1a: Staff Coordination Call

Before the first engagement meetings, members of the Project Team will host a web meeting or conference call with City staff and officials representatives to review the project scope, schedule, and deliverables. We will also begin the process of data needs identification, collection, and issues analysis, and clarify any outstanding matters. As needed, web meetings and conference calls with City staff can be held throughout the planning process to ensure a fluid communication process.

1b. Data Collection

As part of the project initiation task, the Project Team will coordinate with the City to collect a variety of data sets related to understanding the Reedsburg community and the planning effort. This effort will include, but is not limited to available GIS Data such as parcels, building footprints, demographics, land use, zoning districts and overlays, community facilities and infrastructure, utilities, traffic volumes, traffic signals, bike routes, and trails. This will also include obtaining copies of recent and ongoing planning initiatives and transportation studies, at local, County, and regional levels.

1c: Staff Kick-Off Meeting

An initial kick-off meeting will be held with the City staff assigned to the Comprehensive Plan project as well as key City officials. This first face-to-face meeting will allow us to review the project scope, timeline, and deliverables. We will also address any issues identified in previous communication regarding the planning process. Our intent is to function as a unified and integrated team alongside City staff.

1d: Joint Plan Commission & Common Council Roundtable (Mtg #1)

As part of the Community Engagement task and kicking off the planning process, a roundtable discussion will be conducted with Reedsburg elected and appointed officials. As the community's policy makers, it is important that officials and community representatives have a chance to communicate and discuss their issues and concerns with the Project Team, as well as each other, at the beginning of the process. This initial dialogue will inform the Project Team's approach to the planning process and ensure that issues important to the City are identified on the front end. This workshop will also educate officials about the upcoming community planning process.

We recommend the Plan Commission serve as a community sounding board, meeting at key points throughout the planning process to discuss issues and overall planning direction and provide feedback for consideration by City staff and the Project Team. Participation by Plan Commission will also help develop champions for the Plan and help ensure that the new Comprehensive Plan update and visioning process moves smoothly. Our recommended scope has identified seven (7) meetings that will be conducted with the Plan Commission at key intervals throughout the planning process.

1h: Existing Conditions Memo

This task will include the assessment and analysis of existing conditions within Reedsburg. It will be based on issues and opportunities identified in outreach, existing land use and transportation data, recent past plans and studies, data and information provided by the City and its partner agencies, feedback from community service providers, and field work conducted by the Project Team. This task will provide a foundational understanding of the community. We intend to move through this task efficiently, reserving the project budget and resources for visioning and planning. The Existing Conditions Memo will include the following elements:

- Summary of Community Engagement (Task 2)
- Summary of Past Plans, Studies & Reports
- Demographic Analysis & Economic Profile
- Issues & Opportunities
- Land Use (including Housing & Economic Development)
- Zoning Ordinance & Development Regulations
- Transportation
- Agricultural, Natural & Cultural Resources
- Community Facilities & Utilities

Task 2: Community Engagement & Public Participation

We understand that a one-size-fits-all approach to community engagement is ineffective and that Reedsburg will benefit from an extensive and authentic public participation process. Our Project Team provides a multi-pronged approach to outreach that will be essential in engaging the community, addressing local issues, and most importantly, ensuring the inclusion of a diverse swath of Reedsburg's population. The public participation process will engage the public, encourage active participation, and foster an environment for idea-sharing. The public participation process includes both online and in-person outreach with a flexible approach that allows for increased virtual participation as necessary.

2a: Interactive Project Website

At the onset of the project we will design and host an interactive project website that is linked to the City's existing website. We are committed to using the internet to maximize the participation and communication between the City and its residents. An interactive project website provides a home base for information regarding the new Comprehensive Plan. This website will be used to promote and popularize the planning process and be used to post project schedules and meeting dates; display graphics, maps, and draft documents; address frequently asked questions; host map.social; and provide online community surveys.

2b: map.social (Online Map-Based Engagement Platform)

We will feature map.social, a web-based community issues mapping tool on the interactive project website. Developed by Houseal Lavigne, this tool allows users to identify, map, and comment on geographic areas of concern and valued community amenities. map.social simplifies the mapping process and familiarizes users with all areas of the community in a manner that is intuitive, interactive, and effective. Input from users allows us to create a composite map of community issues to assist with the establishment of community goals and policies.

2c: Online Community Questionnaire

To provide another means for community participation, we will prepare an online questionnaire for the residents and business owners of Reedsburg to offer community-wide opinion on a range of topics and issues. The business questionnaire will include opportunity to provide specific input on those issues and concerns most important to the City's business community. The online community questionnaire will be easily accessible on the project website. At the close of the questionnaire response period, we will review and summarize results as a gauge of community priorities and issues.

2d: Key Stakeholder Interviews (up to 12)

Key stakeholder interviews and focus group discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives. Key stakeholder interviews are conducted with one to two participants. Small focus groups are made up of two to three participants gathered around a specific topic. Up to 12 confidential interviews or focus group discussions will be conducted to obtain additional information regarding local issues and potentials. The Project Team will work with City staff to identify those individuals and groups to be interviewed. We recommend a broad sampling of interviewees who may possess unique perspectives or special insights into the community. Interviewees could include selected property owners, new and lifelong residents, local builders and developers, students, local businesspersons, area not-for-profits and service providers, and representatives from other government bodies, institutions, and civic groups.

2e: Business Focus Group Workshop

The business focus group workshop will be targeted specifically to property owners, business owners, developers, and Reedsburg's corporate citizens as an important stakeholder group. The purpose of this focus group is to establish a dialogue and obtain feedback from those members of the business community that have a unique insight and perspective and whose assistance and involvement is crucial to the Plan's ultimate success. The focus group will be scheduled to coincide with other in-person engagement activities and can be conducted in the early morning to minimize impacts to business owners or scheduled as part of a regular scheduled event where numerous property owners and business owners are typically in attendance.

2f: Community Visioning Workshop

The purpose of a Community Visioning Workshop is to allow residents and stakeholders to tell us what they think, before plans and recommendations are crafted. The Community Visioning Workshop will involve the Project Team, City staff, elected officials, and members of the community.

The workshop will begin with a large group exercise where participants will work together to identify planning priorities, issues, and opportunities. Participants will then break out into small groups for a mapping exercise where they will put pen to paper and work to develop their vision for the future of the community. The workshop will conclude with general agreement regarding the long-term role and character of Reedsburg and the projects and improvements that will be desirable in the future.

Task 3: Community Vision, Goals & Land Use Framework

The purpose of this task will be to establish an overall "vision" for the future of Reedsburg that can provide focus and direction for subsequent planning activities and serve as the "cornerstone" of the consensus building process. Based on previous tasks in the planning process, the Project Team will prepare the Vision Statement, Goals, and Preliminary Land Use Framework.

3a: Vision Statement & Goals

Following the Community Visioning Workshop in (Task 1i), the Project Team will summarize the results of the group discussions. The preliminary Vision Statement and Goals for Reedsburg will be prepared to provide more specific focus and direction for planning recommendations. This task will be based on the Visioning Workshop, feedback from the community outreach activities, input from City staff, and observations from the Project Team. This deliverable, along with the preliminary land use framework (Task 3b) will serve as an outline of the Comprehensive Plan document and will form the basis for the development of more detailed recommendations in City-wide Frameworks & Web Meetings(Task 4).

3b: Preliminary Land Use Framework

Based on the outcome of the previous tasks, the Project Team will prepare the Preliminary Land Use Framework. This framework will include recommendations and policies for all land use areas in the City's corporate boundary and extraterritorial zoning area, including residential neighborhoods, commercial areas, industrial/office land uses, open space, areas of natural environment, and public and quasi-public uses.

The Preliminary Land Use Framework will form the core of the Land Use element and will identify and address a range of land use topics such as desired development patterns, new growth areas, land use compatibility issues and mitigation strategies, downtown revitalization, targeted infill development, and agriculture and conservation areas. This first framework will provide the overarching guidance to all other land use related components of the Comprehensive Plan and will identify the preferred growth management approach to accommodate anticipated changes in development, expand services, and distribute resources.

3c: Staff Review

Draft Vision Statement, Goals, and Preliminary Land Use Framework will be provided to City staff for review and comment. The Project Team will meet with staff prior to a Plan Commission Working Session. Comments provided by staff will be summarized and presented to the Plan Commission along with the draft Vision Statement, Goals, and Preliminary Land Use Framework.

3d: Plan Commission Working Session (Mtg #2)

A meeting will be conducted with the Plan Commission to review the draft Vision Statement, Goals, and Preliminary Land Use Framework. The objective of the meeting is to reach agreement on the vision, goals, and preliminary land use recommendations before moving forward with the development of the remaining elements of the Comprehensive Plan. Discussion with City staff and the Plan Commission will be used to evaluate the proposed land use framework, and weigh the costs and benefits of potential alternative approaches to land use and development. The assumptions regarding factors influencing future growth identified in the Issues & Opportunities Memo (Task 2d) will be further refined.

Task 4: City-wide Frameworks & Web Meetings

The City-wide Frameworks will establish policies for several different areas of concern including more detailed discussion of land use; zoning; housing and economic development; transportation and traffic management; community facilities and utilities; agricultural, natural and cultural resources; intergovernmental cooperation; and implementation. The Project Team will conduct a series of web meetings focusing on these key elements that will be combined to make up the Comprehensive Plan Update. Each web meeting will provide an opportunity for the Project Team, City staff, and the Plan Commission to discuss preliminary policies, plan recommendations, and initial maps and graphics. Web meetings will be hosted by the Project Team and recorded for City Staff and Plan Commission members unable to attend.

Increased Interaction

The use of web meetings will increase the number of touch points between the Project Team, staff, and the Plan Commission. This will provide for a more responsive and efficient workflow that minimizes potential for issues and time-consuming revisions and maximizes Project Team resources spent on plan development. This process will also enable incremental review of draft plan content by staff and the Plan Commission, rather than wholesale review which can be arduous and dilute quality of input.

4a: Web Meeting – Housing & Economic Development (Mtg #3)

This web meeting will provide an overview of recommendations related to housing, economic development, and accommodating long term growth and development. The Housing Framework Plan and the Economic Development Framework Plan will provide additional detail to land use and development policies identified as part of the Preliminary Land Use Framework.

Housing Framework

The Housing Framework will consider location, types, age, and condition of housing; owner and renter occupancy; and affordability of housing. This framework will identify the amount, character, density, and recommended location for different housing products and dwelling types to meet the current and future needs of Reedsburg's residents.

Economic Development Framework

The Economic Development Framework will provide policies, plans, and recommendations to strengthen the City's economic position, including its commercial, industrial, and office areas. This framework will outline policies designed to strengthen employment, job creation, and to provide and grow a diverse and thriving tax base for the City.

4b: Web Meeting – Transportation, Community Facilities & Resources (Mtg #4)

This web meeting will provide an overview of recommendations for transportation, community facilitates and utilities, and agricultural, natural & cultural resources.

Transportation Framework

The Transportation Framework will focus on the coordination and optimization of all modes of travel within the City. This framework will analyze the existing transportation system, identify corridors and areas of City that merit the greatest attention. This framework will address traffic management, parking and circulation, barriers to bicycle and pedestrian travel, and new mobility options such as rideshare. This framework will also highlight Reedsburg's unique status as the start of the 400 State Trail and a destination on US Bike Route 30, both of which bring many bicyclists into the City. Recommendations will incorporate "Complete Street" policies to ensure a consistent design people of all ages and abilities who walk, bike, and drive in Reedsburg.

Community Facilitates & Utilities Framework

The Community Facilities & Utilities Framework will identify and inventory all community facilities in the City and include recommendations and policies for municipal facilities and services, infrastructure, and intergovernmental coordination and cooperation. This framework will be informed by previous discussions regarding desired future growth and development regarding the extension of the growth area and utility areas. Land use and development policies will be evaluated based on an understanding of potential barriers to service extension.

Agricultural, Natural & Cultural Resources Framework

The Agricultural, Natural & Cultural Resources Framework will provide recommendations for agriculture/cultural resources, farmland preservation, parks and open space (passive and active), trail quality and connectivity, and sensitive natural resources. This framework will consider riparian corridors (such as the Baraboo River), floodplains, wetlands, and other environmental features influencing the City planning area. This framework will incorporate recommendations from the Reedsburg Bicycle, Pedestrian and Snowmobile Plan (2014), Reedsburg Design Team (2017), Baraboo River Corridor Plan: Phase II (2019), and historic preservation documents.

4c: Web Meeting – Implementation & Subareas (Mtg #5)

This web meeting will provide an overview of recommendations for all community facilities in the City and include recommendations and policies for community facilities, utilities, and intergovernmental coordination/cooperation. This will include recommendations regarding the near-term and long-term urban service area. This This web meeting will provide an overview of parkland and trail network, and unique and sensitive natural resources.

Implementation Strategy Framework

The Implementation Strategy Framework will outline the general administration of the Plan and actions needed to carry out the policies contained in the Comprehensive Plan including recommendations related to zoning and other land-use regulations, priority improvement projects, redevelopment sites, capital improvement projects, potential funding mechanisms, and implementation methods that can be utilized toward the investment of public and economic improvements. Additionally, intergovernmental cooperation, a state required element, will be included as part of the implementation strategy, or if required, pulled out into a separate element apart from the implementation framework. This framework will include a draft Action Matrix that will serve as a checklist to track implementation progress. The Action Matrix will provide metrics and other detail necessary to allow the City to track the progress and effectiveness of the Plan and maximize its usefulness as a tool to achieve community goals and objectives.

Subarea Frameworks

We will work with City staff and the Plan Commission to identify two subareas for more detailed focus. This could include downtown, commercial/industrial corridors, or other newly desired areas of focus. These subarea frameworks will be prepared to address land use and development, priority development opportunity sites, transportation and traffic, access and connectivity, parking, urban design and character, and other elements necessary to provide a more detailed planning analysis of these identified areas. Use of plan graphics and 3D visualizations will be utilized to provide the detail necessary to effectively communicate planning and development concepts and recommendations. Specific implementation strategies will also be developed as part of the Subarea Frameworks, to provide the City, land owners, developers, and investors with more detailed direction on the tasks and activities that need to be undertaken to realize success.

Task 5: Draft Comprehensive Plan Document

Based on the previous tasks in the planning process, the draft and final versions of the Comprehensive Plan document will be prepared for review, consideration, and adoption.

5a: Draft Comprehensive Plan

Based on feedback received on the City-wide Frameworks (Task 4) the Project Team will prepare the draft Comprehensive Plan document for review and consideration. The draft Comprehensive Plan will be designed not only to serve as a policy document for guiding land use, transportation, community facilities and infrastructure, and the natural environment, but also as a guide for establishing City policy regarding a variety of community components that collectively improves the overall quality of life.

The draft Comprehensive Plan will include, at a minimum, the following required plan elements: summary of issues and opportunities, land use, housing, economic development, transportation plan, utilities and community, agricultural, natural and cultural resources, intergovernmental cooperation, and implementation. The Plan will be user-friendly, highly illustrative, and visually compelling. Concise well-written text will be combined with attractive and easy to understand maps, graphics, illustrations, and photographs to effectively communicate the Plan's policies and recommendations.

5b: Catalyst Site Development Concepts

Based on discussion with City staff and the Plan Commission, development concepts and visualizations will be prepared for up to three (3) key catalytic development opportunity sites identified in the Subarea Plans. Development concepts will include site plans and development visualizations that provide specific recommendations regarding building mass and orientation, site access and circulation, site amenities, parking and landscaping location and design. Character images of desired development types and an outline of key design considerations will also be provided for each site.

Development of the site concepts will be an iterative process driven by City staff input. The Project Team will first outline potential design programs for each site using hand sketched plan view graphics. City staff input will be used to refine the design programs and agree on preferred design for each site including character images. A massing model that illustrates the preferred program in 3D will then be developed for each site. Finally, the draft models will be revised based on staff input and additional details will be applied to the models including area context.

5c: Staff Review

Prior to presenting the draft Comprehensive Plan to the Plan Commission, the Plan will be distributed to staff for review. The Plan will be modified based on staff review before presentation to the Plan Commission.

5d: Plan Commission Presentation/Working Session (Mtg #6)

A meeting will be conducted with the Plan Commission to review and reach agreement on the draft Comprehensive Plan.

5e: Community Open House (City-Wide Frameworks)

Prior to the public hearing, a community open house will be held to allow residents to drop in, review the draft Comprehensive Plan, and ask questions of the members of the Project Team and City staff. The Open House format will provide an opportunity to see and learn about the City's new Comprehensive Plan before the adoption process begins. Open house presentation materials and collateral will be provided so that City staff can facilitate additional informational meetings as desired by the Plan Commission. Following the community open house, the final Comprehensive Plan will be prepared for the public hearing presentation and the adoption process.

5f: Zoning Audit

The Project Team will conduct an audit of the City's Zoning Ordinance and provide a memo summarizing initial findings. The Project Team will review and assess sections of the City's zoning ordinance to provide consistency, support, and compatibility with policies and recommendations as part of the Comprehensive Plan update. The zoning audit can be incorporated into the Implementation Strategy chapter.

5g: Final Comprehensive Plan to Plan Commission – Public Hearing (Mtg #7)

In accordance with State statutory requirements, the final Comprehensive Plan will be presented to the Plan Commission at a public hearing. Based on review and discussion, and based on public feedback during the public hearing, a revised final Comprehensive Plan will be prepared for recommendation to the Common Council.

5h: Final Comprehensive Plan to Common Council

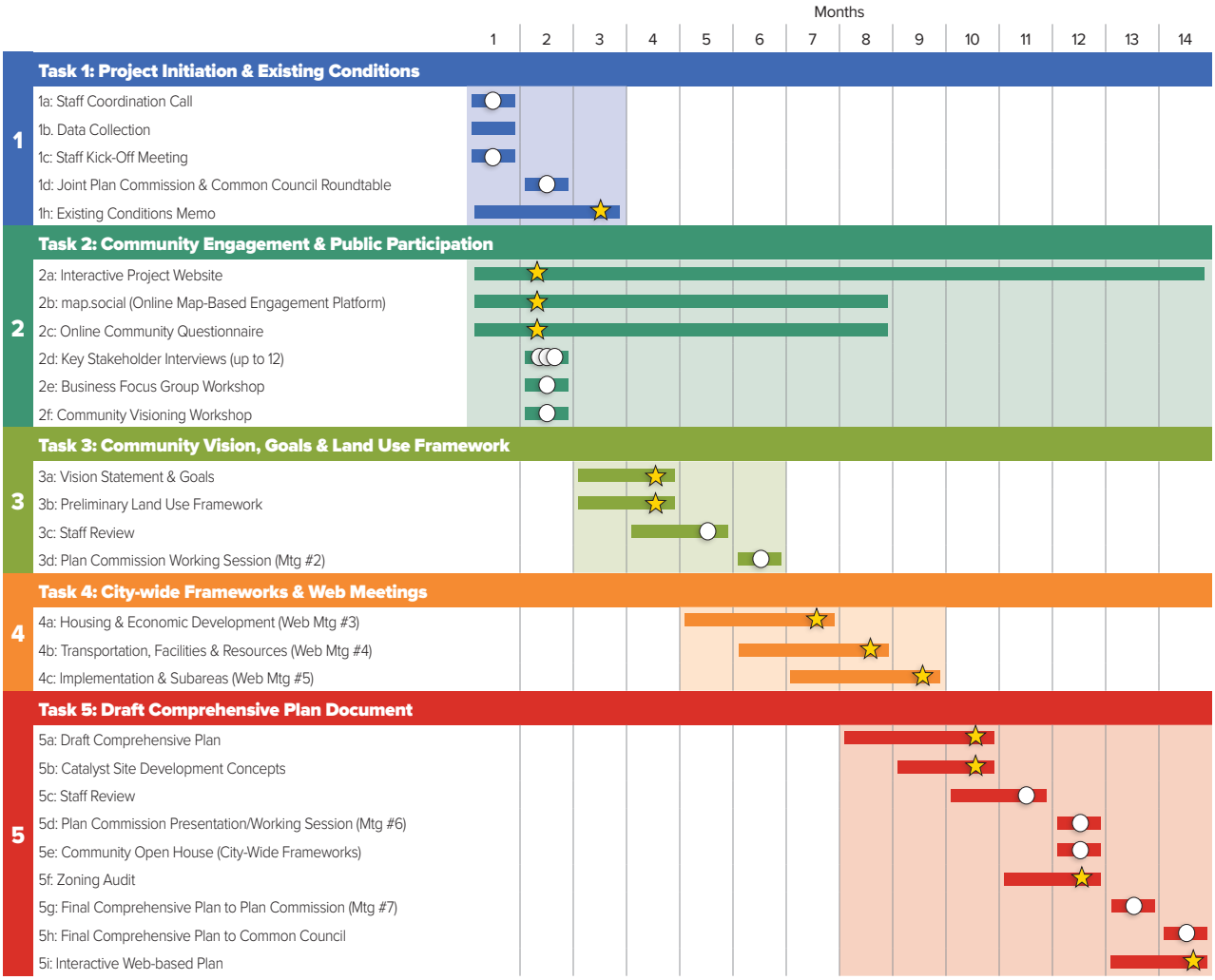
The revised final Comprehensive Plan will be presented to the Common Council for consideration and adoption. Presentation materials that incorporate any plan revisions will also be provided to City staff to conduct any additional adoption meetings required at the municipal level. At the conclusion of the project, all of the background data and information compiled by the Project Team during the course of the study will be forwarded to City staff.

5i: Interactive Web-based Plan

The planning process for Reedsburg will yield a traditional "long form," complete comprehensive plan document. A PDF of the plan will allow for printing and on-screen viewing and easy distribution, searching, and navigation. In addition, we will leverage ArcGIS Storymap to create a fully interactive version of the Comprehensive Plan. Plan content will be interwoven with consolidated text, photos, and interactive maps to simplify navigation between related, cross-referenced components of the Plan. ArcGIS Online will power interactive maps that can be queried and explored, providing an engaging, "digital" comprehensive plan. This task will take place after the plan is adopted, as it cannot be completed prior to adoption. Completion of this task will not be deemed an extension of the overall project timeline even if it extends beyond the project's contracted timeline.

Project Schedule

The timeline below provides an overall framework to complete each step outlined in our proposed Scope of Work, assuming an overall 14-month timeline. Our Project Team is ready to begin work immediately and committed to devoting the proposed personnel and resources for the entire length of time necessary to complete the project. Should the selection committee favor our basic approach, we will work with City staff to refine this scope of work and project Schedule in a manner that is most advantageous to the assignment.



○ Denotes Event, Meeting, or Call to be conducted by the Project Team

★ Denotes Deliverables to be produced by the Project Team

SECTION 3

PROJECT BUDGET

Project Budget

The tables below outlines our Project Team's proposed budget estimate by task. Our proposed budget to undertake the proposed scope of work is a not to exceed amount of **$149,910** including project-related expenses (travel, printing, presentation materials, mileage, etc). Should Reedsburg favor our overall approach, we will work with City staff to further refine this breakdown in a manner that maximizes the efficient use of resources.

Tasks	Cost
Task 1: Project Initiation & Existing Conditions	$ 42,140
Task 2: Community Engagement & Public Participation	$ 15,700
Task 3: Community Vision, Goals & Land Use Framework	$ 17,900
Task 4: City-wide Frameworks & Web Meetings	$ 24,660
Task 5: Draft Comprehensive Plan Document	$ 44,010
Total Professional Fees	$ 144,410
Total Direct Expenses	$ 5,500
TOTAL COST (including expenses)	**$ 149,910**

Position	Hourly Rate
Principal	$250 – $230
Senior Project Manager	$180
Project Manager	$145
Planner II	$145-130
Planner I	$110 - $105

List of Project Deliverables:

Below is a breakdown of deliverables based on the proposed scope of work.

- 1h: Existing Conditions Memo
- 2a: Interactive Project Website
- 2b: map.social (Online Map-Based Engagement Platform)
- 2c: Online Community Questionnaire
- 3a: Vision Statement & Goals
- 3b: Preliminary Land Use Framework
- 4a: Housing & Economic Development (Web Mtg #3)
- 4b: Transportation, Facilities & Resources (Web Mtg #4)
- 4c: Implementation & Subareas (Web Mtg #5)
- 5a: Draft Comprehensive Plan
- 5b: Catalyst Site Development Concepts
- 5f: Zoning Audit
- 5i: Interactive Web-based Plan

SECTION 4

KEY PERSONNEL

Key Personnel

Houseal Lavigne strives to develop strong working relationships with our clients and essentially consider ourselves as an extension of staff. We will work closely with City staff throughout the planning process to ensure that the final product reflects this collaboration.

Project Management

For this important assignment, **Josh Koonce** will serve as the Project Manager and primary point of contact for the duration of the project – managing staff and deliverables for the project including coordination with City staff and Toole Design. **Daniel Tse** will assist in handling the day-to-day activities including client/project team coordination, initial analysis, and development of the Plan. **Nik Davis** will serve as Principal Oversight to ensure the project has the resources and support needed to deliver a high-quality and insightful Plan. While key members are highlighted in the following resumes, this important project will have support from the broader Houseal Lavigne team.

Houseal Lavigne has also engaged with subconsultant and partner Toole Design to perform services related to transportation for this assignment. Toole Design's staff will be led by **Shaun Murphy-Lopez**.

Nik Davis, AICP

Principal

Nik is a Principal at Houseal Lavigne, bringing with him over 15 years of professional design and planning experience. He manages much of the firm's versatile studio work, as well as hones skill specializations in urban design, planning, geodesign, landscape architecture, site plan development, streetscape design, and Euclidean and form-based development regulations. Nik provides the connection between the plan making process and document creation, focusing on concept and site design, visualizations, document layout, and urban-form 3D modeling, using a breadth of drafting techniques and software tools.

Nik received his Bachelor's degree in Landscape Architecture from Purdue University. Prior to joining Houseal Lavigne, Nik worked for consulting firms specializing in development planning, urban design, streetscape design, zoning, and landscape architecture, where he was awarded recognition in sustainability and environmental stewardship by the Illinois Chapter of ASLA.

Nik enjoys the challenge of ensuring that plan recommendations and zoning ordinances correlate to what gets built, and therefore works to ensure that community goals and urban design expectations are grounded in reality and site-based limitations. He approaches his role as a problem solver, acting to understand how a community's local history and current challenges can be improved through technical tools, such as design guidelines, zoning codes, and development regulations. Through projects like Traverse City, Michigan's corridor master planning project and Baltimore, Maryland's zoning code revision, Nik was able to create graphics and documents that navigate the reader from public input and problem identification, to goal setting and recommended action, in a way that is elevated by high-quality illustrations and document layout.

Education

Bachelor of Science in Landscape Architecture
Purdue University

Memberships

American Planning Association

American Institute of Certified Planners

ASLA Positions

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

Past ILASLA Public Awareness Chair

Past ILASLA External Communications Officer

APA-IL Positions

Co-Chair for the Marketing Committee

Presentations

2015 National APA Planning Conference
New Tools for Zoning & Development Visualization

2013 National APA Planning Conference
Putting Zoning on the Map

APA-CMS January, 2012
Integrating Sustainability Into Development Regulations

October 2011, APA-IL State Conference

Awards

2020 Special Achievement in GIS Award
Morrisville Land Use Plan

2020 APA Smart Cities Award
Morrisville Land Use Plan

2019 APA-CO General Planning Award
Aurora Places Comprehensive Plan

2018 APA-VA Plan of the Year
Bristol Virginia Comprehensive Plan

2018 Special Acheivement in GIS Award
Oshkosh Lakeshore Development

2016 APA-MN Innovation Award
St. Cloud Comprehensive Plan

2014 APA-MI Public Outreach Award Imagine
Flint Master Plan

2009 ILASLA Honor Award for Environmental Stewardship
Winnebago County 2030 Land Resource Management Plan

Project Experience

Comprehensive Plans

40+ Comprehensive Plans including:

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Cape Cod, MA
- Cary, IL
- Centerton, AR
- Council Bluffs, IA
- Crete, IL
- Eden Prairie, MN
- Elgin, IL
- Flint, MI
- Fort Dodge, IA
- Frederick, CO
- Galesburg, IL
- Glen Ellyn, IL
- Hawthorn Woods, IL
- Hudson, OH
- Jackson, TN
- Lynwood, IL
- Maywood, IL
- Muskogee, OK
- New Buffalo, MI
- Oak Park, IL
- Pleasant Hill, IA
- Richton Park, IL
- Sioux City, IA
- St. Charles, IL
- St. Cloud, MN
- Westmont, IL
- Windsor, CO

Downtown/TOD Plans

20+ Downtown Plans including:

- Carbondale, IL
- Elmhurst, IL
- Fort Dodge, IA
- Hudson, OH
- Lisle, IL
- Oshkosh, WI
- Richton Park, IL
- Rolling Meadows, IL

Corridor Plans

30+ Corridor Plans including:

- Bentonville, AR
- Des Plaines, IL*
- Elmhurst, IL
- Island Lake, IL
- Homer Glen, IL
- Kenilworth, IL
- New Lenox, IL
- Peoria Heights, IL
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

Streetscape Designs

40+ Streetscape Plans including:

- Bradely - Broadway Street
- Chicago, IL - 87th & Stony, Lake Street, Uptown-Broadway Avenue, Auburn Gresham-79th Street
- Elmhurst, IL - North York
- Glen Ellyn, IL
- Huntley, IL
- New Buffalo, MI

Zoning Ordinances & Form-Based Codes

40+ Zoning/Development Standards including:

- Baltimore, MD*
- Bentonville, AR
- Buffalo, NY*
- Cleveland Heights, OH*
- Council Bluffs, IA*
- Dunwoody, GA
- Flint, MI
- Muskogee, OK
- New Orleans, LA*

Design Guidelines & Standards

- Chicago - Archer & Halsted
- Council Bluffs, IA
- Fort Dodge, IA*
- Mundelein, IL
- Pace TOD Guidelines
- Portage, IN
- Richton Park, IL*
- Traverse City, MI

Design Development & Concept Designs

- Bensenville, IL
- Chicago, IL
- Crystal Lake, IL
- Deerfield, IL*
- Linconlwood, IL*
- Mokena, IL*
- New Lenox, IL
- Oshkosh, WI
- St. Cloud, MN

Michio Murakishi

Senior Project Manager

Michio is a Senior Project Manager at Houseal Lavigne bringing over 15 years of experience in community planning and economic development. Recognizing the significance of economic viability, he feels strongly that professional planning practices must be firmly rooted in financial and market realities, as well as pragmatic fiscal policies. To this end, Michio brings special expertise to the firm in the areas of economic development strategy, public-private deal negotiation, financial feasibility analysis, fiscal impact analysis, and market analysis.

Michio's consulting experience has concentrated principally on structuring complex real estate financial transactions for numerous public- and private-sector clients. He guides real estate development projects from the visioning stage through project implementation and construction, working closely with both municipalities and developers. His representative work includes the negotiation of a public-private financing structure for the $110 million Wheeling Town Center mixed-use development project, providing development advisory services to the ownership group of the iconic Cermak Plaza shopping center, securing public funding in support of a LEED-certified renovation of the historic Inland Steel Building, and serving as lead TIF analyst on the Olympic Village financing plan included in the Chicago 2016 bid book submitted to the International Olympic Committee.

Prior to joining Houseal Lavigne, Michio worked at the Bureau of Economic Development in the City of Chicago's Department of Planning and Development. Before that, he spent several years operating his own consulting practice, worked in the national Capital Markets group at Jones Lang LaSalle, and held a senior position at a Chicago-based development advisory firm. Michio received a Bachelor of Arts degree in Sociology from Michigan State University and attended the University of Cincinnati, where he earned a Master of Community Planning degree as a HUD Fellow.

Education

Michigan State University, Bachelor of Arts

University of Cincinnati, Master of Community Planning

Publications

"Amazon HQ2: Lessons for local economic development" Illinois City County Management Association

Presentations

"Promises in the Dark: How to evaluate economic development proposals" Government Finance Officers Association

Project Experience

Development Advisory Services

- Chicago, IL*
- Evanston, IL*
- Hanover Park, IL*
- Lincolnshire, IL*
- Milwaukee, WI*
- Oak Park, IL*
- Palatine, IL*
- Park Ridge, IL*
- Prospect Heights, IL*
- St. Charles, IL*

Comprehensive Plans

- Ardmore, OK
- Aurora, CO
- Bentonville, AR
- Brentwood, MO
- Sioux City, IA

Subarea Plans

- Huntley, IL
- Oshkosh, WI
- Peoria Heights, IL

Public-Private Partnerships

- Capital Properties, Chicago, IL*
- Cermak Plaza Properties, LLC, Berwyn, IL*
- UJAMMA Construction, Inc., Chicago, IL*
- The Lynmark Group, Wheeling, IL

Market Analysis

- Batavia, IL*
- Franklin Park, IL*
- Oak Creek, WI*
- Palos Park, IL

Special Projects

- Chicago 2016, Olympic Village Financing Strategy*
- DuPage County, O'Hare Airport Western Access*
- Palos Park, IL, Fiscal Impact Analysis
- Prairie Grove, IL, Impact of Annexation*

Joshua Koonce, AICP

Project Manager

Josh is a Project Manager with Houseal Lavigne who brings seven years of experience in the areas of zoning, mapping, historic preservation, community development, and bicycle planning. His approach to any assignment is anchored by a viewpoint that successful planning requires a wide array of skills and expertise, including data-driven plan communication, a people-oriented approach to transportation, and the integration of technology and visuals in the planning process.

Josh has worked closely with residents, developers, architects, engineers, and various municipal departments to bring significant projects through the planning, zoning, and development process. Josh adeptly engages and interfaces with a community and its committees, boards, and commissions; bringing a fresh, outside perspective coupled with an inside, practical understanding of municipal government structures. He has frequently acted as liaison between these types of entities and local community development organizations and coalitions to connect, build relationships, and advocate and defend the vision of any given assignment. An additional benefit of his experience is a thorough understanding of the research and procedures necessary to secure planning-related grant monies at the local level. As the Planner for the Village of Maywood, Josh applied for and received over $1 million in planning and engineering grant funds, which greatly increased the capacity for implementation of planning initiatives within the community.

Josh is a certified planner with the American Institute of Certified Planners and an active APA member which enables him to network with planning professionals and stay up-to-date with planning best practices. Going forward, Josh is interested in helping communities navigate and prepare for a variety of scenarios by finding creative and thoughtful ways to plan and benefit from local assets.

Education

Master Of Urban Planning And Policy
University of Illinois at Chicago,
College of Urban Planning and Public Affairs,
Chicago, IL, 2010

Bachelor Of Arts In Sociology And English
Trinity Christian College,
Palos Heights, IL, 2005

Memberships

American Institute of Certified Planners (AICP)

American Planning Association (APA)

Project Experience

Comprehensive Plans
- Fort Wayne & Allen County, IN
- Gunnison, CO
- Grand Junction, CO
- Jenks, OK
- Peoria Heights, IL
- Sioux City, IA

Zoning
- Verona, WI
- Jenks, OK
- Knightdale, NC

Downtown Plan
- St. Joseph, MI

Economic Development
- Brownsburg, IN Economic Development Strategic Plan

Corridor Plans
- Jefferson-Chalmers Mainstreet Master Plan, Detroit, MI

Misc. Studies
- MWRD Stormwater Master Plan

Subarea Plans
- Diamond Willow Property Master Plan, Sioux City, IA
- Gunnison, CO
- Grand Junction, CO
- Jenks, OK
- Oshkosh, WI, Sawdust District Master Plan
- Peoria Heights, IL

Development Services
- Flossmoor, IL

Grant Writing
- IHDA abandoned properties grant funding*
- Invest in Cook County funding for a major Village roadway project*
- Local Technical Assistance funding for a Metra Station Area plan (RTA)*
- Local Technical Assistance for updated zoning ordinance public facing guide (CMAP)*
- MWRD Green Infrastructure Grant*

Daniel Tse, AICP

Planner II

Daniel is a Planner II with Houseal Lavigne where his primary focus is developing illustrative graphics and innovative design work to further planning recommendations and concepts in a manner that is attractive and easy to understand. He is passionate about working with communities to identify issues and opportunities and design visually appealing graphics to create implementable plans. He adeptly incorporates development concept visualization and 3D renderings into planning documents and also concentrates on the mapping of the physical environment, creating and customizing GIS datasets, and using spatial analytic tools to inform policy recommendations and site design proposals.

Daniel received a Bachelor's and Master's degrees in Urban Planning from the University of Illinois at Urbana-Champaign and his professional practice includes working in both the public and private sectors in the United States and the Asia-Pacific region. Prior to joining Houseal Lavigne, Daniel worked at a multi-disciplinary firm where he expanded his practice and skillset into landscape architecture and architecture through site concept design.

His extensive experience in a wide variety of projects, including comprehensive plans, corridor plans, transit-oriented development, bike and trail plans, subarea plans, research park master plans, design guidelines, and zoning regulations has solidified his position as a well rounded urban planner. He is able to tackle the breadth of activities involved in a planning assignment including research, policy writing, design recommendations formulation, project management, community engagement, implementation, and visually cohesive document design.

Education

Master of Urban Planning, University of Illinois at Urbana-Champaign

Bachelor of Arts in Urban Planning, University of Illinois at Urbana-Champaign

Memberships

American Planning Association

Certifications

American Institute of Certified Planners

Awards

Master's Capstone Award
Hong Kong Institute of Planner's
Certificate of Merit
Highest Honors

Edmund J. James Scholar Student
James Scholar Research Creativity Award

UIUC Department of Urban and Regional Planning Outstanding Sophomore Award

Project Experience

Comprehensive Plans

- Brookfield, IL
- Crawfordsville, IN
- Cary, IL
- Coralville, IA
- Council Bluffs, IA
- Elgin, IL
- Fort Dodge, IA
- Frederick, CO
- Gardner, KS
- Greater Bridgeport Regional Council, CT
- Hudson, OH
- Jackson, TN
- Maywood, IL
- North Aurora, IL
- Oak Park, IL
- Plainfield, IN
- Pleasant Hill, IA
- St. Cloud, MN
- Sunset Hills, MO
- Windsor, CO

Corridor Plans

- Champaign, IL
- Moline, IL
- Matteson, IL
- Bi-State Regional Planning Commission, IL
- Downtown Plans
- Carson City, NV
- Rock Island, IL
- South Holland, IL

Visualizations

- Crystal Lake, IL
- Monmouth, IL
- Oshkosh, WI
- Pleasant Hill, IA
- Fort Dodge, IA
- Richton Park, IL
- Sterling, IL
- Tulsa, OK

Station Area Plans

- Prairie View, Buffalo Grove, IL
- Brownfield Reuse Plans
- Sherman Park, Indianapolis, IN

Campus Master Plans

- Research Park at the University of Illinois at Urbana-Champaign, Champaign, IL

Golf Facilities Master Plans

- Indy Parks & Recreation, Indianapolis, IN

Strategic Plans

- Wets Chicago, IL

Design Guidelines

- Aurora, IL
- Brookfield, IL

Mika Schweizer

Planner I

Mika joined Houseal Lavigne in 2018 after receiving her Bachelor of Arts in Urban Planning with a minor in Architectural Studies from the University of Illinois at Urbana-Champaign. There, she was an active member of the Executive Board for the Student Planning Organization, the James Scholar Honors Program, and the National Honor Society of Phi Kappa Phi. Mika was nominated for the Outstanding Sophomore Award by the Department of Urban Planning and was annually placed on the Dean's List. In 2017, she took a semester abroad in Barcelona, studying the City's history of urban development and culture.

Mika's interests range from urban design, public space activation, downtown redevelopment, graphic representation of plans, and determining communities' unique needs based on data analysis and research. Before joining Houseal Lavigne, Mika worked for Ben Herzog Architect, PC, an architectural firm in Brooklyn, New York, and later for the Downtown Evanston SSA in Illinois.

Education

Masters of Urban Planning and Policy with a Certificate in Geospatial Analysis & Visualization
University of Illinois, Chicago

Bachelor of Science in Architecture, University of Illinois, Champaign/Urbana

Memberships

American Planning Association Illinois Chapter

American Planning Association National Chapter

IL GIS Association

Certifications

American Institute of Certified Planners
Issued by American Planning Association

ArcGIS Desktop Associate
Issued by Esri

ArcGIS Desktop Professional
Issued by Esri

Presentations

Wisconsin Land Information Association
Persuading Citizens & Corporations with Visualization

Awards

2018 Special Acheivement in GIS Award
Oshkosh Lakeshore Development

2016 AICP Outstanding Student Award

Project Experience

Comprehensive Plans

- Centerton, AR
- Edin Prairie, MN
- Fort Wayne and Allen County, IN
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Naperville, IL
- Oak Creek, WI
- River Forest, IL
- Sioux City, IA
- Springfield, MO
- Summerville, SC
- Wyoming, MI

Downtown Plans

- St. Joseph, MI
- Development Services
- Flossmoor, IL

Corridor Plans

- Jefferson-Chalmers, Detroit, MI, Mainstreet Master Plan

Subarea Plans

- Diamond Willow, Sioux City, IA, Development Master Plan
- Palos Park, IL, Western Growth Area Master Plan
- Oshkosh, WI, Sawdust District Master Plan

Strategic Plan

- Westmoreland County, PA

SHAUN MURPHY-LOPEZ

SENIOR PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 15

Toole Design: 2014-Present

City of Minneapolis Public Works Department: 2006-2014

EDUCATION/ CERTIFICATION

Bachelor of Arts, Elementary Education, University of Iowa: 1999

Shaun has worked for over 15 years in pedestrian and bicycle planning, and serves as an expert consultant on plans and research, with a focus on smaller cities, towns, and rural areas in the Midwest. As a transportation planner, his experience includes partnering with communities to create pedestrian and bicycle plans, as well as research within areas like maintenance and accessibility for people with disabilities. Shaun served as the Project Manager for pedestrian and bicycle plans in Brookings, SD, Vermillion, SD, and Winona, MN. He was an author of the Topeka, KS Pedestrian Master Plan, the Hennepin County Bikeway Maintenance Study, and the Massachusetts DOT's Pedestrian Transportation Plan Municipal Resources Guide. Before joining Toole Design, Shaun served as the Bicycle and Pedestrian Coordinator for the City of Minneapolis between 2006 and 2014, where he led the doubling of the city's on-street bikeway network from 40 to 80 miles.

SELECTED PROJECT EXPERIENCE

West Fargo Comprehensive Plan, West Fargo, ND
Shaun served as a planner for the transportation portion of this project, which sets a vision for the coming years in this rapidly growing suburb of Fargo. The plan includes an analysis of the existing walking and bicycling networks, as well as information on current commuting patterns. Shaun drafted several sections of the transportation portion by researching existing city and metropolitan plans, determining peer suburban communities, and using www.walkscore.com.

Shakopee Comprehensive Plan, Shakopee, MN
Shaun was a planner on this project to draft the transportation chapter of this comprehensive plan update. The plan made recommendations for how to improve the transportation network for people walking, bicycling, taking transit, and driving. Shaun's responsibilities included addressing client comments on a draft version of the transportation chapter.

Winona Complete Streets and Pedestrian and Bicycle Plan, Winona, MN
Shaun was the Project Manager for this project, which created a Complete Streets policy for this southern Minnesota university town. The plan also updated the city's future bicycle network map, made policy recommendations for an improved pedestrian environment, and recommended designs for several upcoming street construction projects. Shaun drafted the text of the plan, led the internal team to engage the community and create engineering recommendations, and partnered with the Winona Active Transportation Committee to build support within the community.

Urbandale Complete Streets Master Plan, Urbandale, IA
Shaun was the project manager on this planning project to develop a Complete Streets network for this suburban community in the Des Moines metro area. The plan collected feedback from the public, analyzed demand, made recommendations for a future network, and made facility type guidance. The plan also included a comprehensive list of implementation-focused projects. Shaun's responsiblities included overseeing the project team, drafting content for the plan, and leading community engagement efforts. The plan was adopted in December 2019.

SONIA DUBIELZIG HAECKEL

PROJECT PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 16

Toole Design: 2015-present

Madison Metropolitan School District: 2012-2015

Waukesha Bicycle Alliance: 2010-2012

Southeastern Wisconsin Regional Planning Commission: 2005-2012

EDUCATION/ CERTIFICATION

Master's Program, Urban and Regional Planning, University of Wisconsin: 2005

Bachelor of Arts, Political Science, Haverford College: 2000

Sonia is a project planner with over a decade of experience, which includes Safe Routes to School (SRTS) plans, bicycle wayfinding, and community bicycle and pedestrian plans. She has worked on SRTS projects in in locations across the country and for the National SRTS Clearinghouse. Sonia is an expert in active transportation wayfinding, led the development of the award-winning Dane County Bicycle Wayfinding Manual, and has developed sign placement plans for 350 miles of paths and on-street bikeways in Wisconsin, Nebraska, and Colorado. Sonia has worked on numerous bicycle and pedestrian plans around the country. She has also contributed to design standards and policies for a wide range of bicycle and pedestrian plans, ranging from recommendations on sidewalk gap policies in Madison, WI, to driveway access standards in Omaha, Nebraska, and paved shoulder design recommendations for rural Kansas bike routes.

SELECTED PROJECT EXPERIENCE

Washington County Bicycle and Pedestrian Plan, Washington, WI
Sonia was Project Manager for this fast-moving countywide bicycle and pedestrian plan. Washington County is eager to expand its current low-stress bicycle routes and paths connecting communities. This plan outlined a planned network that includes low-stress path routes for all ages and abilities as well as on-road routes for experienced bicyclists. The final plan included a priority list of the network segments and detailed implementation information for the 7 highest-priority connections. Sonia led all aspects of the project, including the facilitation of advisory committee meetings, policy recommendations, and plan network recommendations, and prioritization.

Transit Development Plans, Kenosha, Milwaukee, Racine, and Waukesha, WI
As the lead author of the transit development plans for the Cities of Kenosha and Racine, Sonia worked on the evaluation and recommendations for the Milwaukee County Transit System. Her activities included mapping the transit routes to determine their productivity and coverage and analyzing their costs and ridership to help improve the efficiency of the system.

La Crosse SRTS Update, La Crosse, WI
The City of La Crosse hired Toole Design to create a City SRTS Plan with two components: a Strategic City Plan with recommendations for changing policies and expanding education and encouragement programs, and school neighborhood infrastructure plans for all 22 schools in the City. As Project Manager, Sonia oversaw both the non-infrastructure and the infrastructure recommendations. In response to the COVID-19 pandemic, Sonia helped the City rescope the engagement strategy away from public meetings to an online video format and outdoor demonstration projects that permit social distancing.

SECTION 5

PROJECT EXPERIENCE

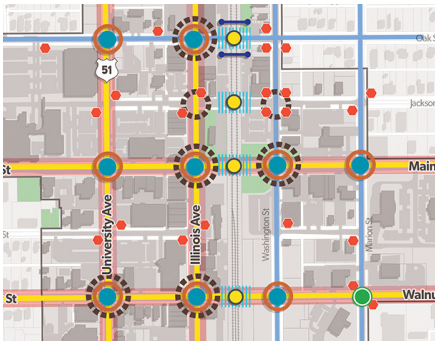
Project Experience

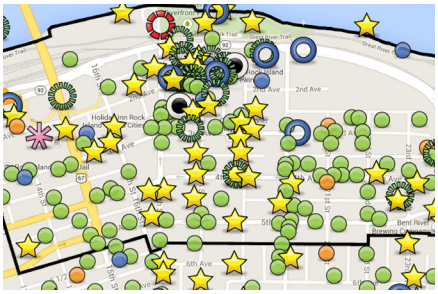
Houseal Lavigne has established itself as one of the top planning firms in the United States. The firm strengthens communities through creative, dynamic, and viable approaches to planning, design, and development. By creating a clear and practical unifying vision, developing achievable and implementable plans and concepts, fostering innovative community involvement programs that reach a broad cross-section of stakeholders, crafting sustainable growth and resilient economic development strategies; our team provides the expertise necessary to improve the relationship between people and their environment.

We have worked on over 400 plans across more than 300 communities nationwide. In that time, we have directed more than 100 comprehensive plans and more than 50 downtown/ TOD plans, 90 corridor plans, 40 special area plans, 30 zoning ordinances, design guidelines and related assignments. Our national experience includes planning, design, economic, and zoning assignments in Alabama, Arkansas, California, Colorado, Connecticut, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Virginia, and Wisconsin.

The list below highlights just some of our planning experience for communities across the country:

- Ardmore, OK
- Aurora, CO
- Battle Creek, MI
- Bentonville, AR
- Brentwood, MO
- Benton Harbor, MI
- Brownsburg, IN
- Brookfield, IL
- Bristol, VA
- Cape Cod Region, MA
- Cary, IL
- Centerton, AR
- Channahon, IL
- Coralville, IA
- Council Bluffs, IA
- Crest Hill, IL
- Crete, IL
- Crothersville, IN
- Culver, IN
- Davis Junction, IL
- Downers Grove, IL
- Dunwoody, GA
- Eden Prairie, MN
- Edinburgh, IN
- Elgin, IL
- Flint, MI
- Forest Park, IL
- Fort Dodge, IA
- Fort Lupton, CO
- Freeport, IL
- Galesburg, IL
- Geneva, IL
- Greater Byron Area, IL
- Grundy County, IL
- Harwood Heights, IL
- Highwood, IL
- Hudson, OH
- Itasca, IL
- Jackson, MO
- Jackson, TN
- Kenilworth, IL
- Lake Barringotn, IL
- Lincolnwood, IL
- Lynwood, IL
- Machesney Park, IL
- Mahomet, IL
- Mattoon, IL
- Maywood, IL
- McHenry County, IL
- Melrose Park, IL
- Morrisville, NC
- Montgomery, IL
- Morton Grove, IL
- Mundelein, IL
- Muskogee, OK
- New Buffalo, MI
- Niles, IL
- North Aurora, IL
- Northbrook, IL
- Oak Creek, WI
- Oak Park, IL
- Oshkosh, WI
- Palos Heights, IL
- Palos Park, IL
- Pingree Grove, IL
- Pleasant Hill, IA
- Plainfield, IN
- Richton Park, IL
- River Forest, IL
- Sangamon County, IL
- Schaumburg, IL
- South Beloit, IL
- St. Charles, IL
- St. Cloud, MN
- Sugar Grove, IL
- Summerville, SC
- Sunset Hills, MO
- Westmont, IL





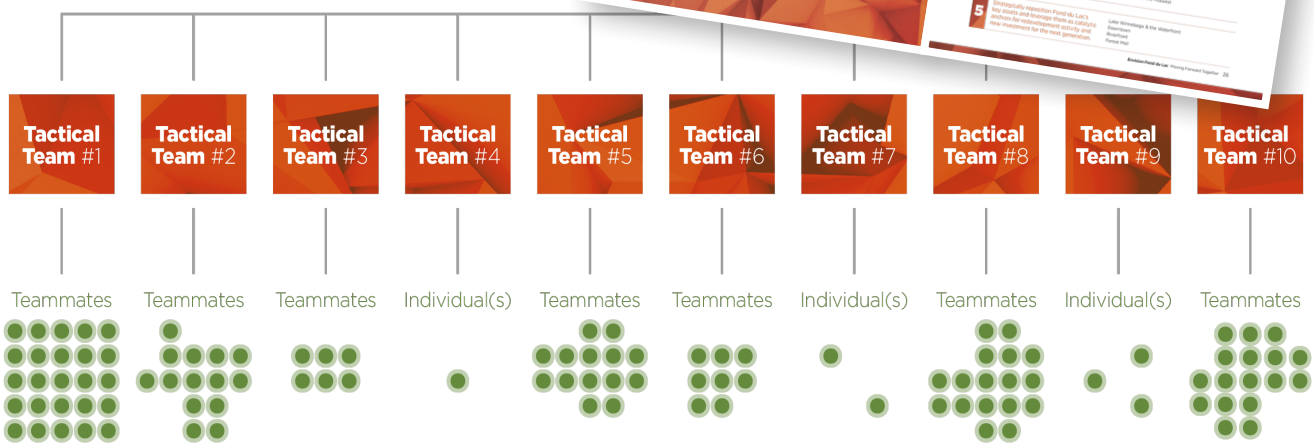
City of Fond du Lac, Wisconsin

Community Vision & Strategic Plan

Envision Fond du Lac is a community-driven visioning and strategic plan for the greater Fond du Lac region of approximately 100,000 residents. Leading a team of public and private stakeholders -- including Agnesian Healthcare, the City of Fond du Lac, Mercury Marine, the Area Association of Commerce, and Fond du Lac County, Houseal Lavigne worked with the community to establish a new comprehensive vision and identify the tools, policies, actors, and investments needed to achieve that vision. Thus far, the process has engaged thousands of residents through a variety of innovative public and web-based outreach tactics.

Envision Fond du Lac took shape through extensive community outreach. It addresses ways to revitalize Downtown, leverage Lake Winnebago and Lakeside Park as community and social amenities, establish public-private partnerships on a wide range of public policy issues, strengthen the region's economic development and entrepreneurship efforts, and combat "brain drain."

Implement

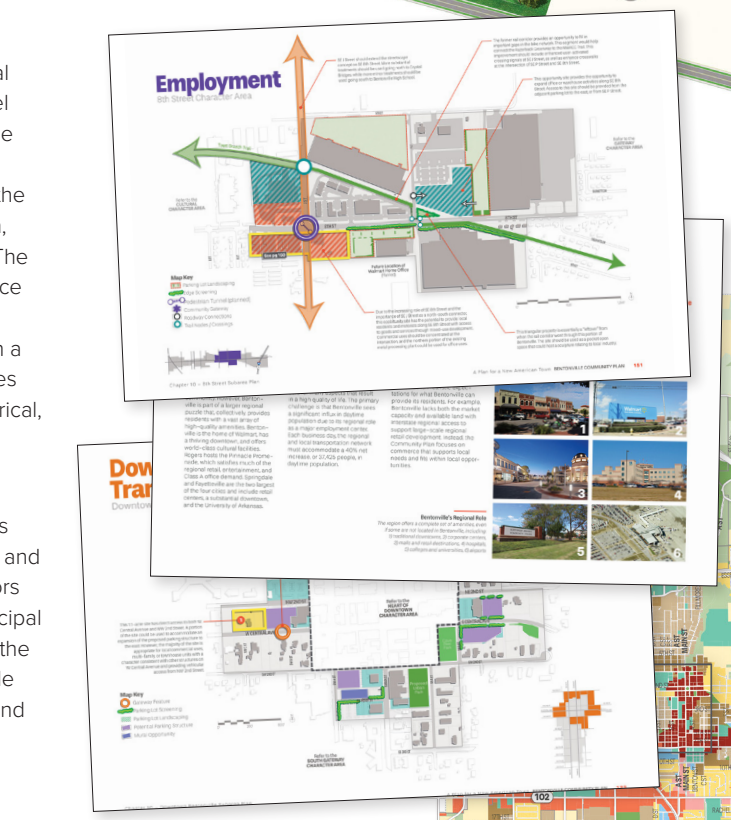


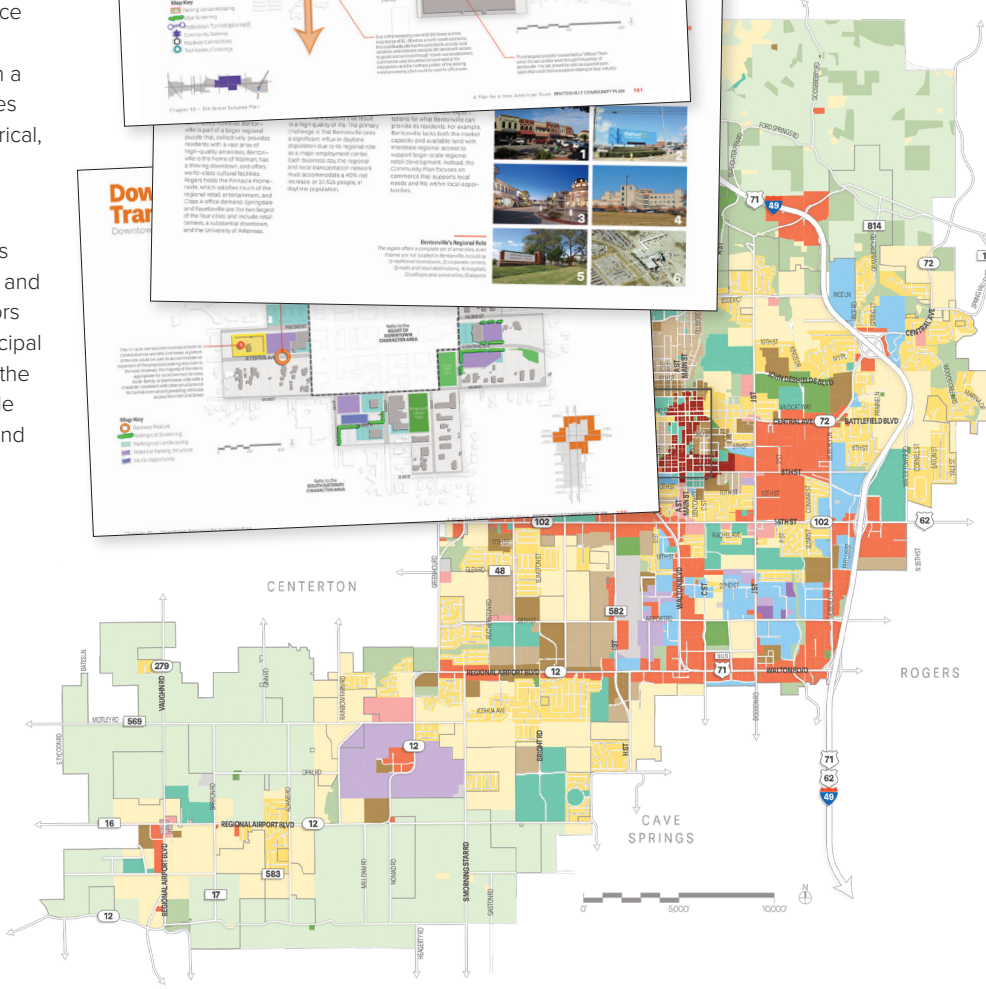
City of Bentonville, Arkansas

Comprehensive Plan

The Bentonville Community Plan, developed by Houseal Lavigne, is the City's guidebook for becoming the model of a new American town. In 1950 Bentonville became the hometown of the original Walton's 5&10 with its small-town, middle-America charm. Since the opening the of the first store Walton's has grown into the global retail chain, Walmart, and Bentonville has grown right along with it. The City has experienced an exponential population flux since 2000 that is expected to continue well into the 2030s. The Community Plan focuses on directing that growth in a manner that benefits the existing residents as businesses as well as the newcomers, all while maintaining its historical, and eclectic charm.

To do so, a Strategic Growth Plan was utilized to inform where and how the influx of new people and proprietors should locate into the expanding City. It identifies short- and long-term decisions that account for a multitude of factors including transportation and infrastructure access, municipal service locations, quality of life amenities, and costs for the City. This calculated planning approach helps Bentonville take advantage of existing resources while identifying and utilizing new opportunities to further its recent cultural, economic, and environmental successes.

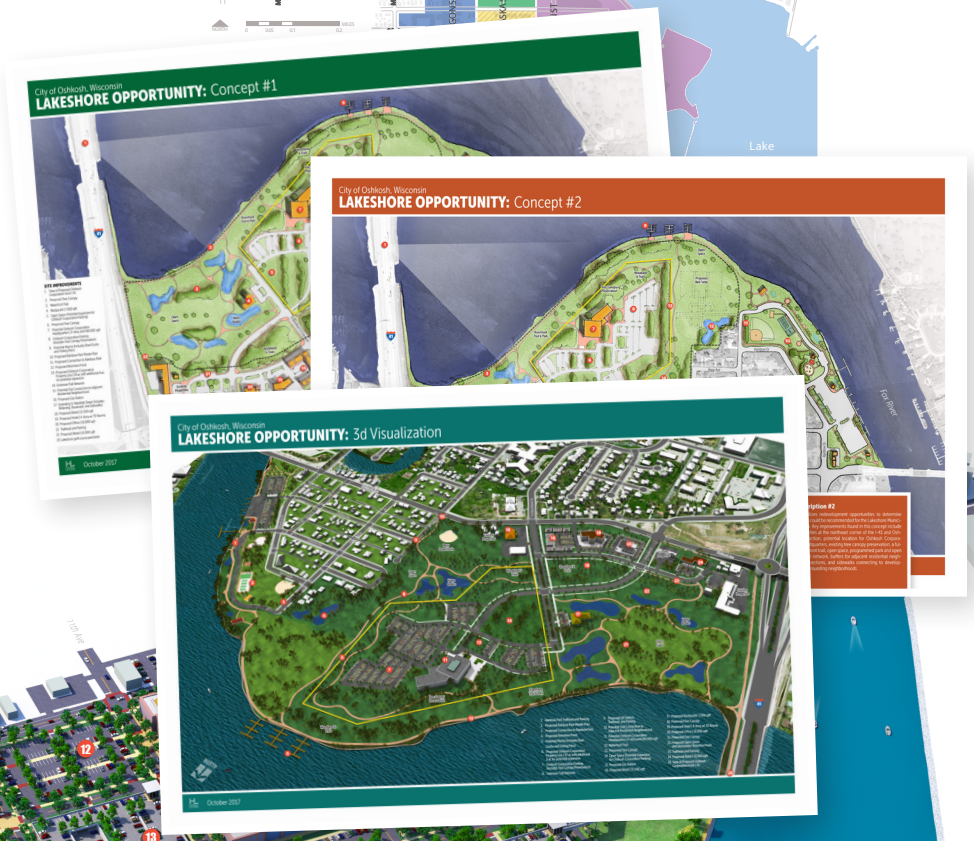




City of Oshkosh, Wisconsin

Oshkosh Master Plan & Redevelopment Plans

The Oshkosh Master Plan started as a downtown study that expanded to include two significant redevelopment plans. The Master Plan organized this waterfront Downtown into ten distinct functional areas, establishing a unique character, design guidelines, development priorities, and strategies for each. The Plan reimagined a vacant old industrial waterfront site to help the city respond to "long shot" Milwaukee Bucks opportunity. By crafting a redevelopment plan for the Sawdust District, a multi-use entertainment district concept, the City was able to make the "long shot" a reality, and the City landed the professional basketball team facility. Building off the success of attracting a minor league team, the City of Oshkosh set out to retain Oshkosh Corporation (which has several locations scattered throughout the community) by identifying and visualizing a potential location for the Fortune 500 company's new Global Headquarters. Using CityEngine and the firm's extensive experience in site planning and 3d visualizations, the City of Oshkosh secured the bid to retain Oshkosh Corporation with plans to break ground in 2018.



North Aurora, Illinois

North Aurora Comprehensive Plan

The Village of North Aurora represents both unique opportunities and challenges related to growth over the next two decades. Two I-88 interchanges, its location along the Fox River, and available land along key corridors set the stage for new commercial and residential development. However, aging corridors and obsolete industrial uses make revitalization of the community's core difficult.

Houseal Lavigne was hired by the Village and the Chicago Metropolitan Agency for Planning (CMAP) to develop a Comprehensive Plan that would establish a long-term vision for growth and provide a roadmap for strategic redevelopment. Each chapter of the Plan describes specific techniques for either reinvestment in urbanized areas or support for new growth where opportunities exist. The Plan also includes two subarea concepts that identify specific local actions related to infrastructure and development. The IL 31 Subarea Plan addresses the Village's traditional commercial corridor, while the West Gateway Subarea Plan provides a vision for hundreds of acres of open land.

NORTH END CHARACTER AREA

This district is a primarily residential neighborhood extending from Mooseheart Road to the north and Monroe Street to the south.

VILLAGE CENTER CHARACTER AREA

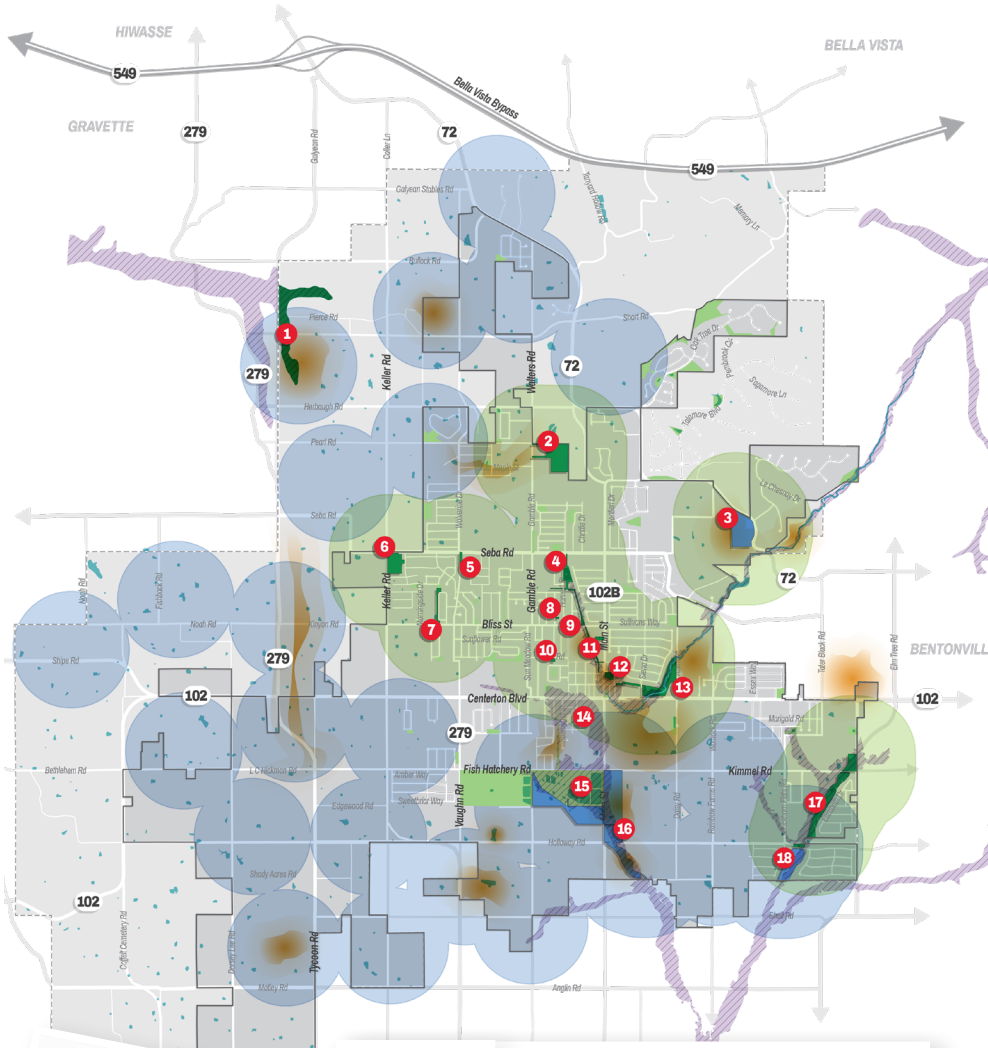
North Aurora's historic core is defined by the Fox River, and public uses, including the Village Hall, Messenger Public Library and the former North Aurora Activity Center.

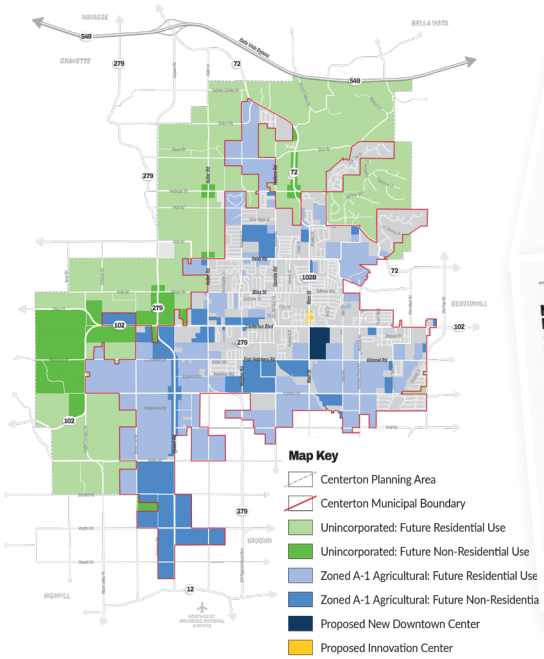
Centerton, Arkansas

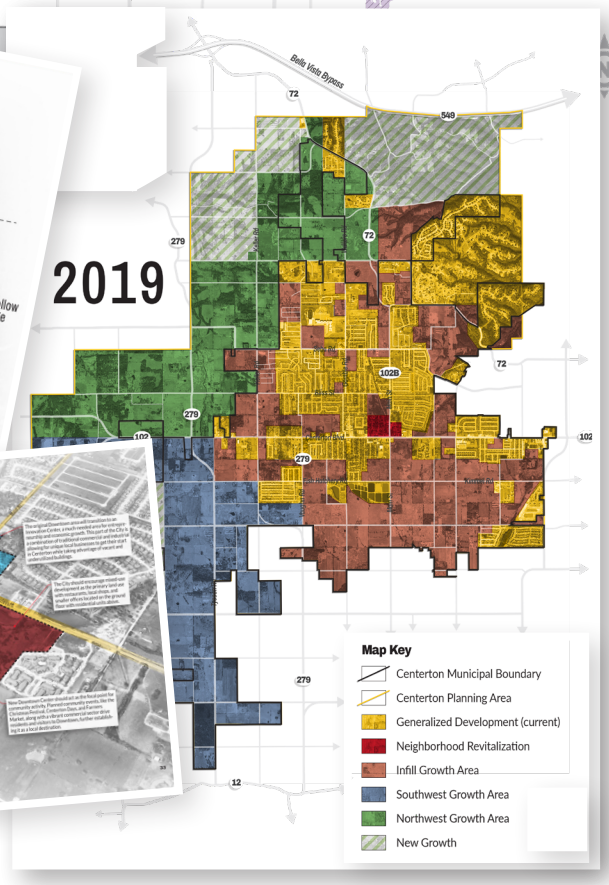
Comprehensive Plan

Located in the heart of Northwest Arkansas, Centerton is the fastest growing community in the region with new development proposals submitted every day. Close proximity to major employment opportunities such as Walmart, J.B. Hunt, and Tyson and a relatively low cost of living make Centerton a desirable place to call home. While residential opportunities are prevalent throughout the City, commercial and entertainment uses need to be bolstered to support the growing population.

In an effort to leverage its rapid growth, the City sought an update to its Comprehensive Plan. With an emphasis on effectively managing its growth, the Centerton Comprehensive Plan identifies specific strategies for supporting development while promoting economic expansion to better serve its community. The Plan establishes areas for new housing with an emphasis on affordability, prioritizing locations with access to utilities and services. It also outlines best practices and actions for formalizing an approach to economic development in the City through new businesses incentives, targeted engagement, workforce training, and dedicated partnerships. In addition, the transportation and mobility elements establish a program for developing a complete transportation network, identifying key improvements and new roadway alignments throughout the City. Opportunities to bolster pedestrian and cyclist safety and accessibility as well connect Centerton to the regional trails network are included as well.







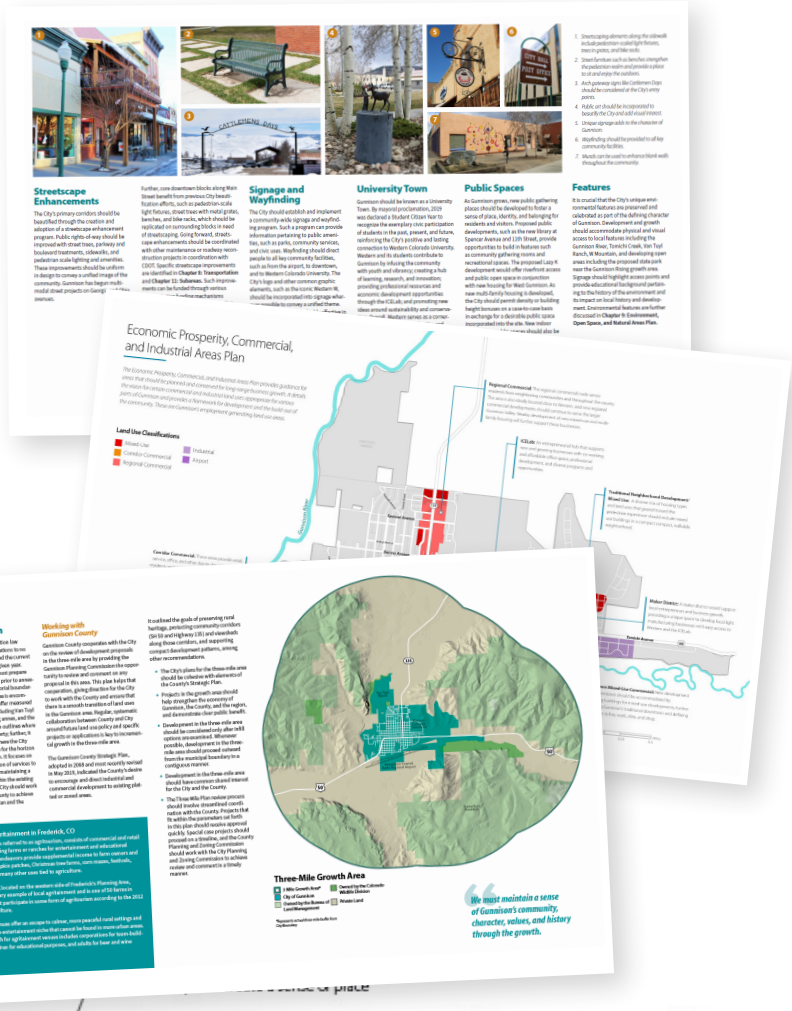
City of Gunnison, Colorado

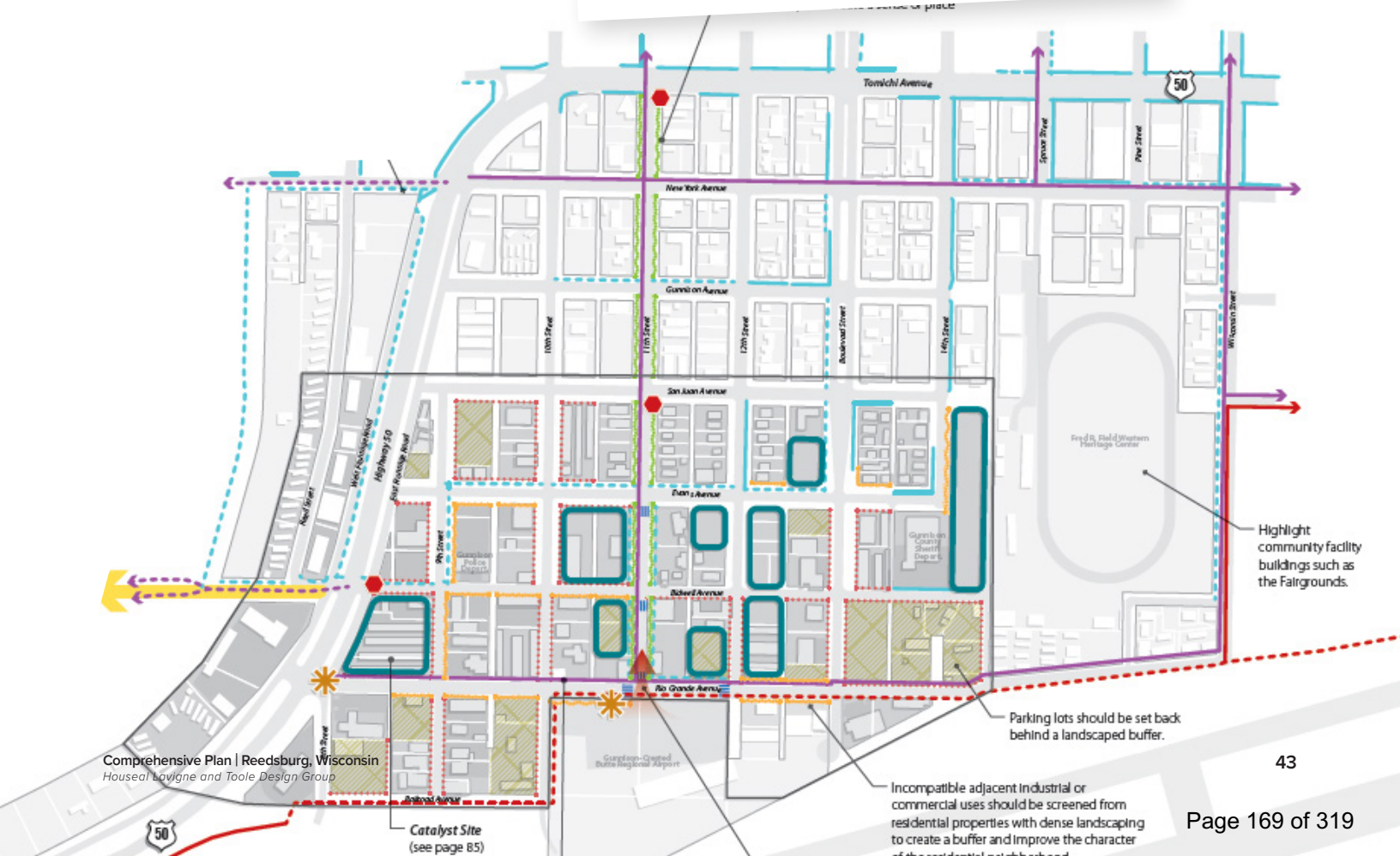
Comprehensive Plan

The City of Gunnison, Colorado is an active, outdoor-oriented place boasting a picturesque downtown, strong western heritage, and a lively entrepreneurial and arts community. As a base for access to regional natural areas and world class skiing, the city is well served by a strong tourism industry. The growing Western Colorado University campus, located on the east side of the city contributes to its unique character.

The builds on the community's assets while increasing opportunities for residents old and new. The plan prioritizes improving housing availability and attainability for a growing population. The subareas bookend the community, providing a framework for thoughtful growth to the north while outlining an improved gateway experience to the south.

Tailored specifically to Gunnison, sustainability and resiliency best practices supported by extensive community outreach are woven throughout the Comprehensive Plan. They address the city's high-desert climate, which regularly delivers extreme cold temperatures, as well as the community's desire for preservation of natural areas and farmland.

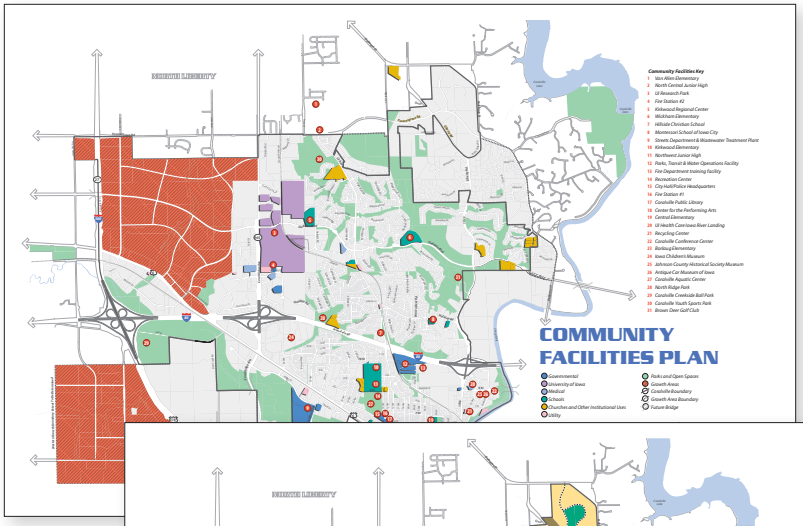


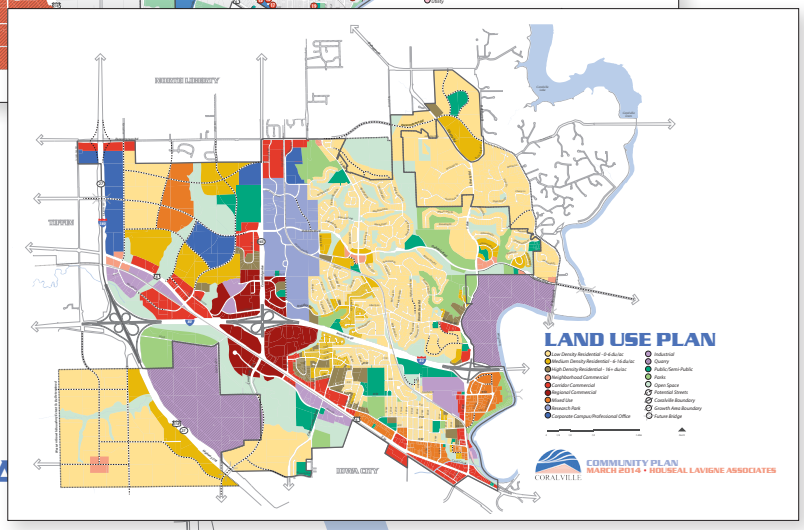


City of Coralville, Iowa

Coralville Community Plan

Propelled by a burgeoning tech, research, and medical community, Coralville is a rapidly growing City in eastern Iowa. Houseal Lavigne directed the update of the City's Community Plan, which provides guidance on future growth and development, with a focus on creating diverse residential areas, improving retail areas, establishing mixed-use areas, strengthening connections to the University of Iowa campus, and supporting R&D and technology-based industries. The Community Plan provides a growth plan that encourages the expansion of the University of Iowa Research Park, a STEM community college, and the University of Iowa Medical Center, while balancing the need for retail and residential diversity.





APA LA AWARD

SUBAREA FRAMEWORK PLAN

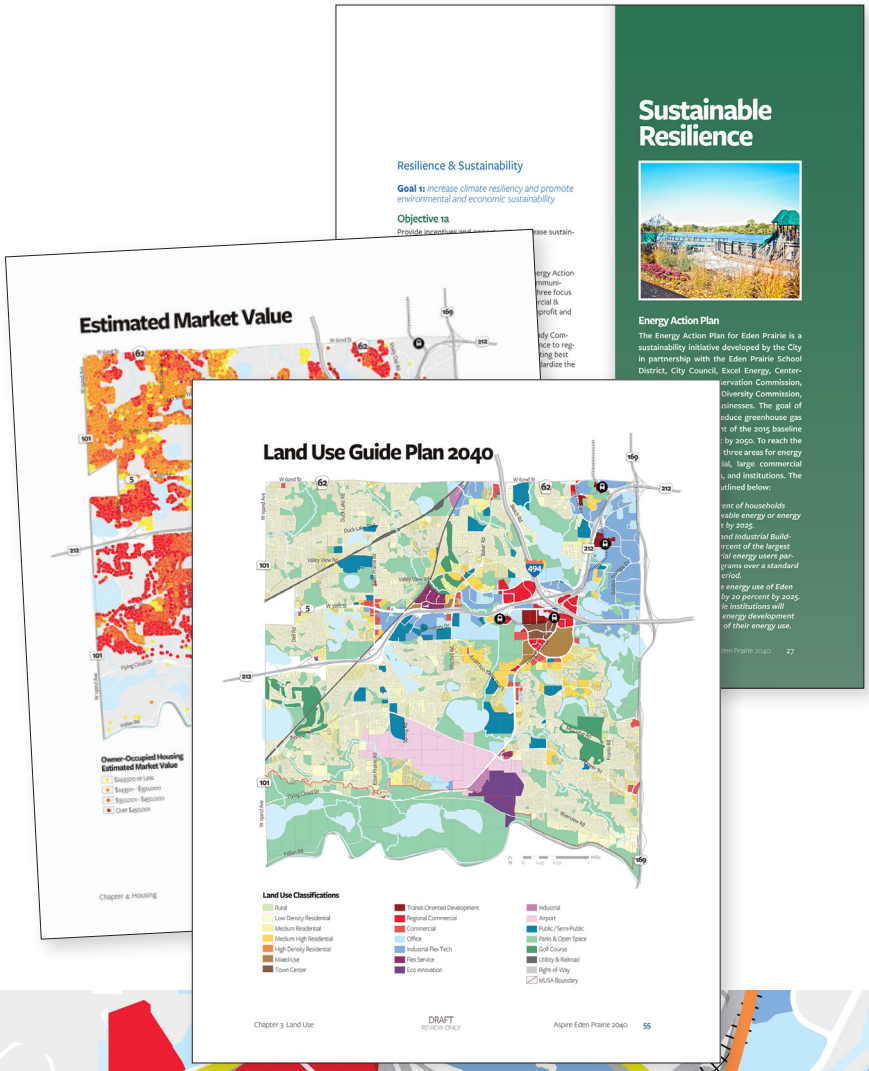
SOUTHEAST COMMERCIAL A

City of Eden Prairie, Minnesota

Comprehensive Plan "Aspire Eden Prairie 2040"

In January 2017, Houseal Lavigne and the City of Eden Prairie initiated a process to update its Comprehensive Plan. Branded as Aspire Eden Prairie 2040, the Plan acts as Eden Prairie's primary policy guide for growth and development over the next 20 years.

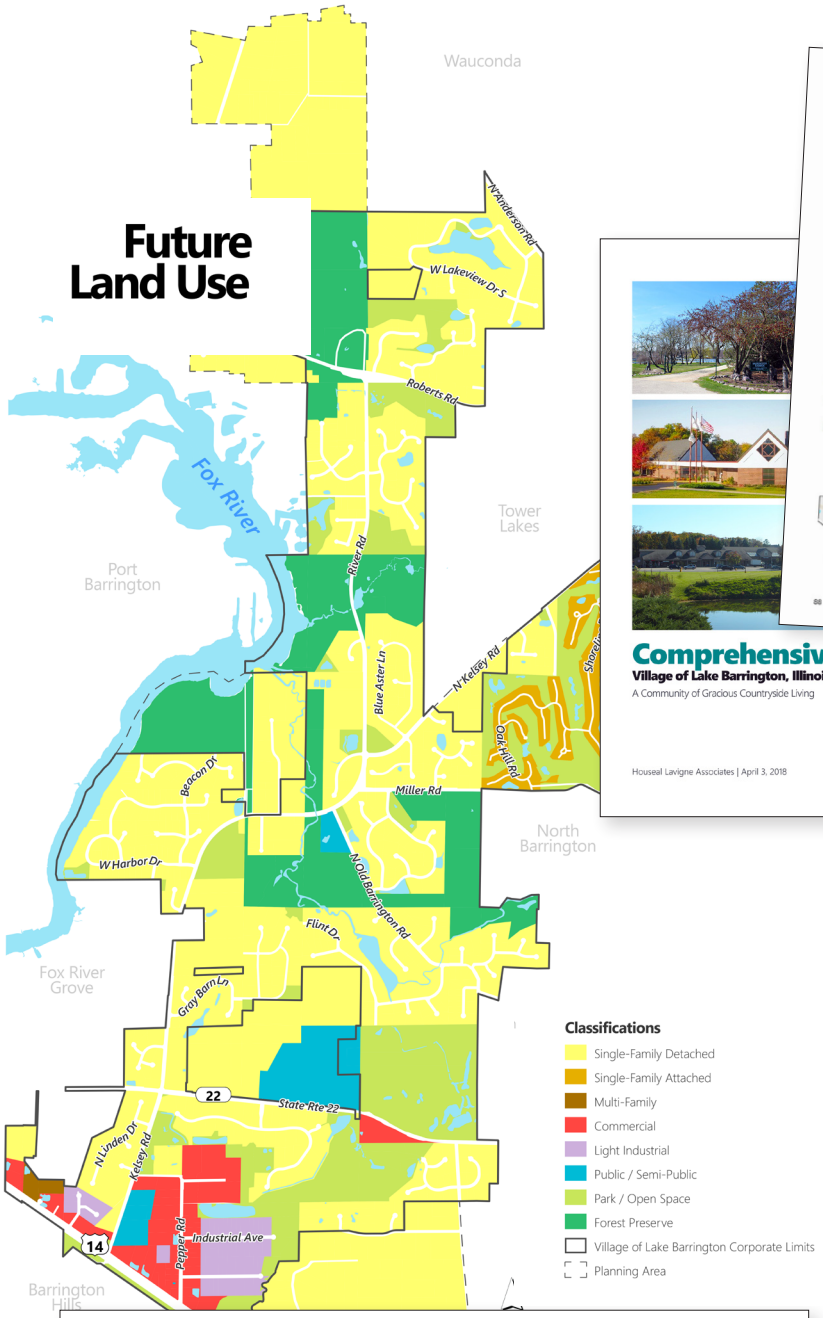
Personalized and topic-focused outreach and community-wide stakeholder involvement was integral to the Plan. The strategic outreach efforts included interactive online community engagement, online and in-person community issues mapping, in-person interviews and focus-group meetings to discuss specific topics, Do-It-Yourself (DIY) workshop packets, which allowed residents to conduct community workshops within their organization and neighborhoods, and much more. In addition, the Plan integrates the concepts of community health, equity and diversity, sustainability and resilience, and historic preservation into both its Comprehensive Plan, and in greater detail, its Special Study Area Plans. Best practices on these topics drove the Plan's development, while identifying recommendations that further enhance the City's natural setting and environmental assets, protecting the community's character, health, and wellbeing, welcoming and celebrating diversity, promoting equity, and furthering sustainability and resilience.

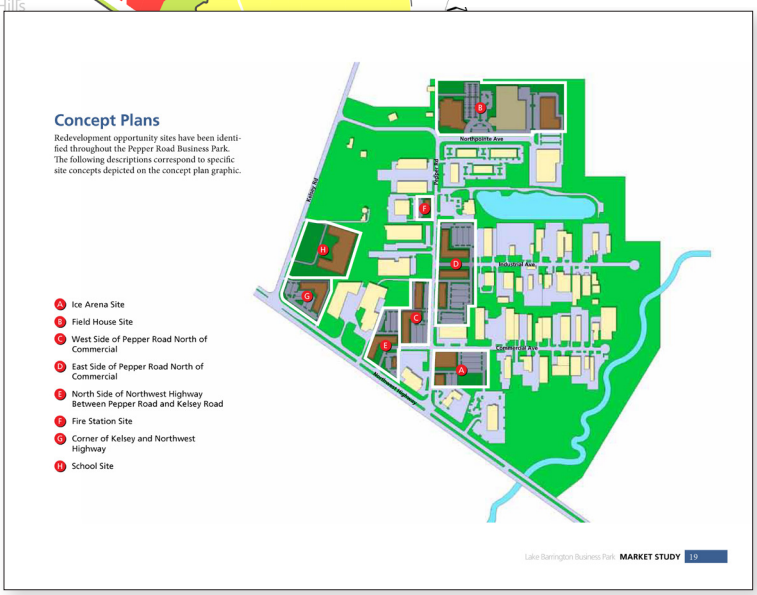


Economic Competitiveness

Land Use Classificiations

- Mixed-Use
- Town Center
- Transit-Oriented Development
- Regional Commercial
- Commercial
- Office
- Industrial Flex Tech
- Flex Service
- Industrial



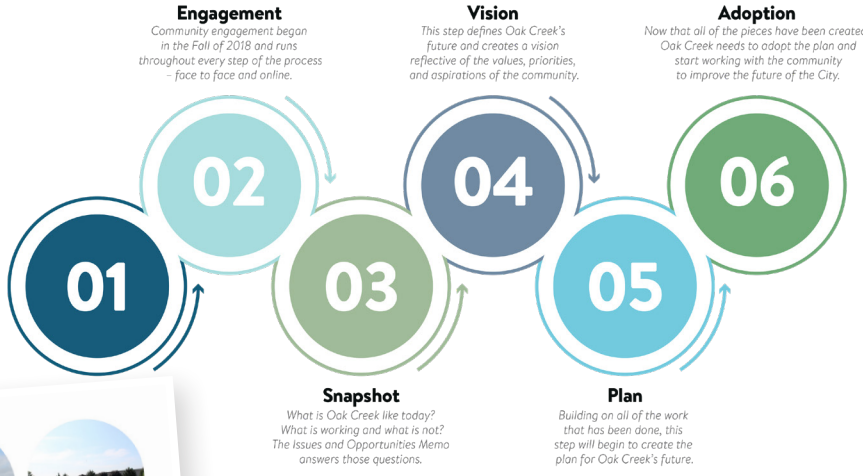


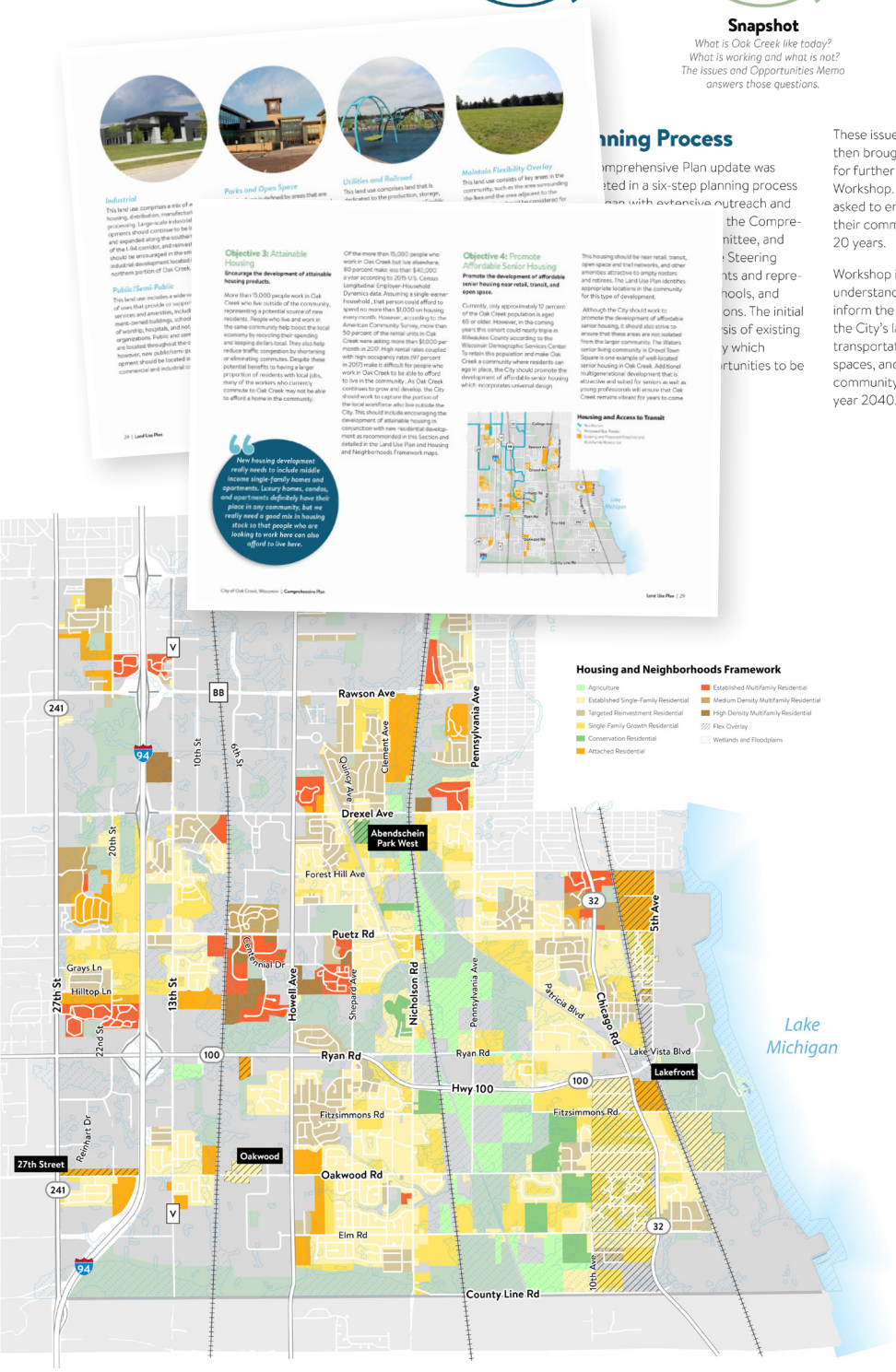
Village of Lake Barrington, Illinois

Comprehensive Plan

The Village of Lake Barrington is an affluent community situated along the Fox River in the far northwest suburban region of Chicago. As a largely residential community, the plan written by Houseal Lavigne Associates focused on enhancing and connecting the Village's neighborhoods and preserving its rural character and open space. The plan also emphasized development opportunities within the Village's two primary commercial areas to diversify its tax base and offset reliance on residential property taxes. This was accomplished by building off a previous market study and concept plans prepared by Houseal Lavigne Associates for the Pepper Road Business Park located at Northwest Highway (IL Route 14) and Kelsey Road.

Since the Village had no planning staff of its own, the comprehensive planning process involved extensive coordination and frequent working meetings with the administrative staff, Plan Commission, and Village Board. The end result was an illustrative plan that outlined key recommendations related to growth and annexation, as well as actionable strategies for maintaining the Village's image and identity.





These issues and opportunities were then brought back to the community for further feedback through a Visioning Workshop. Oak Creek residents were asked to envision what they would like their community to become in the next 20 years.

Workshop input was combined with an understanding of existing conditions to inform the development of a vision for the City's land use and development; transportation and mobility; parks, open spaces, and environmental features; and community facilities and utilities in the year 2040.

Complementary goals and preliminary policies were also developed and then brought back to City staff for consideration and refinement. The Plan is the culmination of this planning process, making it truly reflective of the Oak Creek community and the vision and aspirations of its residents, business owners, service providers, and other stakeholders.

City of Oak Creek

Comprehensive Plan & Zoning Update

Located in southeast Milwaukee County, the City of Oak Creek is a growing suburb that has transitioned from a semi-rural community of under 5,000 residents, to a diverse city of over 36,000. As a land locked community experiencing rapid growth, the Comprehensive Plan developed by Houseal Lavigne provides clear direction to help guide future development in an intentional and balanced manner as the City transitions to a fully built-out community.

Assets such as the Oak Creek waterway and related greenways are critical to community identity and quality of life and the Plan emphasizes the use of conservation design and other strategies to preserve natural areas while maximizing land values and development potential in targeted districts. Conservation is combined with strategies such as accommodating accessory dwelling units to facilitate infill development and the expansion of established retail nodes and industrial parks. Complemented by recommendations for the enhancement of multimodal transportation, the Plan also promotes the expansion of Oak Creek's Drexel Town Square and strategic establishment of other mixed-use districts.

Houseal Lavigne is currently working with the City to update the City's Zoning Code to ensure that plan recommendations are supported by the land use and development regulations needed to realize the community's vision.

City of St. Cloud, Minnesota

Comprehensive Plan & Downtown Subarea

With a vibrant Downtown along the Mississippi River, a thriving local economy, and home to a major university, St. Cloud is a community that has strong foundation upon which to plan for its future. The City's new comprehensive plan, directed by Houseal Lavigne, focuses on revitalizing the core neighborhoods, guiding investment in the commercial corridors and employment areas, enhancing multi-modal connectivity, and establishing a strong economic development strategy. Rich in graphics and illustrations, the Plan includes a detailed Downtown Plan and Division Street Corridor Plan that enhances urban design, sense of place, and overall functionality. The Plan also identifies development opportunity catalyst sites and provides a development program and development visualization for market viable concepts.

APA MN AWARD

North Downtown Riverfront Catalyst Site

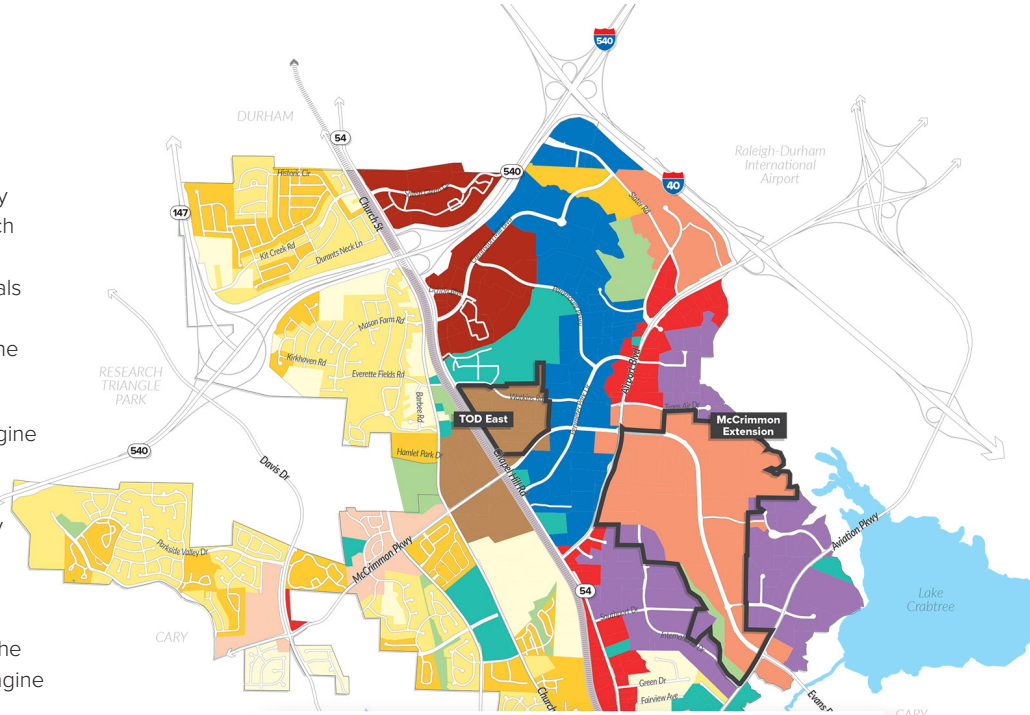
Town of Morrisville, North Carolina

Land Use Plan & Town Center 3D Scenarios Visualization

The Town of Morrisville is a fast-growing community situated amid North Carolina's burgeoning Research Triangle. Despite a strong desire to create a "downtown" and community focal point, local officials have hesitated to approve any development within the designated area for fear of proceeding down the wrong path.

Sketch concepts where imported into Esri's CityEngine and two scenarios were built-out: 1) an option with surface parking supporting one- and two-story buildings; and, 2) an option with four- and five-story buildings served by centralized parking garages. CityEngine Dashboards were used throughout the design process, ensuring both scenarios followed the Town's recently adopted zoning code. Finally, the CityEngine scenarios were imported into Unreal Engine to provide a fully immersive experience to better evaluate the different buildouts.

Town officials reached unanimous consensus on Option 2. Houseal Lavigne is now preparing the plan framework, policies, and recommendations to help Morrisville achieve its vision of a dense, compact, walkable, and vibrant community focal point.



APA Tech — Smart Cities 2020 Award Winner

esri — Special Achievement in GIS 2020 Award Winner

City of Hudson, Ohio

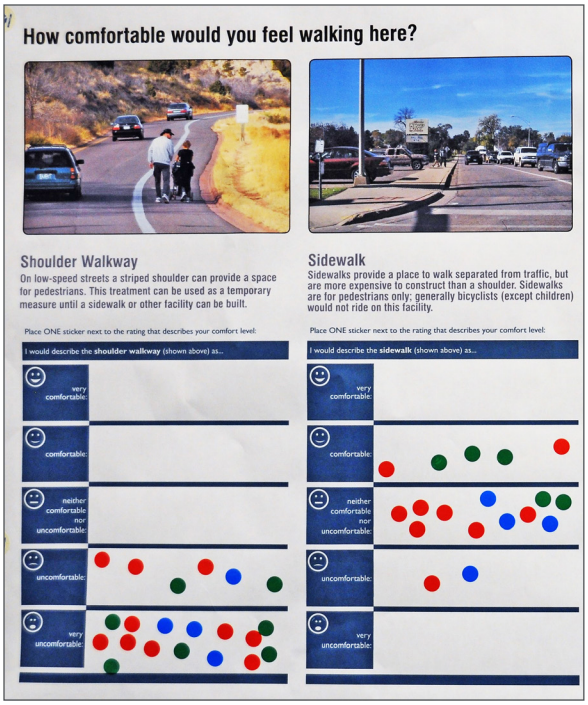
Comprehensive Plan & Downtown Phase II Plan

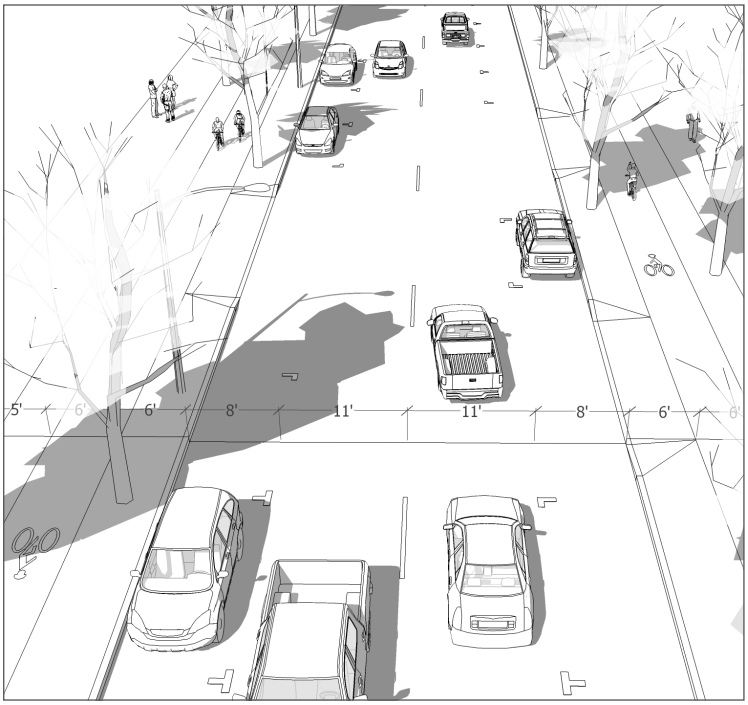
The City of Hudson is an affluent municipality located in Northeastern Ohio in close proximity to both Akron and Cleveland. Houseal Lavigne was engaged by the city to prepare a new comprehensive plan while concurrently developing a plan for the expansion of their very successful Downtown. The planning process included working with separate Comprehensive Plan and Downtown Plan steering committees in addition to extensive community outreach. A major complexity in the Downtown Plan involved identifying uses had to remain on the 35 acre site as well as those that had to or should be relocated, including a public works and school bus facility.

The final plan includes an assessment of development potential, build out scenarios, a 3D model, and the creation of several different concept plans. Adopted in December 2015, the plan has been used as a tool to solicit developers to the site.

WEST FARGO COMPREHENSIVE PLAN

WEST FARGO, ND





The City of West Fargo, ND has grown significantly since their last comprehensive plan, and in ways that were not predicted. An explosion of new housing south of I-94 has created significant traffic issues, and bicycle and pedestrian facilities are not available on all streets.

Toole Design was tasked with the transportation portion of the West Fargo Comprehensive Plan. Our team of GIS analysts, traffic engineers, and planners worked with the project team, City staff, stakeholders, and residents to analyze existing transportation conditions and develop strategies that reflect the vision of the West Fargo community. Toole Design worked closely with the land use and community development consultants to ensure complementary goals and strategies between transportation and other aspects of the comprehensive plan.

Toole Design staff participated in a five-day long planning and design workshop in the City of West Fargo. Our team reviewed previous planning and engineering initiatives, including the MetroCOG bicycle and pedestrian plan and the forthcoming widening of Sheyenne Street. The importance of network connectivity, comfortable bicycle and pedestrian facilities, and placemaking were popular topics at the workshop.

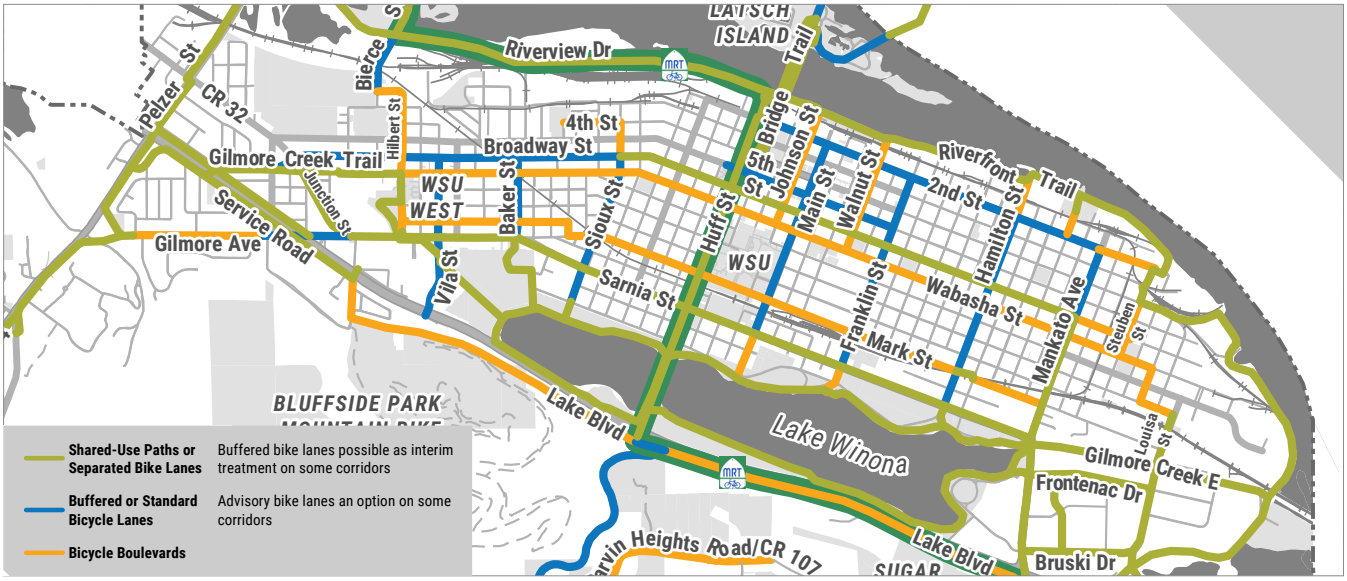
The transportation chapter of the West Fargo Comprehensive Plan will expand upon what we heard from the community, and be complementary to the economic development and community building goals of other chapters of the plan. West Fargo is a rapidly developing community which present unique opportunities for planning local and long-distance transportation networks. Integrating land use and transportation planning is a key strategy in avoiding future traffic congestion as new development continues.

REFERENCE

City of West Fargo
Tim Solberg, Senior Planner
800 4th Ave East
West Fargo, ND 58078
701.433.5321
tim.solberg@westfargond.gov

WINONA PEDESTRIAN AND BICYCLE PLAN AND COMPLETE STREETS POLICY

WINONA, MN



Winona is a compact and scenic city along the Mississippi River, with a popular shared use path around Lake Winona, a walkable downtown, and hiking and mountain bike trails nearby. However, its pedestrian and bicycle network is incomplete, and it lacked a plan for change that had community buy-in. New on-street bicycle facilities brought some progress, but the City still had several miles of shared bicycle and parking lanes, which were problematic. The community was largely amenable to walking and bicycling, but until this planning process occurred had not engaged in widespread dialogue on how these modes should be integrated into the street network.

The Winona Pedestrian and Bicycle Plan and Complete Streets Policy achieved the following:

- A plan for a comprehensive off-street and on-street bikeway network
- Engineering recommendations (cross sections and intersection concepts) for upcoming projects in the City's Capital Improvement Plan
- A Complete Streets policy
- Recommended changes to existing City policies and codes
- A glossary of pedestrian and bicycle facility types
- A funding and implementation strategy
- Input from various groups including Active Living Winona, educational institutions, Winona County, and downtown stakeholders

Toole Design managed the Plan process, carried out public engagement, and wrote the Plan in partnership with the City of Winona and the Winona Active Transportation Steering Committee. The Plan was developed over a 7-month period. Two community workshops took place, one at the beginning and one at the end of the process. The Winona Active Transportation Steering Committee, which was made up of citizens and City staff, guided the development of the Plan, which the City Council adopted in December 2017.

REFERENCE

City of Winona
Luke Sims, Assistant City Planner
207 Layfayette Street
Winona, MN 55987
507.457.8243
lsims@ci.winona.mn.us

References

We are proud of our work and the long-term relationships we maintain with clients. We believe each of these references demonstrate our ability to satisfy clients through an approach that meets the technical and financial needs of client communities. Below are the reference names and contact information for a number of the project examples found showcased in this section.

Client	Project	Contact
Bentonville, Arkansas	Comprehensive Plan & Downtown Neighborhood Plan	Shelli Kerr Community and Economic Development Director (479) 271-3122 skerr@bentonvillear.com
Elmhurst, Illinois	North York Corridor Plan, Downtown Plan & Subarea Plans	Michael Kopp Assistant City Manager (630) 530-3010 mike.kopp@elmhurst.org
Hudson, Ohio	Comprehensive Plan & Downtown Phase II Plan	Mark Richardson Director Department of Community Development (330) 342-1888 mrichardson@hudson.oh.us
Morrisville, North Carolina	Land Use Plan & Town Center Subarea Plan	Brad West Planner II (919) 463-6926 bwest@townofmorrisville.org
St. Cloud, Minnesota	Comprehensive Plan	Matt Glaesman Community Development Director (320) 650-3110 Matt.Glaesman@ci.stcloud.mn.us
Oshkosh, Wisconsin	Downtown Plan, Corridor Plans, Sawdust District Plan, & Lakeshore District Plan	Kelly Nieforth Economic Development Services Manager (920) 236-5045 KNieforth@ci.oshkosh.wi.us

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COVER LETTER

161 Horizon Drive, Suite 101
Verona, Wisconsin 53593
(608) 848-5060
www.jsdinc.com

March 31, 2021

Mr. Brian Duvalle
City of Reedsburg
134 S. Locust St.
Reedsburg, WI 53959

Re: Response to the Request for Proposals for a Comprehensive Plan 2022-2042

Dear Mr. Duvalle:

On behalf of JSD Professional Services, Inc. ("JSD"), I am pleased to submit the enclosed proposal for the City of Reedsburg's Comprehensive Plan 2022-2042. Our project team of highly qualified and experienced planners recognizes the importance of having a clear, concise plan to guide policy and land use decisions. Our goal is to support your efforts for creating a relevant plan that will provide a framework for decisions by city leaders, staff, business owners and residents.

The JSD planning team emphasizes a collaborative approach that integrates communication, public engagement, thorough research, and our experience with creative, pragmatic implementation strategies. With nearly 90 years of cumulative experience, our team has a proven track record with nearly all facets of public and private sector development including public administration, development review and implementation, project management, comprehensive land use planning, site planning and design, transportation planning, park planning and economic development. In short, having worked collaboratively with developers, property owners, stakeholder organizations and regulatory agencies, we know what works and what doesn't.

JSD has offices serving the Madison, Milwaukee, Wausau, and Appleton areas, as well as the greater Chicago area and national markets. For the City of Reedsburg Comprehensive Plan, we intend to use our Verona office as home base. We are confident that you will find our qualifications match your needs, and look forward to discussing our experience and project approach with you further at your earliest convenience. We are excited about working with the City of Reedsburg! You have my personal commitment that we will deliver successful results with the goal of exceeding your expectations.

Please feel free to contact me at (608) 848-5060 if you have any questions or require any additional information.

Sincerely,

Jim Bricker, AICP
Senior Planner

JSD Professional Services, Inc.
• Engineers • Surveyors • Planners

Connect With Reedsburg

PROPOSAL FOR

City of Reedsburg Comprehensive Plan 2022-2042

Reedsburg, Wisconsin

March 31, 2021

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www.JSDinc.com

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STATEMENT OF QUALIFICATIONS

ABOUT JSD PROFESSIONAL SERVICES, INC.

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JSD Professional Services, Inc.
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WHO WE ARE

Our Background…

Established in 1998 as Jenkins Survey and Design, JSD Professional Services, Inc. (JSD), has grown from one office with two employees to six offices across three states. Strategically placed to serve local, regional and national clients, JSD's staff includes civil and structural engineers, surveyors, planners and landscape architects who are all focused on, and experienced in, delivering exceptional services from project concept through ribbon cutting.

Our Experience…

Our multi-disciplined approach provides our clients with a coordinated team of specialists who have a broad knowledge base in creative design, site evaluation, project financing, municipal entitlements, land survey documentation, site infrastructure, municipal infrastructure and construction. Our experience covers a vast array of sectors, from developing residential neighborhoods, shopping centers, office sites, industrial parks and distribution centers, all the way to public parks, churches, primary/secondary schools and sports complexes.

Our Commitment…

At JSD, we believe effective communication and our commitment to service are the foundations for project success. Being responsive to our clients' ever-changing needs has proudly built us a reputation with clients who have retained our services continuously for more than 20 years.

www.jsdinc.com

WHAT WE DO

Development Services
- Land Acquisition and Site Selection Assistance
- Preliminary Site Investigation and Risk Assessment
- Due Diligence Coordination
- Project Entitlements
- Schedule Management
- Project and Consultant Management
- Retail Roll-out Delivery
- Client Representation
- Public Engagement

Planning and Land Use Feasibility
- Initial Environmental Review
- Master Strategic Land Use Planning
- Conceptual Layouts and Feasibility Studies
- Neighborhood Development Plans
- Comprehensive Plans
- Marketing Illustrations
- Traffic Circulation Analysis
- Cost Analysis and Funding Assistance

Environmental Services
- Phase I Environmental Assessments
- Flood Plain Analysis and Flood Control Studies
- Flood Map Amendments and Revisions
- Hydrologic and Hydraulic Analysis
- Wetland Identification and Mapping
- Wetland Mitigation Design and Permitting

Surveying and Mapping
- ALTA/NSPS Land Title Surveys
- Land Divisions
  - Subdivision Plats (Major Plat)
  - Certified Survey Map (Minor Plat)
- Condominium Plats
- Transportation Project Plats
- Right-of-Way Plats
- Unmanned Aerial Vehicle (UAV) Mapping
- Renewable Energy Layout and Mapping
- Topographic and Utility Surveys
- Boundary Surveys
- Foundation Surveys
- Scanning and Imaging
- Utility Corridor Mapping
- Construction Surveying
- Settlement Monitoring
- Landfill Surveys
- Bathymetric Surveys

Civil Engineering and Water Resources
- Due Diligence Engineering
- Site Design
- Land Development Design
- Stormwater Management
- Roadway and Utility Design
- Grading and Erosion Control Design
- Public Infrastructure Design
- Lift Station and Force Main Design
- Permitting Assistance
- Opinion of Probable Construction Costs
- Construction Bidding and Administration
- Construction Observation

Transportation Engineering
- Geometrics and Traffic Circulation Analysis
- Traffic Impact Analysis
- Infrastructure Design
- Annual Maintenance Planning, Budgeting and Implementation

Structural Engineering
- Building Condition Evaluation
- Building Planning
- Structural Design and Cost Analysis
- Parking Ramp and Plaza Deck Restoration and Waterproofing
- Construction Bidding and Administration
- Construction Observation

Landscape Architecture
- Site Analysis and Evaluation
- Comprehensive Master Planning
- Park, Recreation and Open Space Design
- Site Planning
- Landscape and Hardscape Design
- Streetscape and Highway Landscape Design
- Athletic Facility Design
- Grant Writing and Administration
- Construction Bidding and Administration
- Construction Observation

Follow us...

OFFICE LOCATIONS

JSD Headquarters: 161 Horizon Drive, Verona, WI - 608-848-5060

Other locations: Milwaukee • Kenosha • Appleton • Weston • Chicago • Idaho

www.jsdinc.com

KEY PERSONNEL INTRODUCTION & RESUMES

The JSD planning team has been strategically assembled to bring a wide range of knowledge and expertise to provide the City of Reedsburg with well rounded, comprehensive planning services. All of our planning team members have relevant experience with the administration, evaluation, and implementation of municipal ordinances, as well as public administration.

The JSD planning team boasts nearly 90 years of combined municipal code administration, evaluation, and implementation experience, as well as a breadth of professional planning and design experience, having worked in both the public and private sectors. Our team can provide complete "concept through implementation" services.

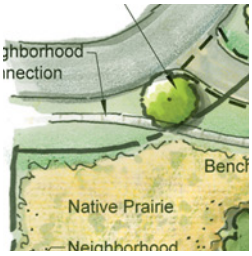
The key team members include:

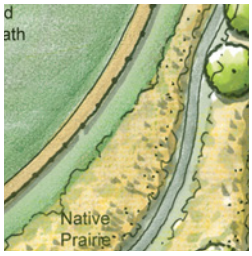
DEDICATED PROJECT LEAD

JIM BRICKER, AICP

- Senior Planner/Project Lead
- Direct public administration service
- Site planning and design
- Environmental site assessments
- Expert witness testimony
- Tax increment finance analysis
- Municipal budget planning
- Public engagement

Jim.Bricker@jsdinc.com





KEY PERSONNEL INTRODUCTION & RESUMES

EXPERTS DEDICATED TO THE PROJECT

JESSICA VAUGHN, AICP

- Senior Planner/Project Lead Support
- Direct public administration experience
- Current planning development review
- Historic preservation and traditional neighborhood design
- Preliminary site assessment
- Project management
- Ordinance and policy review and implementation
- Ordinance writing
- Public engagement

Jessica.Vaughn@jsdinc.com

JUSTIN FRAHM, PROJECT CONSULTANT

- Landscape Architect
- Direct public administration service
- Site planning and design
- Municipal budget planning
- Public engagement

Justin.Frahm@jsdinc.com

LORI VIEROW, PLA, ASLA, LEED AP BD+C

- Senior Landscape Architect
- Consulting planning and landscape architecture services
- Municipal code administration and compliance inspections
- Comprehensive planning
- Grant writing
- Ordinance writing
- Public engagement

Lori.Vierow@jsdinc.com

We are here to partner with you on developing and implementing a plan that supports your goals, aligns with your vision, and sets the standard for the future of the City of Reedsburg.

JSD PROFESSIONAL SERVICES, INC.

"Building Relationships with a Commitment to Client Satisfaction Through Trust, Quality and Experience"

Jim Bricker, AICP
Senior Planner

Mr. Bricker has over 40 years of public and private sector planning experience and degrees in Natural Resources Management and Urban and Regional Planning. He is JSD's specialist for conducting Environmental Site Assessments and for providing expert testimony for land use and development impact litigation. Complimenting his planning, design, and environmental expertise, Mr. Bricker's experience in public administration provides our clients with pragmatic insights and an extensive knowledge base for effective processes for public engagement, municipal budgeting and forecasting, and development regulation.

Education

University of Wisconsin-Madison, WI
MS Urban and Regional Planning, 1979

University of Wisconsin-Stevens Point, WI
BS Natural Resources Management, 1977

Professional History

Senior Planner, JSD Professional Services, Inc., 2008 - present
Planner, Mayo Corporation, WI, 1999 - 2008
Administrator/Planner, Town of Windsor, WI, 1991 - 1999
Director of Planning and Development, City of Geneva, IL, 1988 -1991
Planning Director/Budget Officer, City of East Moline, IL, 1984 - 1988
Community Services Director, Bi-State Plan Commission, IL and IA, 1980 - 1984
Planner, City of Abilene, TX, 1979 - 1980

Professional Experience

Plannning and Land Use Policy

- 51-138 Westside Neighborhood Plan, Stoughton, WI
- SE Quadrant Plan – Camp Phillips Road, Weston, WI

Municipal Administration and Code Evaluation

- Town of Windsor, Land Development and Administration Duties
- City of Geneva, Planning and Economic Development Duties
- City of East Moline, Planning and Budgeting Duties
- UW Wingra Clinic Site Master Plan and Entitlements, Madison, WI

Implementation and Design

- Kettle Park West, Stoughton, WI
- Fitchburg Center Promega, Fitchburg, WI
- Orchard Pointe Super Target, Fitchburg, WI
- Verona High School Site Master Plan, Verona Area School District, Verona, WI

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Jessica Vaughn, AICP
Senior Planner

Ms. Vaughn holds a Master's Degree in Urban and Regional Planning from the University of Colorado-Denver as well as a Bachelor of Science Degree in Legal Studies from the University of Wisconsin-Madison. She has over a decade of experience in the planning field, including project management and policy and ordinance implementation and evaluation. She is also well versed in Traditional neighborhood design principles and Historic Preservation. Ms. Vaughn is a strong leader skilled in adding value to development design by facilitating creative solutions and balancing interests.

Education

University of Colorado – Denver, Denver, CO
M.S. in Urban and Regional Planning and Graduate Certificate in Historic Preservation, 2006

University of Wisconsin – Madison, Madison, WI
B.S. in Legal Studies, 2002

Professional History

Senior Planner, JSD Professional Services, Inc., 2017 - present
Planner II/Acting Urban Design Commission Secretary, City of Madison, WI, 2015-2017
Associate Planner, Town of Los Gatos, CA, 2014
Planner II/Historic Preservation Planner, City of Boulder, CO, 2008 -2013
Planner I, Town of Castle Rock, CO, 2006 - 2008

Professional Experience

Plannning and Land Use Policy

- Cottage Grove Road Activity Centers Plan, Madison, WI
- Anton Drive Redevelopment Plan, Fitchburg, WI
- Village of Waunakee Comprehensive Plan Update, Waunakee, WI
- City of Boulder Historic Preservation Plan, Boulder, CO

Municipal Administration and Code Evaluation

- City of Madison, Acting Urban Design Commission Secretary
- Town of Lisbon Site Specific Master Plan and Preliminary Market Study, Lisbon, WI
- Sign Code Amendment for Sail Signs, Waunakee, WI
- Residential High-2 Zone District Report: An In-depth Look at the RH-2 Zone District, Boulder, CO

Implementation and Design

- Highlands of Netherwood Subdivision, Oregon, WI
- 201-215 N Blount St., Madison, WI
- Tru Hotel, Madison, WI
- Grandview Terrace Relocation Project, Boulder, CO
- Golden Buff/EADS Smoke Shop Hotel Redevelopment, Boulder, CO
- Alexan Flatirons Apartments, Boulder, CO

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Justin Frahm, ASLA, ICSC
Project Consultant, Site Designer

Mr. Frahm has over 11 years of experience as a site designer and project consultant with extensive experience in commercial, institutional, residential and recreational site design, project delivery and construction management. As a consultant and site designer, he is able to effectively and creatively take a vision from concept drawing through design and construction with the use of plans, renderings, presentation techniques and state-of-the-art software tools to illustrate and convey his design solutions. He generates ideas with technical understanding and creative flair as reflected in his development of master plans, site plans, construction details and presentation renderings including 3-dimensional illustration.

Education/Registration

University of Wisconsin-Madison, Madison, WI
B.S. Landscape Architecture 2009

Professional Planning & Consulting Experience

- Kettle Park West Commercial Center Development, Stoughton, WI
- Village of Weston Park Planning, Weston, WI
- Village of Poynette, Park & Open Space Plan, Poynette, WI
- Village of Belleville Pedestrian/Bicycle Trail Linkage Phase I & II, Belleville, WI
- City of Rhinelander, Hodag Park Master Plan, Rhinelander, WI
- City of Rhinelander, Pioneer Park Master Plan, Rhinelander, WI
- City of Marshfield Historic Main Street Renovation, Marshfield, WI
- Merrick State Park, Fountain City, WI
- Necedah Wildlife Refuge, Necedah, WI
- WisDOT Hwy 10, Wood and Portage Counties, WI

Affiliations

Member, American Society of Landscape Architects
Member, Wisconsin Chapter of American Society of Landscape Architects

JSD PROFESSIONAL SERVICES, INC.

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Lori M. Vierow, PLA, ASLA, LEED AP BD+C
Senior Landscape Architect

With over 27 years of experience, Lori fulfills the role of Senior Landscape Architect. Lori's experience includes the development of comprehensive master plans, conceptual plans, and construction documents for projects ranging from public parks, athletic field development and urban streetscapes, to residential, commercial, and sustainable developments. She also has extensive experience coordinating project teams from the initial site analysis through project completion, as well as, working with clients and communities to develop open space master plans and park master plans that are unique and tailored to fit each community.

Education/Registration

Iowa State University, Ames, Iowa
B.S. in Landscape Architecture, 1992

Registered Landscape Architect: State of Illinois #157-001163
Registered Landscape Architect: State of Wisconsin #774-14
LEED AP BD+C #10318178

Professional Experience

Comprehensive Planning Experience

- Bike Master Plan Update, City of Lockport, IL
- Comprehensive Master Plan, Prospect Heights Park District, Prospect Heights, IL
- Master Park Plan, New Lenox Community District, New Lenox, IL
- Comprehensive Master Plan, Morton Grove Park District, Morton Grove, IL
- Comprehensive Master Plan, Park Ridge Park District, Park Ridge, IL
- Comprehensive City Landscape Master Plan, City of Tinley Park, IL

Municipal Consultant

Oversaw and directed landscape plan reviews, performed landscape inspections to determine ordinance compliance and overall health/viability, performed tree removal inspections and entered information into the MUNIS system and assisted with writing ordinance updates for the municipal landscape codes.

- Consulting Landscape Architect/Planning Services, City of Homer Glen, IL
- Consulting Landscape Architect, City of Orland Park, IL
- Consulting Landscape Architect, City of Tinley Park, IL
- Consulting Landscape Architect, DuPage County Department of Transportation, Wheaton, IL
- Consulting Landscape Architect, City of Glen Ellyn, IL

Grant Writing/Administration Experience

- OSLAD Grant, Lake Park, Des Plaines Park District, IL
- Illinois Bicycle Trail Grant, City of Lockport, IL
- OSLAD Grant, Aspen Trails Park, River Trails District, IL
- PARC Grant, The Zone, River Trails District, IL
- CDBG Grant, Carolshire Park, Carol Stream Park District, Carol Stream, IL

REFERENCES AND PREVIOUS WORK SAMPLES

We would like to thank you for the opportunity to submit these references. We encourage you to contact the following references who are familiar with our level of service and commitment to delivering successful project results. We are confident you will find their perception of the services rendered to be exceptional. You also can expect to receive the highest level of service, commitment, and attention to detail necessary to create a quality comprehensive plan for the City of Reedsburg.

Refer to the following project abstracts for complete project descriptions and imagery for each of the references noted below.

1. **Project:** **Kettle Park West**
Client: Forward Development Group LLC/City of Stoughton
Contact: Rodney Scheel, Director of Planning and Development
Email: rjscheel@ci.stoughton.wi.us
Tel.: 608-873-6619

JSD Project Manager: Jim Bricker, AICP

2. **Project:** **Hodag Park Master Plan**
Client: City of Rhinelander, Wisconsin
Contact: Christopher Fredrickson, Mayor
Email: mayor@rhinelandercityhall.org
Tel.: 715-365-8600

JSD Project Manager: Justin Frahm, ASLA

3. **Project:** **Bike Master Plan**
Client: City of Lockport, Illinois
Contact: Ben Benson, City Administrator
Email: bbenson@lockport.org
Tel.: 815-838-0549, ext. 2111

JSD Project Manager: Lori Vierow, ASLA, LEED, AP BD+C

4. **Project:** **Comprehensive Master Plan**
Client: City of Bloomington, Illinois
Contact: Jay Tetzloff, Director of Parks, Recreation and Cultural Arts
Email: jtetzloff@cityblm.org
Tel.: 309-434-2825

JSD Project Manager: Lori Vierow, ASLA, LEED, AP BD+C

CLIENT: Forward Development Group, LLC
PROJECT SIZE: 220 Acres
PROJECT DURATION: 2009-ongoing

KETTLE PARK WEST DEVELOPMENT

Stoughton, Wisconsin

MIXED-USE

Kettle Park West encompasses 220 acres of multiple land uses, including commercial, retail, professional office, hospitality, single and multi-family housing, and a new city park. The first phase of the development is anchored by a 152,000 square-foot Walmart Supercenter.

JSD supported the development through all phases of implementation with a full range of consulting services that included planning, surveying, traffic impact analysis, wetland disturbance permitting, stormwater analysis, and civil engineering design. The improvements supporting the development included a stormwater management and pumping system to protect an existing closed watershed and coordinating major improvements to the state highways adjacent to the site.

The JSD team guided the developer through the intricate land use entitlement process, including: coordinating and facilitating approvals with the City of Stoughton, and developing and leading a robust public participation plan; urban service area amendment through the Capital Area Regional Planning Commission; and design, negotiation, and review of public infrastructure improvements with the City of Stoughton and the Wisconsin Department of Transportation.

The JSD team also played a key role in successfully coordinating individual site plan review and approvals with the city, county, and state agencies, and continues to provide construction administration services, coordinating and managing two contractors.

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JSD Professional Services, Inc.
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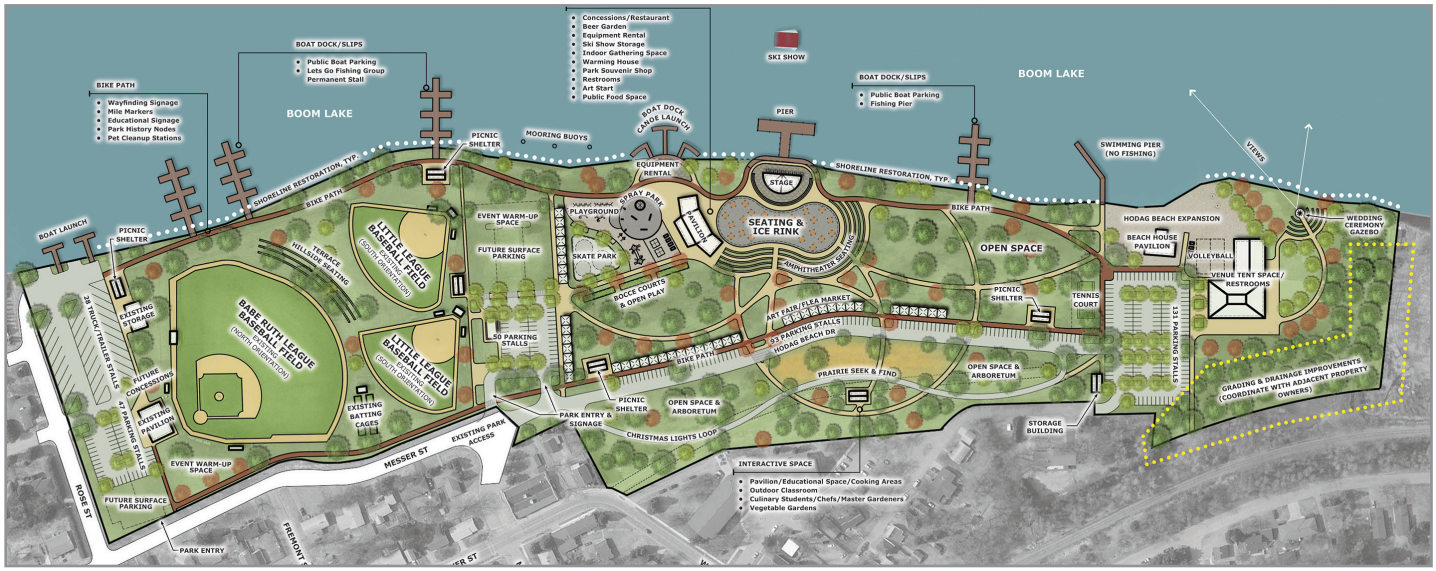
CLIENT: City of Rhinelander
SIZE: 29 Acres
PROJECT DURATION: 2019-ongoing
CONSTRUCTION COST: $6 million

HODAG PARK MASTER PLAN

Rhinelander, Wisconsin

PARKS & RECREATION



JSD prepared the Hodag Park and Recreation Master Plan for the City of Rhinelander to serve as a guide for the planning and improvement of the park's trails, open space program elements and outdoor recreation facilities. Hodag Park located on Boom Lake in Rhinelander, Wisconsin, provided tremendous opportunity to design a very unique park that provided outdoor space for everyone. It is the largest park in Rhinelander, and also one of the largest public waterfronts in north central Wisconsin.

The Master Plan of the 29-acre park included revised entrances, roads and parking layouts; additional trail segments and new trails; improved water access facilities, including a kayak/canoe/boat launch, terrace on the water, multiple fishing docks, and restoration of the vegetative shoreline in specific areas along the shore path. The Master Plan also included amenities such as a central pavilion/ gathering space, ice rink, stage and seating area, splash pad, wedding venue, updated beach access, and much more.

As part of the ongoing design process for the park, JSD continues to work collaboratively with city staff and the community with outreach and engagement.

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CLIENT: City of Lockport
PROJECT DURATION: 2018-2019

BICYCLE MASTER PLAN

Lockport, Illinois

COMPREHENSIVE MASTER PLAN

JSD was hired by the City of Lockport, Illinois to update their 2003 Bicycle Master Plan. Our assistance focused on organizing and conducting effective public engagement to gather community input from residents and stakeholders; doing inventory of existing trails; developing GIS maps; and preparing recommendations for new bike trail locations and implementation strategies. In addition, the public comments and city input received were used to evaluate and implement additional opportunities for recreational amenities, alternate modes of transportation, and in creating connections with the City of Lockport to surrounding communities and trail systems.

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JSD Professional Services, Inc.
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CLIENT: City of Bloomington Parks, Recreation & Cultural Arts Dept.
PROJECT COMPLETED: 2019

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

COMPREHENSIVE MASTER PLAN

Prior to joining JSD, Lori Vierow and Sarah Dreier assisted GreenPlay, LLC, along with team members Design Concepts, WTI, and Public Research Group on the development of the Comprehensive Parks & Recreation Master Plan for the City of Bloomington. This creative planning team prepared recommendations and a level-of-service analysis for the plan, which included analyzing usage, needs, operations, maintenance, and land use. Lori and Sarah also co-led the public outreach process and assisted the team with the inventory and assessment of the City's 41 park sites.

The Comprehensive Parks & Recreation Master Plan was adopted and continues to guide the Parks, Recreation & Cultural Arts Department in making operational, capital improvement and policy decisions.

Create the Vision » Tell the Story

JSD Professional Services, Inc.
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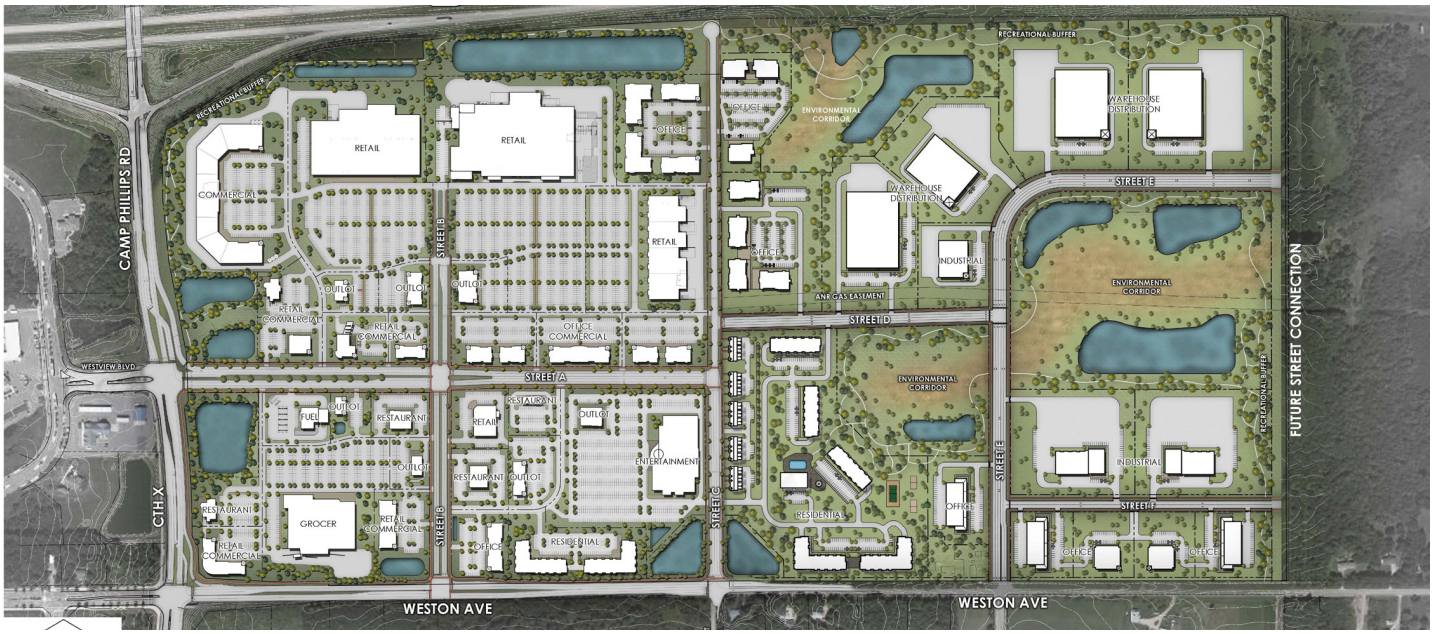
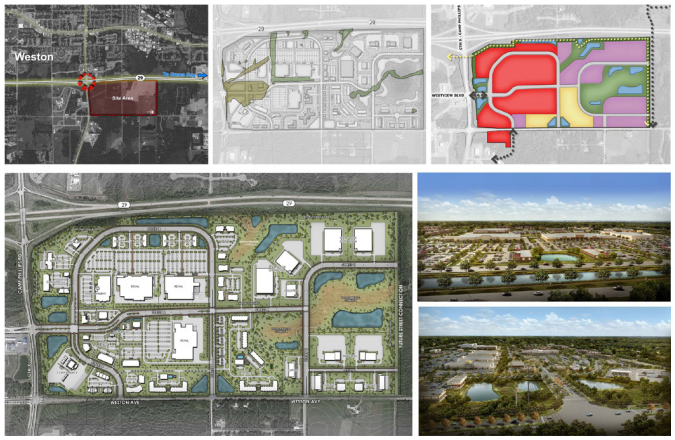
CLIENT: Village of Weston
PROJECT SIZE: 327 Acres
PROJECT DURATION: 2015-2017

CAMP PHILLIPS SE QUADRANT NEIGHBORHOOD PLAN

Weston, Wisconsin

Municipal





The Village of Weston's Southeast Quadrant Neighborhood Plan outlines the recommended land use development pattern for the 327-acre tract of land located at the interchange of the State Highway 29 and Camp Phillips Road.

Beginning in 2015, the JSD planning team performed site analyses and inventories, including environmental and wetland delineation; market and development feasibility analyses, and multiple conceptual development plan alternatives. The JSD planning team played a key role in leading collaborative discussions with village staff to review plan alternatives and the key issues for each. As part of the overall neighborhood plan review and approval process, the JSD planning team also played a key role in the facilitation of public outreach efforts.

In addition to the planning services, JSD also provided professional engineering services, including developing schematic civil engineering plans, preliminary cost estimates, and marketing efforts for both the village and developer. The resulting Southeast Quadrant Neighborhood Plan and preferred land use layout was endorsed by the Planning Commission in August of 2016.

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CLIENT: Promega Corporation
PROJECT SIZE: 200 Acres
PROJECT DURATION: 2000-ongoing

PROMEGA CAMPUS MASTER PLANNING

Fitchburg, Wisconsin

CAMPUS MASTER PLANNING

The Promega Corporation, one of the Madison's most successful homegrown companies, is a world leader in biotechnology research and in providing innovative solutions and technical support to the life sciences industry.

Over the course of two decades, JSD has worked in collaboration with Promega Corporation campus planning efforts and obtaining land use entitlements for the corporate headquarters, and their research/development and production facilities located in Fitchburg, Wisconsin. This roughly 200-acre campus incorporates multiple high-tech research and development laboratories and biotechnology production facilities. The campus integrates sustainable stormwater management and preservation of wetland and woodland habitats. In providing campus planning assistance, JSD plays a key role with the design team that is focused on integrated site design, providing innovative and timeless architecture, and environmental resources management and sustainability.

Key components of the Promega Campus include: the Agora Center and prairie swale (pictured above), which is a central gathering space with a wellness center, retail space, a community ideation center, and administrative offices; a centrally-located, seven-acre prairie restoration and stormwater management habitat; the Feynman Center, which is dedicated to biotechnology manufacturing; the Biotechnology Pharmaceutical Center that houses state-of-the-art manufacturing and testing facilities; a research and development facility; and the Woods Hollow Childrens Center, a nonprofit childcare facility available to Promega employees.

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JSD Professional Services, Inc.
• Engineers • Surveyors • Planners

2

METHOD AND WORK PLAN

PROJECT UNDERSTANDING, METHOD AND WORK PLAN

PROJECT UNDERSTANDING

As noted in the Request for Proposal (RFP), the City of Reedsburg Comprehensive Plan 2022-2042 is a regular update required under Wisconsin Comprehensive Planning Law. Our team recognizes the importance of having a clear, concise plan to guide policy and land use decisions, as each member of our Team has seen positive growth and development, as well as preservation efforts come from well-crafted comprehensive plans. Our goal is to support the city's efforts in consensus building, developing community vision, evaluating city goals and policies, and in creating a plan for city leaders, staff, business owners and residents.

TASK ONE: PROJECT KICKOFF

At this meeting, we will gain full concurrence on roles, discuss project schedule and the detailed work plan required, obtain all available background data and documents, and establish a firm working partnership with all individuals who will be involved in the comprehensive plan update process. We will also discuss project needs, goals, and the future vision of the City of Reedsburg, identify key issues facing the city, as well as perceived strengths, weaknesses and opportunities.

At this meeting we will also set a timeline for the public participation process and discuss desired outcomes.

Deliverables: **Estimated hours:** 20

- Project Kickoff Meeting Summary
- Project Schedule

TASK TWO: COMMUNITY OUTREACH AND PUBLIC PARTICIPATION

Public participation is critical to developing planning documents that reflect community goals and build consensus among stakeholders. Rather than a task to be completed once, for the duration of the planning process our team will utilize a variety of participation techniques and settings.

During COVID-19, web conferencing has become an essential part of how people keep up with personal connections and professional responsibilities. The various virtual meeting platforms have also proven to be effective as a means for encouraging and expanding opportunities for public participation. As outlined here, JSD will utilize a variety of participation techniques and settings throughout the project to ensure ample opportunities for meaningful public engagement are available to city residents, stakeholders and city officials.

The JSD team will work with the city staff to draft an effective and appropriate written public participation plan that will create an inclusive process. The JSD team and the City of Reedsburg are deeply committed to ensure residents from all sectors of the community, business owners, associations, and other stakeholders have the opportunity to provide input on the future vision of the city.

METHOD AND WORK PLAN

We propose a public participation plan with the following core components:

- Stakeholder interviews;
- Planning workshops;
- Information sharing through community partners, such as the Public Library and Senior Center, and any pertinent community publications; and
- Online and social media.

Deliverables: **Estimated hours:** 120

- Public participation plan
- Fliers/questionnaires/press release
- Presentation materials
- Meeting summaries

Stakeholder Interviews:
In collaboration with the City of Reedsburg, JSD will contact and interview key stakeholders. The key stakeholders are individuals representing themselves, or groups, with a vested interest in the future of the city and who are critically important to plan implementation – stakeholders may include property owners, business owners and prospective business owners.

Planning Workshops:
Three planning workshops are anticipated. The first will provide an introduction of the comprehensive planning process and project overview as part of a brief presentation followed by small group activities. An open house workshop format will be utilized to solicit input and brainstorm issues, opportunities, strengths and weaknesses facing the City of Reedsburg, as well as the future vision of the city.

Building on information gathered at the first workshop, the second workshop will be focused on identifying and building consensus of the key issues that are of primary importance for the community and that will outline a framework for refining community development goals and policies. This workshop will be a more in-depth discussion of specific plan elements captured from data analytics, and the stakeholder and small group conversations.

The third workshop will serve as the roll-out of the draft plan elements, reviewing the community vision, goals, objectives and policies.

Information Sharing Through Community Partners:
Our project team will work with the city to prepare informational pieces at key points in the comprehensive plan process for sharing through identified community partners and local news outlets, including the City of Reedsburg Public Library, Senior Center, and other pertinent community publications.

Online and Social Media:
In addition to the public participation process outlined above, we recommend utilizing the city's existing social media tools and website to further community engagement. We will assist the city with creating a project-specific web page and establish social media outlets (such as a Facebook page) to help introduce the public to the planning process and keep them apprised of our progress. The web page will host approved interim deliverables, announce dates for meetings, and link to social media sites. Our social media campaign will be an important component of this program particularly to engage residents who may have been unable to attend prior public engagement events and will include a plan for harvesting and managing public input for inclusion in the deliverable documents.

TASK THREE: DATA AND TREND ANALYSIS

The JSD team will review the previous planning efforts outlined in the Request for Proposals and discuss them with city staff with the *key goal to assess which goals have been accomplished, which ones remain priorities, and which ones are longer range, or lower priority recommendations.* We recommend hosting in-person working sessions with various department staff representatives to build consensus between departments.

As part of this task, our team will compile and analyze pertinent trends and characteristics of the community, including population and forecasting of growth; housing (as well as zoning/subdivision ordinances); employment; land use; transportation patterns; infrastructure and utility systems; natural resources; and overall economic development along with current city development policies and ordinances. Note that special consideration will be given to these areas of concern for the City of Reedsburg:

- Downtown development and preservation
- Affordable housing development
- Baraboo River and floodplain management
- New regional park
- Public water service
- Commercial corridor planning
- Industrial/business development and retention
- Farmland preservation
- Future relocated WWTP

This summary and assessment would be prepared as a Planning Considerations Report and will serve as a reference framework for the review and discussion of community goals and initiatives during public engagement activities. The result will be a written memo that summarizes the strengths, weaknesses, opportunities, and threats to the community.

Deliverables: **Estimated hours:** 100

- Planning Considerations Report
- SWOT Analysis

METHOD AND WORK PLAN

TASK FOUR: DEVELOP REQUIRED PLAN ELEMENTS

Following the public participation process and review of background information, the JSD team will work collaboratively with city staff in drafting refinements to each of the required plan elements to reflect changes the community has experienced, and to outline new initiatives to implement and respond to emerging conditions, and the community's vision and goals for the future.

As part of this task, the JSD team will work closely with city staff, adjacent jurisdictions and other agencies to draft the intergovernmental cooperation element. In addition, the team will analyze land use trends and projections; develop the Future Land Use Map and evaluate how the map correlates to the city's Code of Ordinances; identify conflicts; and make recommendations for code amendments.

Lastly, the JSD team will provide an analysis of potential funding methods to address the recommendations for the comprehensive plan's public and economic improvements.

Deliverables: **Estimated hours: 1**40

- Draft plan elements
- Draft supporting documents, maps, and graphics
- Analysis of funding

TASK FIVE: COMPILE, PRESENT AND DELIVER COMPREHENSIVE PLAN

The JSD team will present the city staff with a complete draft comprehensive plan for initial review. Upon receiving feedback from staff and the public during Workshop 3, JSD will revise the draft and present it to the Plan Commission for review. The plan will be presented as a draft to allow for the inclusion of any additional feedback prior to Plan Commission's consideration to recommend it to the community as the Preliminary Comprehensive Plan 2022-2042. This will be the document which would be the basis of the statutory approval process and final consideration by the Plan Commission and the city.

JSD will work with city staff to make drafts available on-line and assist staff with managing and compiling public comments.

Deliverables: **Estimated hours:** 60

- Draft Comprehensive Plan Document
- Presentation materials
- Final Comprehensive Plan

PROJECT COST

Task One: Project Kickoff $ 3,000

Project kickoff meeting summary
Project schedule

Task Two: Community Outreach and Participation $17,000

Public Participation Plan review and adoption
Three Planning Workshops
Fliers/questionnaires/press release/web site

Task Three: Data and Trend Analysis $15,000

Consensus building meetings with city department representatives
Planning Considerations Report
SWOT analysis

Task Four: Develop Required Plan Elements $20,000

Draft comprehensive plan elements
Draft supporting documents, maps, and graphics
Collaborative working meetings with city staff to review/evaluate plan elements
Two public meetings (Plan Commission review of draft plan elements)

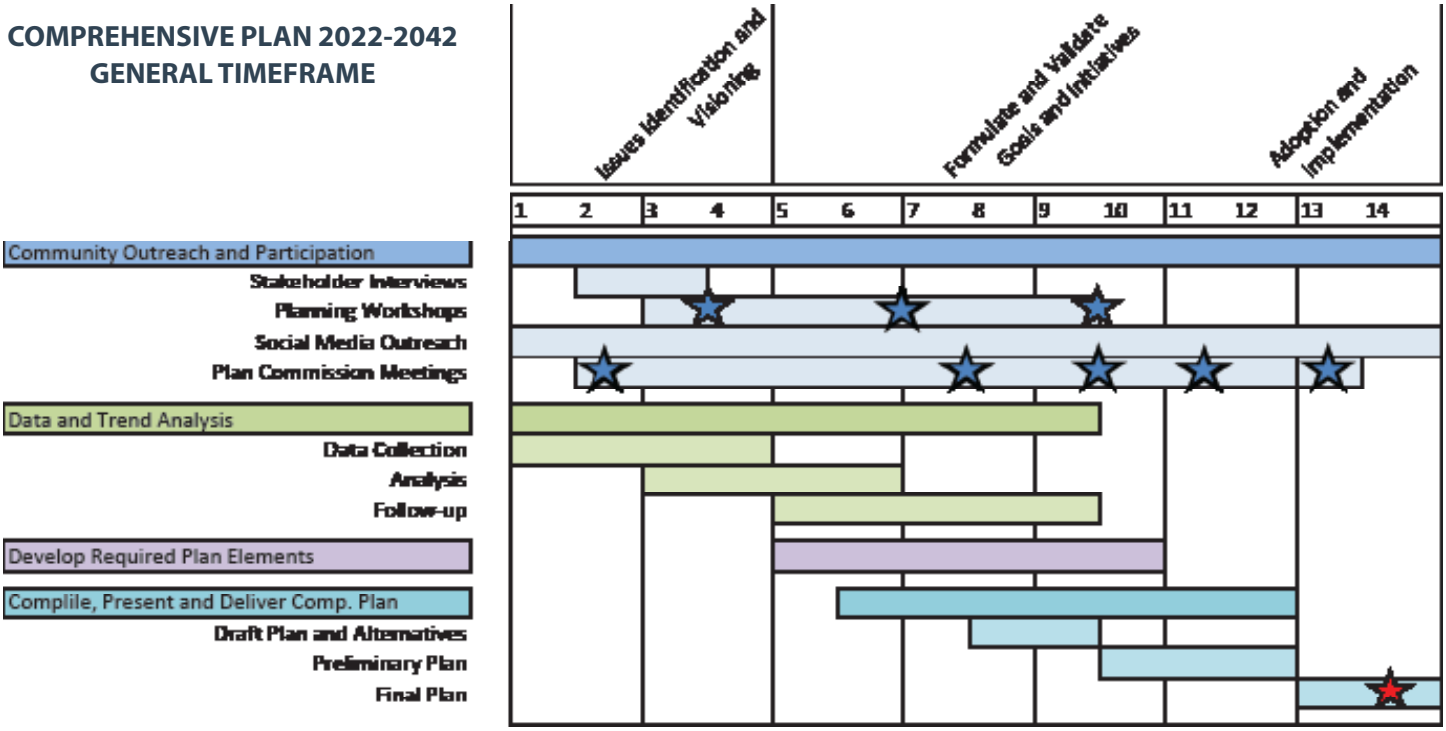
Task Five: Compile, Present, and Deliver Comprehensive Plan $10,000

Draft comprehensive plan
Presentation materials
Final comprehensive plan
Three public meetings (Plan Commission and Common Council review of draft and final plan)

Total $65,000

PROJECT SCHEDULE

COMPREHENSIVE PLAN 2022-2042
GENERAL TIMEFRAME



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JSD HOURLY RATES

JSD HOURLY RATES

Fees for professional services described within the submittal are budgeted per the following fee schedule. If requested, we will modify our scope of work and fees as needed to address your project requirements.

Fee Schedule	**Hourly Fee**
Senior Planner	$150.00
Staff Planner	$125.00
Senior Landscape Architect	$150.00
Landscape Architect	$135.00
Senior Landscape Designer	$120.00
Landscape Designer	$110.00
Administrative Assistant	$ 75.00
Project Engineer	$150.00
Staff Engineer	$125.00
Engineering Technician	$ 85.00
Survey Technician	$ 75.00

Reimbursables

Automobile travel will be charged at the applicable IRS Standard Mileage Rate.

Direct expenses incurred on the client's behalf are charged at our cost, plus 10%. Such items include, but are not limited to, printing and reproduction.

Invoices

Progress invoices shall be issued monthly and shall be paid within thirty days of date of invoice. Balances remaining unpaid after 60 days are subject to monthly finance charge of 1.5% (which is an annual rate of 18% per annum) until paid. JSD reserves the right to sop work on any project that has past due invoices until outstanding balances are paid.

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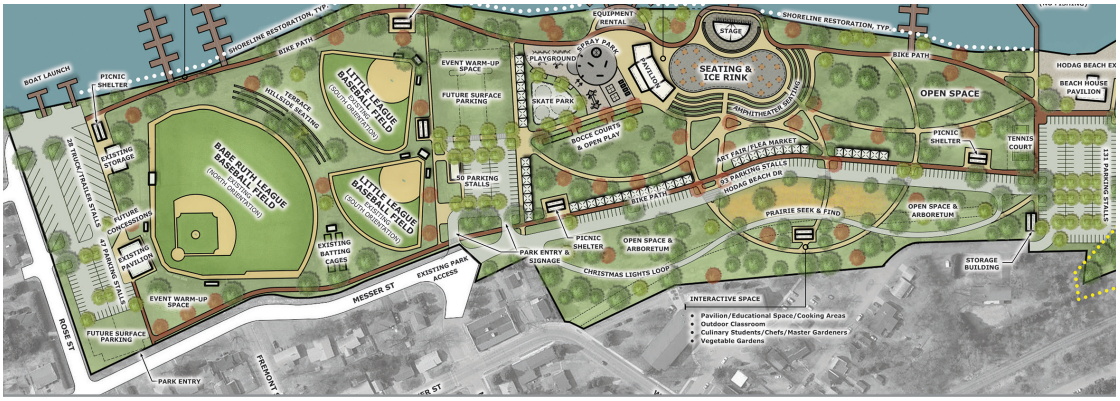

JSD

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PROPOSAL FOR

CITY OF REEDSBURG COMPREHENSIVE PLAN

MARCH 31, 2021

ENGINEERING, REIMAGINED

SINCE 1938

KLJENG.COM

KLJ

March 31, 2021

300 23rd Avenue E
Suite 100
West Fargo, ND 58078-2650
701-232-5353
KLJENG.COM

City of Reedsburg
Attn: Brian Duvalle
134 South Locust Street
Reedsburg, WI 53959
bduvalle@ci.reedsburg.wi.us

RE: Proposal For Reedsburg Comprehensive Plan

Dear Brian;

Our project team has taken to heart the request of your Request for Proposals (RFP) for a truly innovative and unique new Comprehensive Plan for Reedsburg. We want to build on the legacy and strong organizational structure within your community by providing a new comprehensive plan built from the grassroots up.

We propose to use Community Collaboration's (**Todd Streeter**) award-winning Working Committee™ approach to engage your community to a level never experienced before. The result of this process is a group of committed citizen champions and strong community support to implement meaningful and highly supported actions to build Reedsburg's future. We pair this unique engagement process with expert technical planning skills to create a comprehensive plan document that is accessible by your entire community instead of only making sense to a handful of community leaders.

Our technical planning team is led by Project Manager **Joel Quanbeck** whose attention to detail and commitment to quality will be seen throughout the planning process. Additionally, he will lead the land use and housing elements preparation of the comprehensive plan. Joel will collaborate with internationally-recognized demographer **Dr. Jerry McKibben** to develop the forecasts that support the needs analysis for several elements in your new comprehensive plan. Additional key team members are:

- **Wade Kline** – A past Metropolitan Planning Organization (MPO) Executive Director, whose 20 years of transportation planning experience will guide development of the transportation element.
- **Nikki Wallenta** – An environmental and community planner with more than 10 years of experience that will guide the agriculture, natural, and cultural resources element development.
- **Paul Glaser, PE** – An infrastructure engineer licensed in Wisconsin who will oversee the technical analysis and development of the utilities and infrastructure element.

This proposal not only outlines our proposed community engagement and technical planning approach, it also serves as an example of our interactive Community Action Plan (CAP)/Comprehensive Plan document. We offer the City of Reedsburg and your community a unique project outcome that literally brings your CAP/Comprehensive Plan to life. As an electronic document, it allows quick links from key points in summary sections to additional detail for anyone seeking to learn more. Additionally, we have the ability to incorporate videos from civic and community leaders, CAP committee participants, and citizens who will tell the story of Reedsburg's future. As you read through this proposal and click on the provided hyperlinks and videos, imagine your community sharing its vision for Reedsburg through their own voice and words.

We look forward to further describing the way our team can help your community build a clear path to a resilient and motivated Reedsburg future. Please contact us at 701-271-5018 or joel.quanbeck@kljeng.com to further discuss our qualifications.

Sincerely,

Joel Quanbeck
Project Manager
KLJ

Todd Streeter
Public Engagement Lead
Community Collaboration

Mark Anderson
VP Environment and Public Works
KLJ

ENGINEERING, REIMAGINED

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"We **improve** the lives of **people** and **communities** by **engineering** progressive infrastructure **across the nation.**"

Firm Introduction

EXCEPTIONAL EXPERIENCE

Since the 1930s, we have worked alongside communities of all sizes, partnering with clients such as cities, counties, and developers – just to name a few. We create solutions that turn your visions into reality, improving the lives of people and communities across the nation. Our business model puts you first, providing an exceptional experience that truly reimagines what your project can become.

ENGINEERING NOW AND FOR THE FUTURE

The project you complete today impacts lives for generations. Together, we discuss your current needs, identify the alternatives, recommend the right solution, and uncover ways to positively impact our communities.

EXCEPTIONAL SERVICE

It's more than an engineering project – it's your experience. We become part of your community, and will care about your projects as much as you do, putting your project first. We will collaborate to understand what's most important to you and deliver an exceptional experience.

EXPERIENCE YOU CAN COUNT ON

Together, we'll complete more than projects; we'll create a legacy. And we know how to do this because we've been building our own for decades. Creating exceptionally engineered solutions is second nature at KLJ.

PEOPLE YOU CAN TRUST

With offices located across the nation, and more than 500 employee-owners, we have the capacity to provide the services needed to help our communities move forward and grow. We have the size and scope of engineering-based services along with the local expertise to drive your project forward to a successful result.

We mean it when we say there is no community too small, or project too big. Our team is committed to planning, designing, and supporting infrastructure projects of all shapes and sizes. From pipelines, roads, runways, and parks, we do all the sophisticated engineering you expect, along with the support and technical expertise you need.

AVIATION | CULTURAL RESOURCES | ENVIRONMENTAL | FUNDING RESOURCES | LAND DEVELOPMENT | OIL & GAS | POWER

PUBLIC WORKS | RIGHT-OF-WAY | STRUCTURAL | SURVEY | TELECOM-MUNICATIONS | TRANSPORTATION | WATER

AN EXCEPTIONAL EXPERIENCE

EVERY PROJECT | EVERY TIME

Community Collaboration

Community Collaboration specializes in relationship-building community engagement for Comprehensive Plans, downtown revitalization initiatives, and large master-planned development projects. Todd Streeter's engagement approach includes his award-winning Working Committee™ process that increases community participation, buy-in, ownership, and local funding capacity. Todd's 20-years of community engagement leadership experience has assisted cities, counties, multi-governmental agencies, businesses, commercial property owners, nonprofit organizations, civic interest groups, and residents.

Mission

Create strong and enduring civic - community relationships through purposeful engagement.

The Award Winning Working Committee™ Approach

"It was fun to watch how community process takes place. It's just amazing what you've accomplished and it really shows through that you really care about the city and where we're going. That's huge for all of us and all the residents of the city. I really respect all of you." – Craig Kittel, Alderman, City of New Richmond, WI

Using Community Collaboration's Working Committee™ approach, a wide range of community stakeholders assume the responsibility of defining Reedsburg's future for the next 10 to 20 years by taking a purposeful, active, and long-term collaborative role in the success of their collective community. Through this approach they take hands-on ownership of Reedsburg's potential and assume the work required to make it a reality.

Goals

- Create community-driven ownership and collective determination of the city's future
- Inspire local talents, skills, support, and resources to assist the city in creating an ever-evolving community vision
- Establish a long-term collaborative structure generating new and expansive involvement
- Transform the civic and community environment where city officials and community work as one in orchestrating the city's future

Proven Community-Led Approach Successfully Builds Relationships

The successful community-led engagement approach establishes:

- "We're in this together" working environment focusing on the future
- Mutual respect and understanding through a purposeful solution-orientated process
- Collaborative relationships creating a common vision, implementation buy-in, and collective ownership
- Community resources willing to participate in supporting the committee's recommendations
- Potential local funding of the committee's resulting projects

Work Program

Our experience has taught us the value of beginning with the end in mind. Our approach focuses on a citizen-friendly final document and a unique public engagement strategy that truly makes citizen involvement central to the plan development process. We recommend that prior to establishing a contract, we hold a precontract scoping meeting to refine our proposed approach. We also recommend the use of a Steering Committee comprised of key stakeholders from the community to meet virtually on a monthly basis and act as a coordinating group and sounding board throughout the project.

The following work program outlines our proposed approach to creating a new, unique Comprehensive Plan for Reedsburg. Because Wisconsin State Statutes require certain elements, and the City has noted these elements in the Request for Proposal (RFP), we envision providing a final product that fulfills those requirements while delivering an easy-to-understand document that will allow the average citizen to quickly grasp the purpose, goals, policies, and strategies of the Comprehensive Plan, as well as provide all supporting documentation.

One way to accomplish this is to have a recognizable structure. We propose a structure for each plan element, which follows a five-part pattern:

- **Profile** – overview of the topics addressed in the element
- **Historic Context** – analysis of existing conditions and an explanation of the historic context for the element
- **Values** – results of our early public engagement activities that summarizes what matters to the citizens of Reedsburg, and why those things are important
- **Future Direction** – discussion of current and anticipated issues and opportunities that is informed by the public engagement process and the analysis of existing conditions
- **Implementation** – goals, policies, and strategies that will address the current and anticipated issues and opportunities

Each element in the new Comprehensive Plan will use the same format, and will begin with a two-page spread that highlights issues and opportunities on the left side, and that identifies the implementation activities that will address those issues and opportunities on the right side. Collectively, these two-page spreads can be collated to form an executive summary of the entire Comprehensive Plan. One of the highlights of this format, is that there will be multiple hyperlinks on each of the two pages that link directly to other more detailed parts of the document and allow anyone to selectively drill down for more detail on topics of interest, including previously completed studies and plans. With a GIS technician on our team, we can create mapping products to reflect the data/information collected for each element. Examples of some of the mapping products can be seen throughout this proposal. The following pages illustrate this document design. Our project team also includes a government funding expert who has assisted communities in identifying a wide variety of funding sources to meet their implementation goals.

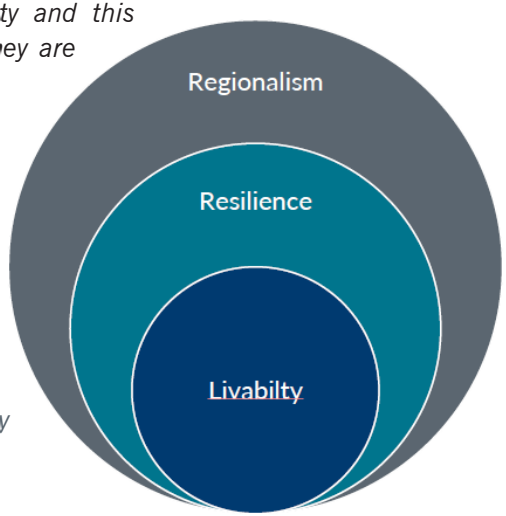
Our team often uses guiding principles as a key tool in comprehensive plans to define the overarching values that are to be implemented. The excerpt below illustrates how guiding principles can be used to frame the entire comprehensive plan's focus. We will use the outcomes of the Community Engagement process and the input from the Project Steering Committee to establish and define the overarching ideas that embody the values of the Reedsburg community. The Issues and Opportunities Element must define the values and goals of Reedsburg in a way that allows the remaining elements to be organized and coordinated to build the future of Reedsburg.

Guiding Principles

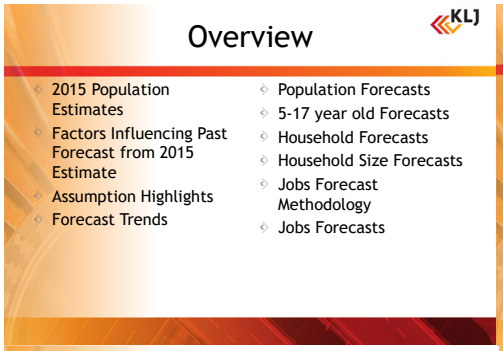
The Cass County Comprehensive Plan establishes three guiding principles which embody the vision, values, and functions of Cass County government. They serve as building blocks for the development of the comprehensive plan. Each principle provides general guidance for the development and eventual implementation of the plan.

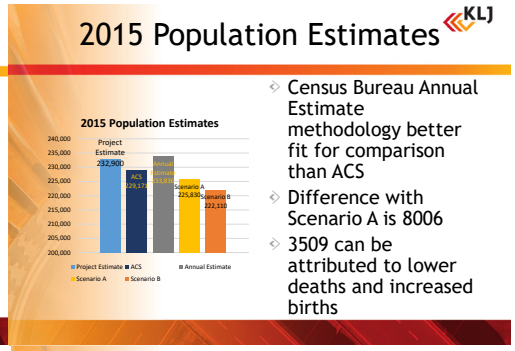
Planners have used the terms livability, resilience, and regionalism for at least two decades. However, to fully understand how they relate to Cass County's issues and opportunities, they must be defined within the specific framework of the county and this comprehensive plan. As such, they are defined below.

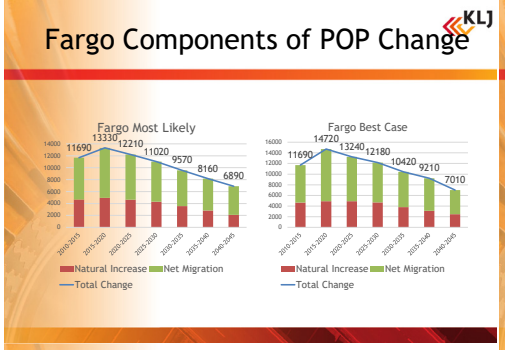
- *Livability – enhancing physical and socioeconomic environments for all*
- *Resilience – building capacity to survive, adapt, and grow in the face of stress and shock*
- *Regionalism – collaborating and leading to enhance quality of life and effective use of resources for all*

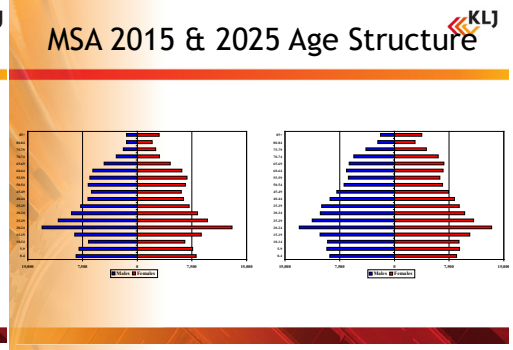


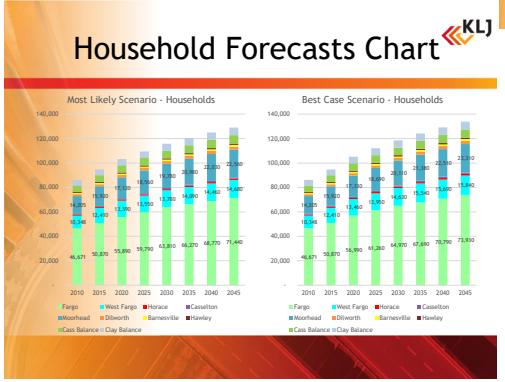
In addition to establishing the values and goals that will guide Reedsburg toward its desired future, other fundamental component of the Issues and Opportunities Element is a snapshot of current situations and a forecast of future situations. One of our team's strengths is a high-level of expertise in developing forecasts. The following excerpt from a recent project final presentation illustrates this expertise.

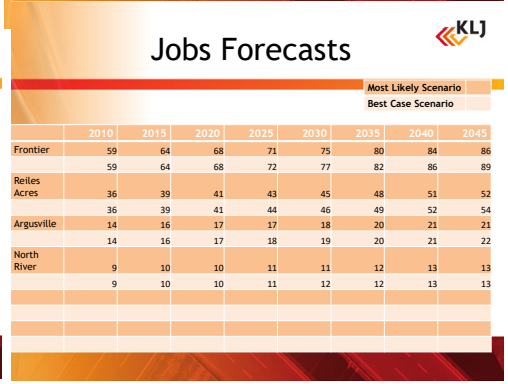










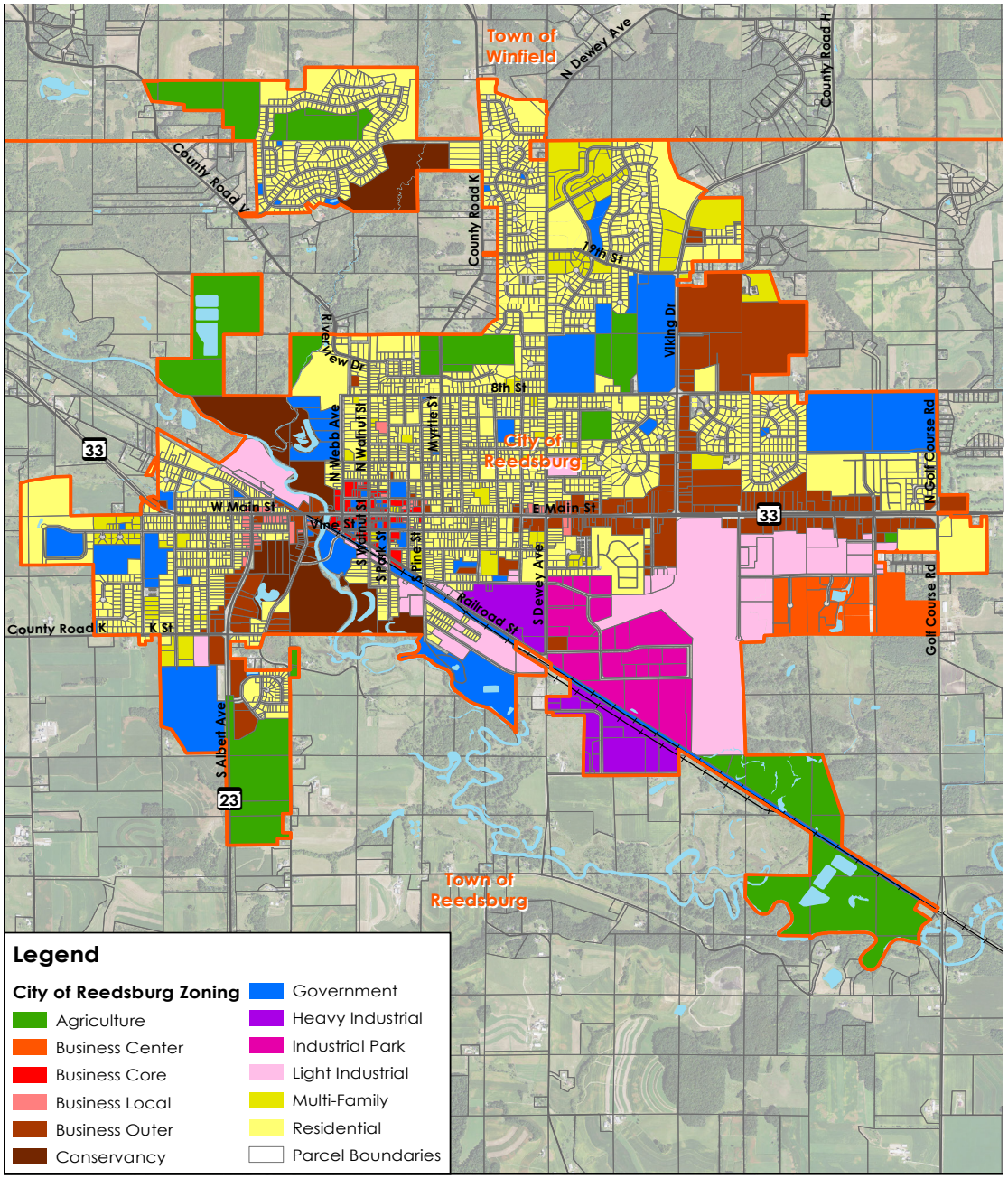


	2010	2015	2020	2025	2030	2035	2040	2045
Frontier	59	64	68	71	75	80	84	86
	59	64	68	72	77	82	86	89
Reiles Acres	36	39	41	43	45	48	51	52
	36	39	41	44	46	49	52	54
Argusville	14	16	17	17	18	20	21	21
	14	16	17	18	19	20	21	22
North River	9	10	10	11	11	12	13	13
	9	10	10	11	12	12	13	13

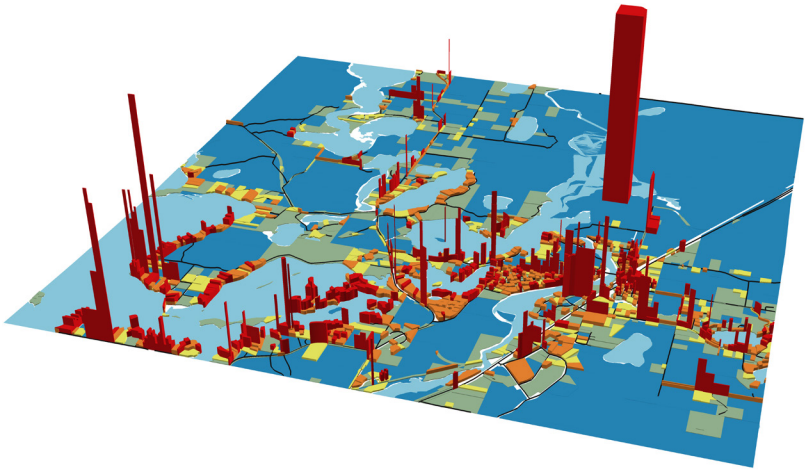
Issues and Opportunities Element

The Issues and Opportunities Element as outlined in the Wisconsin State Statutes, includes developing background information such as population, household, and employment forecasts to be used in helping develop the comprehensive plan. Our team includes subconsultant Dr. Jerry McKibben who has worked with Project Manager Joel Quanbeck on three separate projects in the past to develop similar forecasts for the Fargo-Moorhead Metropolitan Statistical Area. Jerry is an internationally-recognized demographer who will work seamlessly with our team to develop a demographic model to provide future growth forecasts for Reedsburg. A key part of this process is communicating with local government, school, and business community representatives to develop appropriate assumptions on which to base the demographic model. Our team has a wealth of experience in researching and analyzing appropriate data to develop a snapshot of the current community indicators. One of the most important things to recognize when developing the background information is when a particular dataset does not accurately portray your community. Part of this evaluation will come from our expertise in understanding the sources and level of accuracy of the data. Another part of the evaluation comes from receiving input from local experts to confirm or revise the data.

This element is intended to include a statement of overall vision, goals, objectives, policies and programs to act as a framework for guiding Reedsburg's future development and redevelopment. Our early public engagement process will provide a thorough process to develop this overall direction for the plan, as well as identify many specific targets to be accomplished.



- Land use map needs updating since completed in 2013
- Review zoning classifications and update as needed based on identification of community needs
- Evaluate land uses proposed adjacent to floodplains and near Baraboo River
- Identify opportunities for infill development
- Consider return on investment on current and future development
- Review existing zoning and subdivision ordinances



One of the most valuable analyses that can be performed during a future land use planning project is to evaluate the relative return on investment for various types of development. The Illustration above shows the wide variance in return on investment based on valuation per unit area for tax parcels in a community we are currently serving.

Land Use Element

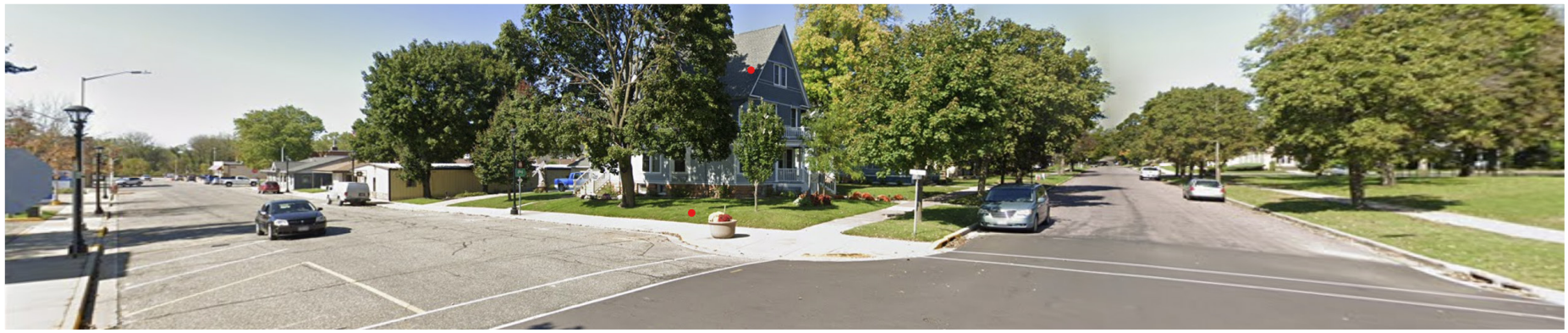
The Land Use Element, as outlined by the Wisconsin State Statutes, is intended to document existing land uses, analyze related trends, evaluate opportunities for redevelopment, and identify existing and potential land use conflicts. The end product of this element should be a future land use map and related policies aimed at guiding future development and redevelopment patterns that is based on forecasted land needs. The level of detail identified by the Statutes for the land use is consistent with that which our team has provided to other clients as a foundation for updating future transportation plans and helping to guide policy development for land use planning. The foundation stems from the work we will do to create population, household, and employment forecasts for the community. We will work closely with Reedsburg officials to develop an understanding of the driving forces pertaining to development in the community and surrounding area. The results needed may require the kind of analysis Project Manager Joel Quanbeck led to complete the North Dakota Land Trust project. This project demonstrates our capacity to think through future development issues on multiple levels. Because community resources are limited, it is essential that the guidance offered in the Land Use Element address how well community investment obtains a return on that investment. The msp on page 6 illustrates how differing parts of a community actually are net contributors or net takers from the overall economic impact perspective of the community. We recommend that this kind of an analysis be considered when making decisions about future development. We also recognize that a key factor of future land development pertains to the sequence in which development is supported. This was a major factor in the Pierre, SD Comprehensive Plan Analysis.

The anticipated steps to complete efforts for this element include:

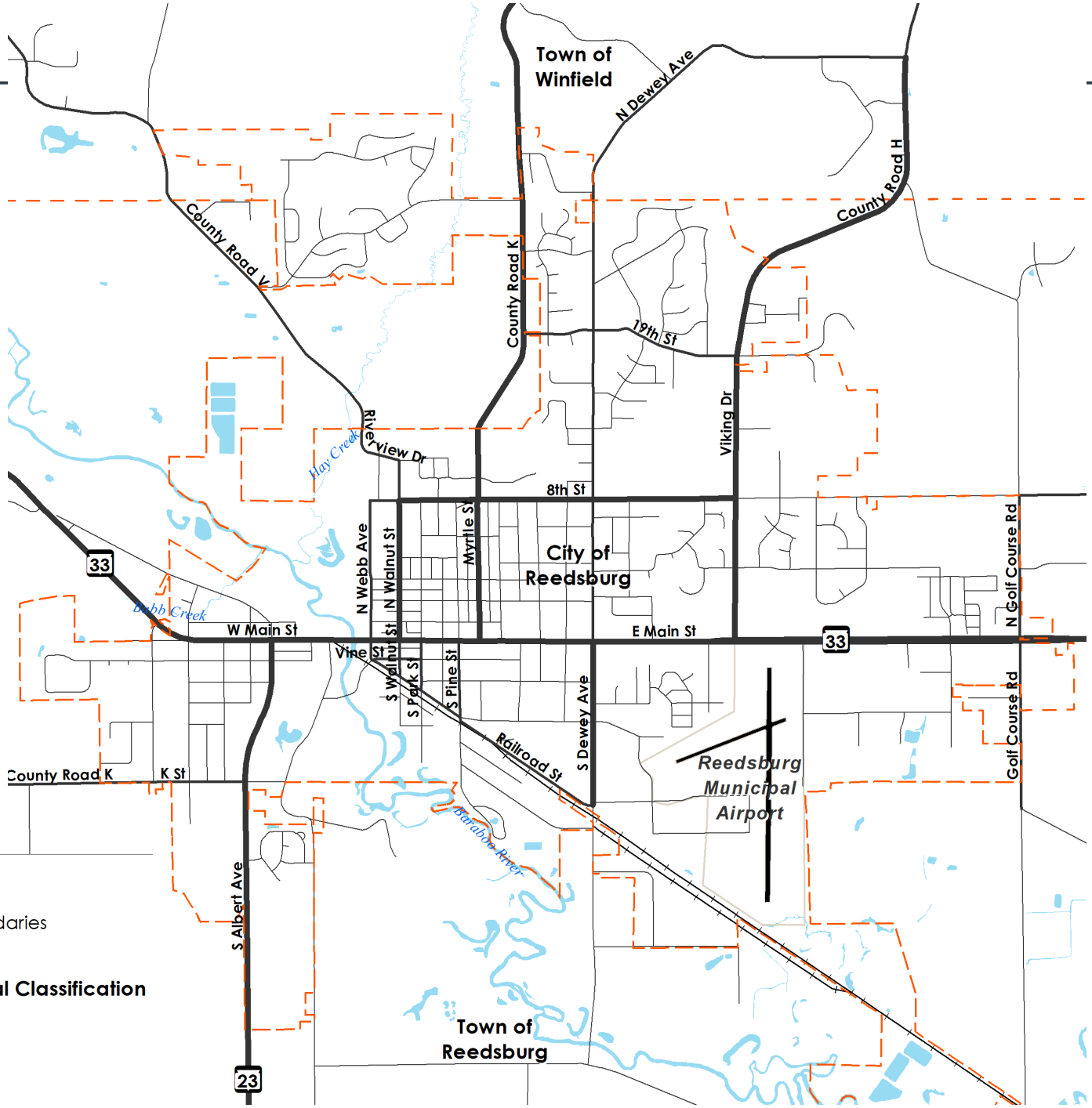
a) Update current land use map
b) Identify growth and infill opportunity areas
c) Identify issues needing to be addressed
d) Develop estimated land use demand for 5, 10, and 20-year horizons
e) Develop strategy and policies to manage growth
f) Recommend action plan to implement strategy and policies

Deliverables for this element include:

- Updated current land use map
- Estimated land use demand for 5,10, and 20-year horizons
- Future land use map that incorporates estimated land use demand
- Action plan containing strategies and policies to manage growth



- County Highway 33 and County Highway 23 bring travelers directly through Reedsburg downtown
- Railroad is in/or adjacent to floodway or floodplain
- Consider potential need/benefit of road diets
- Consider opportunity to increase walkbility
- Address traffic and intersection concerns
- Evaluate how City of Reedsburg Sidewalk Replacement Program is addressed in Comprehensive planning



Legend

Municipal Boundaries

Rail

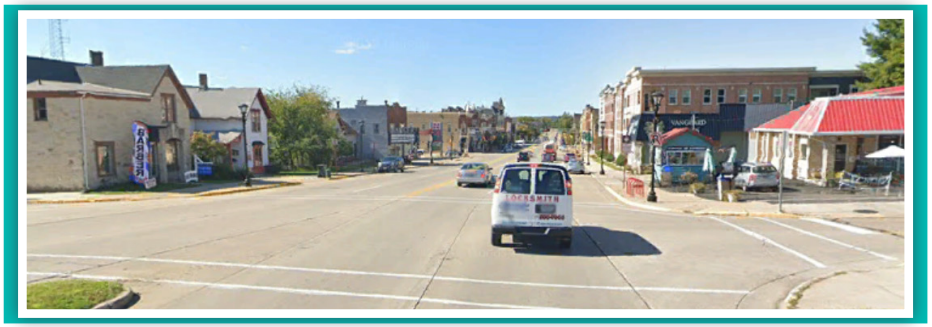
Roadway Functional Classification

Arterial

Collector

Local

Transportation Element



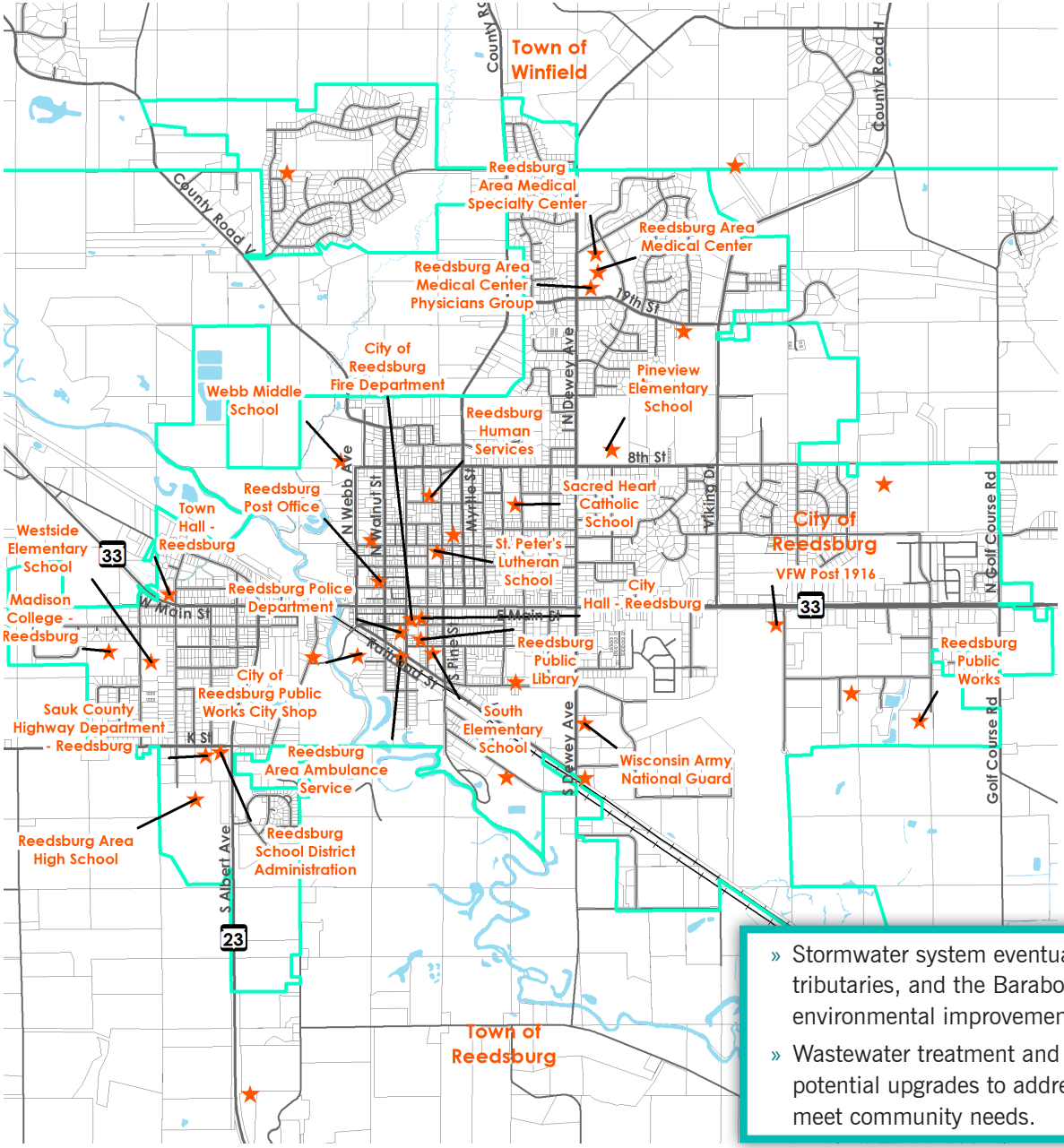
Anticipated steps to complete efforts for this element include:

a) Review existing plan and identify assumptions that are no longer valid
b) Review existing limitations/problem locations
c) Evaluate specific corridors or locations that need immediate attention
d) Identify future corridor locations to serve future development
e) Develop a strategy and policies for managing transportation issues
f) Recommend action plan to implement strategy and policies

Transportation planning is a natural progression after the development of the land use element because future development will impact where new and expanded roadway capacity will be needed. Our transportation planning lead, Wade Kline, has nearly 20 years of experience in transportation planning, including increasing levels of responsibility culminating as the Director of the Fargo-Moorhead Metropolitan Planning Organization (MPO). In recent years he has completed a number of transportation plans, including plans for Bismarck-Mandan, ND and Kalispell, MT. Our overall approach will be to evaluate current intersection and traffic issues for locations that may currently, or in the future, have capacity constraints. We will review regional, state, and other transportation plans to incorporate relevant components into the local transportation plan element. Our analysis will encompass the full gamut of multimodal transportation facilities.

Deliverables for this element include:

- Updated current road and street network map
- Establish future road and streets network map
- Up to two conceptual level corridor plans
- Action plan containing strategies and policies to prioritize transportation network investment and development



- Stormwater system eventual discharges to wetlands, tributaries, and the Baraboo River. Evaluate if environmental improvements need to be made to system.
- Wastewater treatment and water infrastructure may need potential upgrades to address age of infrastructure and meet community needs.

Utilities and Community Facilities Element

Just like transportation planning is a natural progression after the development of the Land Use Element, so too are utilities. Utilities such as water, wastewater, stormwater, gas, and electricity need to be extended when new development occurs. Two key points in considering future growth are capacity of existing systems and identifying long-term distribution/collection sizing. We recognize the existing sewage treatment plant is nearly at capacity and is likely a priority issue. We will collaborate with community officials to identify potential new treatment facility locations and document impacts on future growth pertaining to each potential new location. These major capital investments need to be prioritized and programmed, and ultimately may determine how soon growth in certain parts of the city can occur.

Community facilities are another facet of ongoing growth in a community. We will compare existing facilities and services with similar communities and national benchmarks, where available, to help identify potential need for increases in community facilities and services.

Deliverables for this element include:

- Utility constraints map that identifies how existing utility systems and their capacity might limit future growth
- Sewage treatment plan potential locations map
- Action plan containing strategies and policies to prioritize utility and community facility investment and development
- Evaluate existing community facilities, including but not limited to, city, emergency services, education, and library

Anticipated steps to complete efforts for this element include:

a) Review existing utility master plans and identify capacity limitations for growth

b) Identify future growth thresholds for each utility that will constrain future development

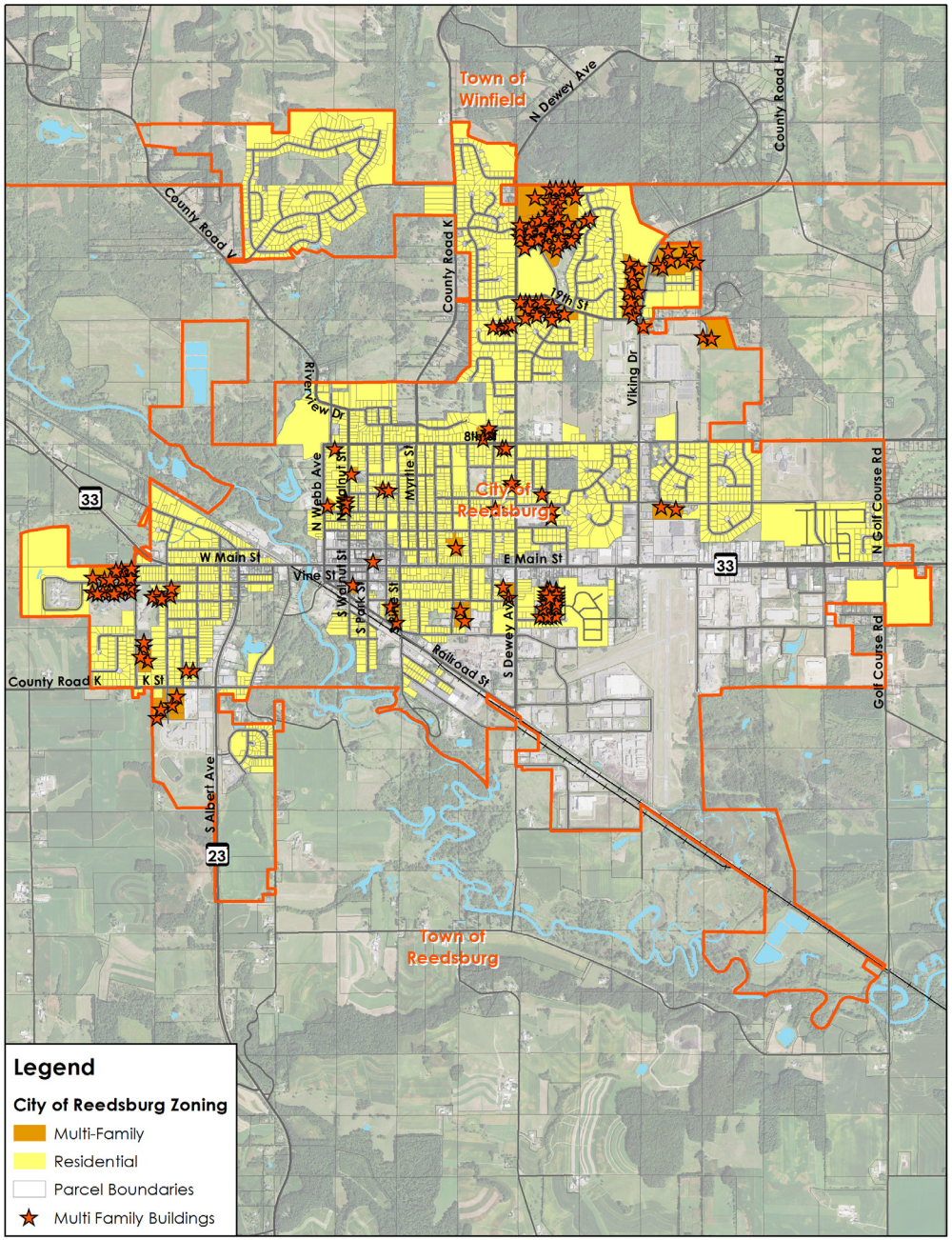
c) Collaborate with community officials to identify potential new sewage treatment locations

d) Identify advantages and disadvantages of potential future sewage treatment facility locations

e) Develop a strategy and policy for managing utility issues

f) Document existing community facility indicators

g) Complete comparative analysis of community facility indicators to identify future growth thresholds that might demand increased community facilities and services



- Limited multi-family and subsidized housing opportunities in the community (only two subsidized housing properties are within the City of Reedsburg boundary per EPA data).
- Identify additional affordable housing and alternative housing options (i.e., apartment, townhouse/condominiums, and bungalow courts) in the community.
- Look at ways to encourage employees in Wisconsin Dells/Lake Delton area to look at housing options in Reedsburg.
- Evaluate if number of current nursing homes, memory care, and assisted living facilities are adequate to meet aging population needs.

Housing Element

Affordable housing is an ongoing issue across the United States. There is not a one-size-fits-all solution to this problem, but many solutions have been tested in various locations and could be a part of the answer to affordable housing needs in Reedsburg. Our team's household forecast will identify future housing demand at a fundamental level. However, it will be important to further define future housing demand in terms of types of housing needed. We will collaborate with city officials to accomplish this.

Anticipated steps to complete efforts for this element include:

a) Evaluate existing data and any relevant housing studies

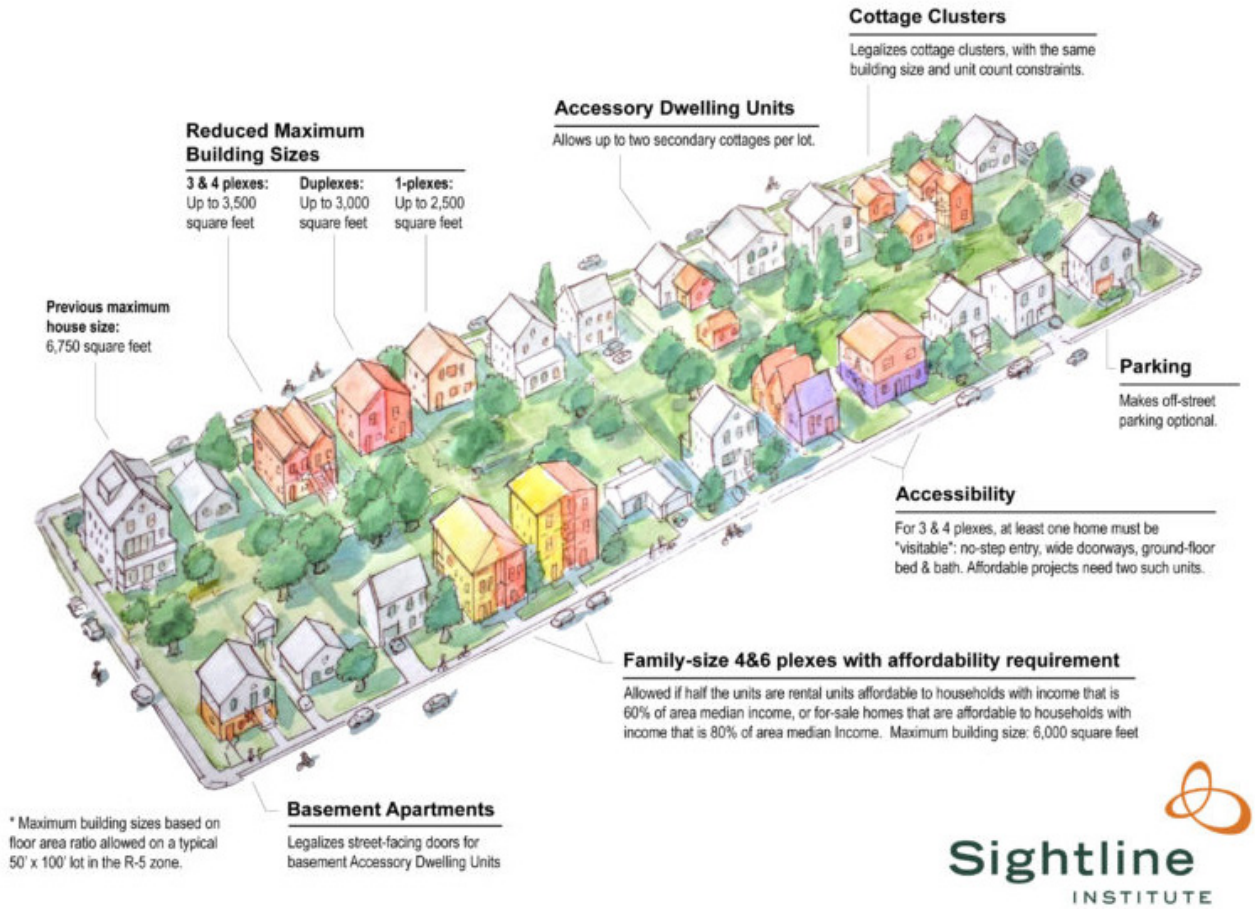
b) Document existing housing issues

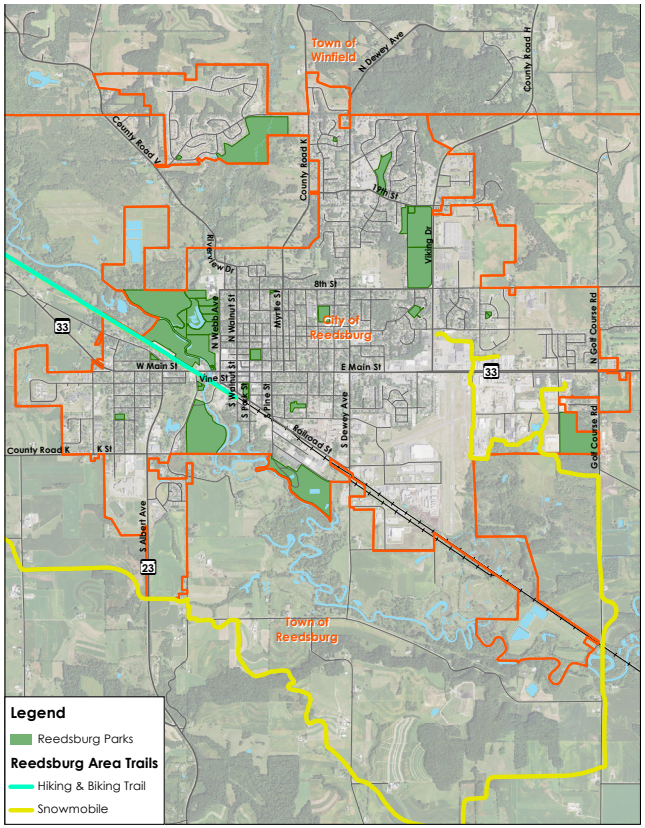
c) Estimate future demand for housing by type based on household forecast and collaborative analysis with city officials

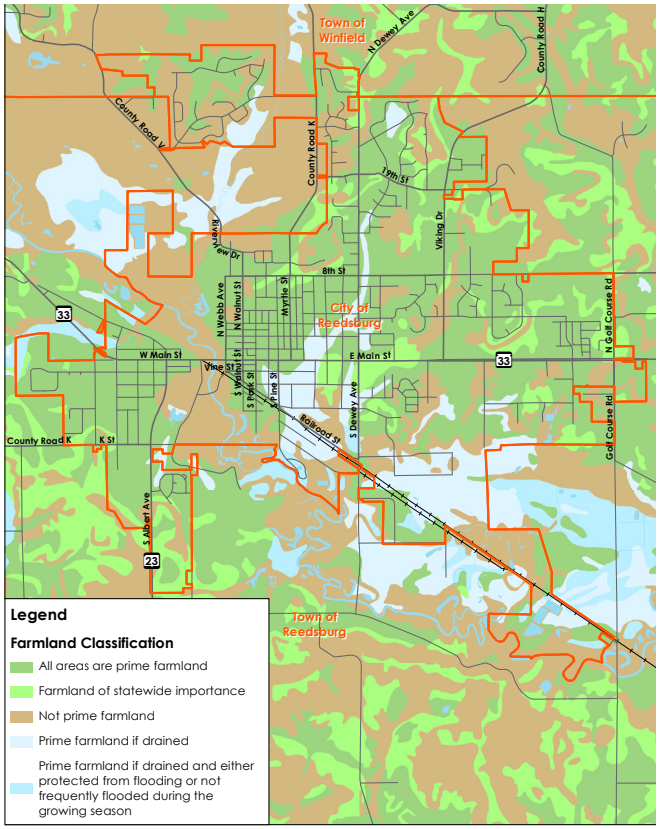
d) Develop a multi-faceted housing strategy to address identified needs and future demand

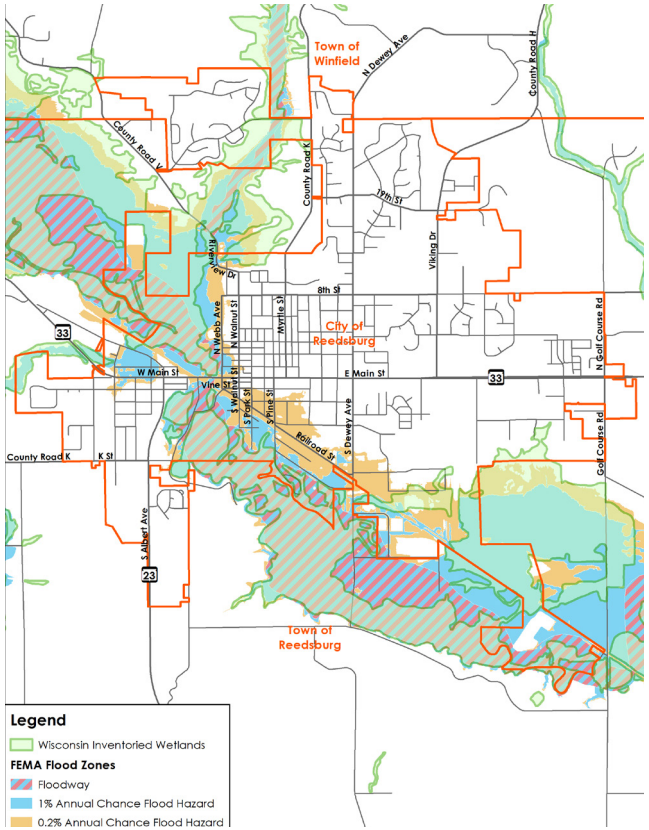
Deliverables for this element include:

- Housing needs summary report
- Affordable housing best practices white paper
- Action plan containing strategies and policies to address identified housing needs









- Floodplain/floodway on south, southwest and west side of city hinders future develop in these areas. Manage development to avoid impacting floodplain and Baraboo River.
- 20 parks or conservancy areas within the City boundary open to public use. With the City looking for new regional park area, evaluate existing facilities and where needs are to create connectivity within parks and trails system.
- Land classified as Prime Farmland or Farmland of Statewide Importance not being used for agricultural purposes; look at areas with these soils to preserve for farmland.
- Environmental effects and improvements of stormwater and wastewater treatment discharges to wetlands, tributaries, and the Baraboo River.
- Baraboo River is 303(d) impaired waterbody by WDNR. Evaluate and develop strategies community members can implement to improve water quality.
- There are 12 buildings listed on the National Register of Historic Places and two historic districts.
- Review buildings not previously evaluated or other areas outside of buildings that should be historically preserved (i.e., parks, portions of the Baraboo River, trails).

Agriculture, Natural Resources, and Cultural Resources Element

Natural Resources

As part of this Comprehensive Plan Update, our team will:

a) Document existing resources
b) Evaluate parks and recreational needs
c) Establish strategy for preservation and responsible utilization

There is strong evidence that parks, trails, and open space are critical attractors for future residents to a community. Reedsburg offers diverse opportunities to its residents and tourists to enjoy its natural features, historic infrastructure, and rural character. Its 20 parks, trails (including 400 State Trail), and other recreation facilities, including the Reedsburg Recreation Center, are great amenities upon which to build a complete and connected system that is desirable to all ages. The comprehensive planning process is an opportunity to evaluate potential for additional facilities, such as the identification of a regional park, as well as to develop linkages between community facilities and to consider strategies for enhanced short and long distance non-motorized travel in the community.

In addition to the variety of the developed recreation areas, Reedsburg has a natural recreational amenity with the Baraboo River running through the city. With the work the City has completed to maintain the channel by removing logs and providing additional access to the river, this is one of the main recreational draws in the community. This natural amenity can also be problematic though, with the 2008 flood being an example of the power nature can bring on the community. Our team's planning experience working in communities that have been impacted by flooding allows us to have unique perspective on ways to plan for future development, while maintaining the natural beauty and recreational opportunities the river brings. An assessment of the developed area that falls within the Federal Emergency Management Agency (FEMA) floodplain classification will be incorporated as part of the new comprehensive plan and an evaluation of the zoning and land use planned for the community to ensure development is occurring outside of an area that may be prone to flooding again in the future.

Agricultural

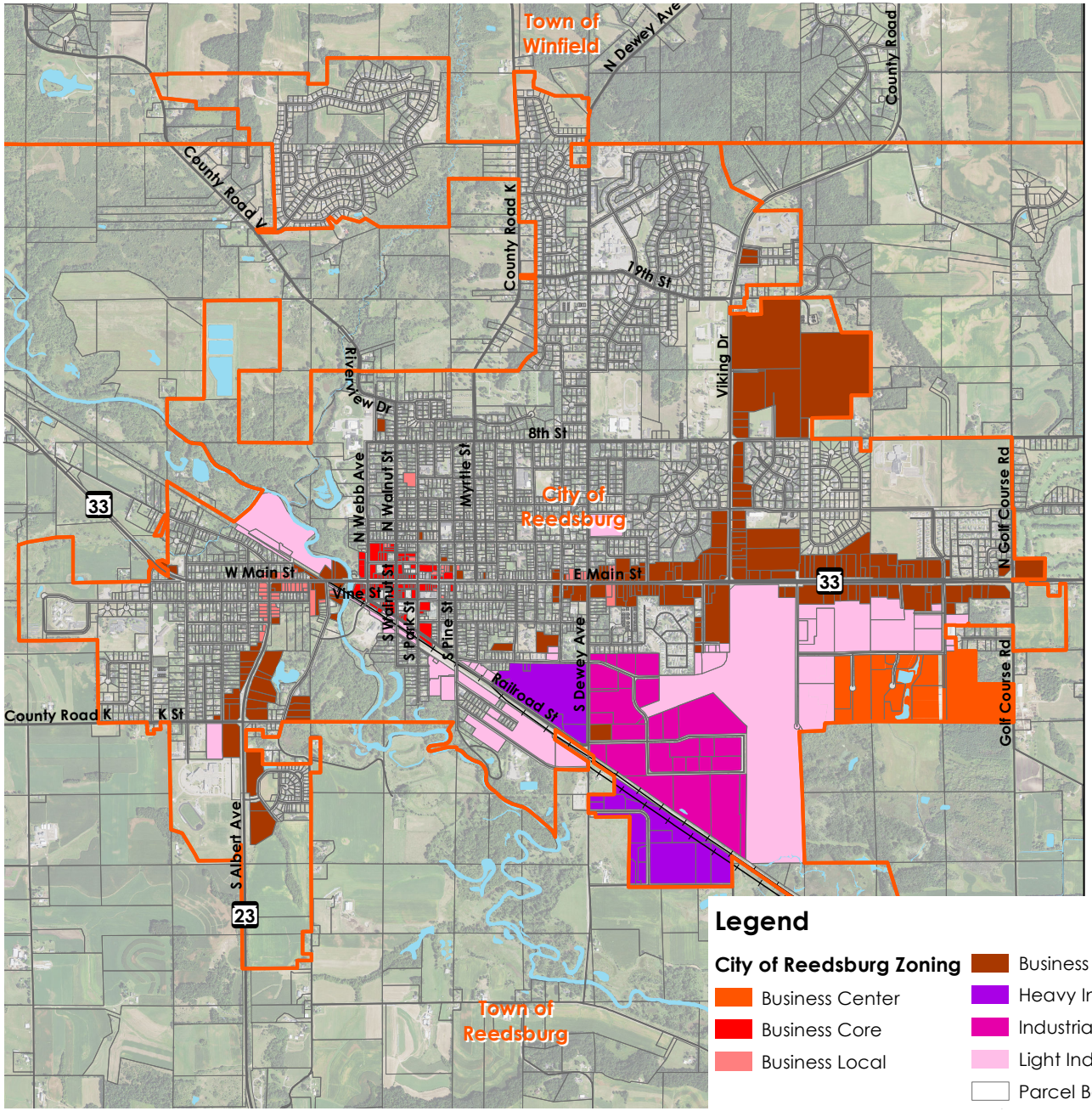
Along with the Baraboo River Corridor, areas of open farmland can still be found within/adjacent to the boundary of the city, adding to the rural character of area. In reviewing Natural Resources Conservation Service (NRCS) farmland classification, many of these areas have soils classified as prime farmland or farmland of statewide importance. Over time, these areas have been converted by development as the city has grown. The 2012 Reedsburg Comprehensive Plan does not offer ways to preserve the remaining farmland within the city boundary. It will be a goal of this comprehensive plan to provide an opportunity to work with the community to develop strategies and implement ways to preserve farmland.

Cultural

Reedsburg has made a strong effort to maintain the downtown ambiance and multiple buildings of historic and architectural significance, including those structures along Main Street from the late 1800s and early 1900s. The comprehensive planning process is an opportunity to enhance collaboration between local, regional, and state organizations as well as the community to develop strategies to preserve this infrastructure for future generations. It is also an opportunity to find solutions for areas of downtown that may be underdeveloped and underutilized while maintaining the historic character of the area.

Deliverables for this element include:

- Summary of existing resources and potential issues and opportunities
- White paper on regional park question
- Action plan containing strategies and policies to guide decision-making on parks, trails, and recreation development and on the preservation of agricultural, natural, and cultural resources



- Local downtown includes many amenities, such as shops, restaurants, and professional services
- Evaluate commercial corridor for future community wants and needs
- Evaluate areas of the city that are under-utilized for redevelopment
- Review current Tax Incremental Districts (TID) and consider updates as needed, including adding TID 4 to the TID boundary map
- Review of free downtown parking to see if it meets the needs of the community and tourism
- Reedsburg Business Incubator Plan and Program
- Identify industrial/business needs to retain and attract businesses

Economic Development Element

Economic development may be considered as a having eight different components or building blocks in order to be successful:

- Buildings and Land
- Infrastructure
- Workforce
- Finance
- Quality of Life
- Housing
- Business Assistance
- Partnerships

Anticipated steps to complete efforts for this element include:

a) Document existing capacity and strategy for economic development

b) Evaluate potential improvements to support economic development in each of the eight building block areas

c) Economic gardening facilitated work session

d) Define needs for changes or additions to current economic development strategy

Many of these components are related to other elements in the comprehensive plan. In summary, there needs to be land (and sometimes buildings) for economic activity to happen. There needs to be infrastructure to support the buildings and land. Lastly, economic activity requires people to do the work. Oftentimes, financing and/or incentives are needed to encourage the location or expansion of economic activity. Attracting or maintaining an adequate workforce includes factors which lead to a high-quality of life in the community. Housing is often a critical factor in determining whether the workforce is attracted or maintained. Sometimes, incubator facilities, technical assistance, or other types of business assistance are important to encouraging or supporting start-ups or expansions. It is seldom that a single entity or organization is able to do all of this on their own. Instead it is important to develop partnerships that allow a team approach to building and maintaining a strong economic development environment. We will use a series of diagnostic questions to help document current capacity and potential needs for economic development. We will also facilitate a discussion regarding economic gardening with key business and community leaders.

Deliverables for this element include:

- Existing economic development summary report
- Economic gardening work session recommendations
- Action plan containing strategies and policies to address identified economic development opportunities

Intergovernmental Cooperation Element

Communities seldom operate in a vacuum. County, state, or federal roads are often critical elements in the community's transportation network. Housing is often addressed at a county-wide level. Law enforcement services are often shared beyond a community's boundaries. Firefighting and ambulance services typically function in multi-jurisdictional ways. As part of this comprehensive plan, our team will work with community leaders to encourage intergovernmental cooperation.

Deliverables for this element include:

- Prepare intergovernmental cooperation summary
- Action plan containing strategies, protocols, and policies to enhance intergovernmental cooperation

The anticipated steps to complete efforts for this element include:

a) Identify partners where cooperation is needed

b) Identify the reason cooperation is needed

c) Collaborate with community leaders to identify any conflicts that complicate cooperation, such as competing objectives

d) Recommend working protocols and potential solutions to issues

Implementation Element

Implementation is the most important part of the comprehensive plan. So often we find that comprehensive plans have sat on a shelf gathering dust instead of getting used weekly as a handbook to guide community decision-making in a coordinated manner. Three simple keys to ensuring that the new Reedsburg Comprehensive Plan is a valuable tool for the future of your community are:

- Creating champions that are vested in the implementation of various strategies and actions plans established during the comprehensive plan process.
- Defining measurable indicators to track progress towards the desired outcomes of the plan.
- State of the plan reports that are reviewed by the City on an annual basis.

Anticipated steps to complete efforts for this element include:

a) Identify citizen champions through the community engagement process

b) Identify the most the most appropriate city staff to serve as strategy facilitators

c) Evaluate and refine goals, policies, and strategies from each plan element to ensure they are actionable and have the resources and leadership to be achieved

We will use our unique community engagement process to help identify citizen champions for selected action plans defined in the comprehensive plan. Additionally, there will be a city staff person who is designated as the responsible leader to facilitate and track progress for each strategy in the plan.

Deliverables for this element include:

- An implementation chapter to the comprehensive plan that identifies champions and action plans to facilitate plan implementation

> *"We are taking this entire concept and now we are applying it to government. So that to me speaks to the impact of how this Comprehensive Plan has changed things."*
>
> – Fred Horne, Mayor
> City of New Richmond, WI

> *"Todd is an effective communicator who works extremely well with city council members, staff, and project consultants. He is a tremendous asset to any community or government project."*
>
> – Ted Kozlowski, Mayor
> City of Stillwater, MN

Our team includes innovative and award-winning community engagement facilitator, Todd Streeter. Using his Working Committee™ approach, a wide range of community stakeholders assume the responsibility of defining Reedsburg's future for the next 10 to 20 years by taking a purposeful, active and long-term collaborative role in the success of their collective community. Through this approach, they take hands-on ownership of Reedsburg's potential and assume the work required to make it a reality.

Transforming Reedsburg's Comprehensive Plan to a Community Action Plan (CAP)

Most comprehensive plans are undertaken at great expense and effort by the City only find the plan resting on a shelf in the planner's office, occasionally seeing daylight as needed by staff. This is a tremendously inefficient use of City funds, staff time, and community input.

Why not leverage this effort and expense to actually create a plan that truly engages the community to build a much stronger civic and community relationship? Why not have the engagement process lead to actionable projects generating community buy-in, support, and local funding resources?

The fundamental focus of this new comprehensive plan approach not only transforms the traditional engagement process to a fully engaged community Working Committee™, it also establishes an actionable community plan document, or CAP, which typical comprehensive plans aren't designed to do. Often typical comprehensive plan engagement methods don't truly engage the community, generate buy-in, or attract local resources ready to support the actionable recommendations provided by the CAP process.

Our new comprehensive plan engagement approach also redefines some of the written structure of the resulting document. As the comprehensive plan community engagement is repositioned into the CAP "action-oriented" process, the resulting Comprehensive Plan document must also be restructured as an "activity plan" with chapter titles that embody the community's understanding of the Plan's major elements rather than traditional planning and engineering terminology used by City officials and staff.

Transforming written components of the CAP|Comprehensive Plan allows for seamless assimilation of the committee's work and resulting written "activity plan" into a plan that is easily understood by the general public. The CAP|Comprehensive Plan document restructuring also provides an easy and seamless conveyance of the committee's activities and CAP recommendations to Phase 2 – strategic planning and eventual CAP project marketing, funding, and implementation.

Community Engagement Activities

Utilizing the Working Committee™ approach, the proposed CAP|Comprehensive Plan process will empower citizens, business owners, organization leaders, elected officials, and City staff to take collective ownership of Reedsburg's future by establishing a long-term collaborative relationship

> *"What I like about the new approach is that the city officials step back and let the community dream away without consideration of what staff may think. It is truly liberating for the community and the city."*
>
> – Lynda Woulfe, Administrator
> City of Cambridge, MN

promoting ongoing community involvement, support, and potential local funding for years to come. Parts of the process are:

- Establish a committed volunteer committee creating a common vision that assures an enduring destination attracting businesses, visitors, and families from all generations and ethnicities
- Committee and subcommittees will identify fresh, forward-thinking, progressive ideas, concepts, and opportunities to address current and emerging needs
- The engagement process will invite any and all interested citizens, business owners, organization leaders, and others to create a consensus-building atmosphere
- Committees will:
  - Conduct research to address potential issues and opportunities, including images, white paper, and successful project examples from other communities supporting their concept recommendations
  - Use maps and images to fully describe their CAP|Comprehensive Plan concepts
  - Develop Vision and Guiding Principle Statements to establish a pathway for continued strategic planning and ongoing guidance for City staff and elected officials
  - Host a Community Open House to showcase their collective Comprehensive Plan concepts and recommendations
  - Present their final recommendations to the Reedsburg Common Council and community at-large
- Citizens of all cultures, races, gender, socioeconomic levels, and ages are encouraged to participate
- Unique engagement opportunities may be created to involve youth, students, or other stakeholder populations
- Create Project Portfolios (optional) to define essential elements of each committee's recommended concepts to aid in Phase 2 strategic development and potential community participation and funding
- Establish a permanent collaborative structure (Executive Committee – Phase 2, optional) post-Comprehensive Plan project to ensure continued community engagement, buy-in, and ownership to usher committee recommendations forward

Engagement Activities Timeline

Many considerations enter into the duration needed to produce a series of Committee outcomes as the project moves from one stage to another. The project builds upon the successful achievement of the previous stage before moving onto the next. For the purposes of this Comprehensive Plan RFP Submission, the process development, duration, and outcomes would be similar to the award-winning City of New Richmond's Comprehensive Plan, which took approximately eight months to complete

> *"What I just witnessed (New Richmond Open House) was amazingly talented and authentic people from throughout the community speak with passion and purpose about their ideas for our collective community. Inspiring!!! This process and plan rocks. Thank you for inspiring us!"*
>
> – Mike Darrow, Administrator
> City of New Richmond, WI

> *"Todd – thank you for your phenomenal leadership, communication, and motivation. Very nice job!!"*
>
> – City of Cambridge, MN
> Downtown Revitalization Committee Member

Phase 1 deliverables. While there is a structure to this process, it also encompasses a "design-build" element allowing flexibility for new opportunities or situations not anticipated during the preparation of this RFP submission. These unanticipated elements may impact the project timeline and budget.

Typical Meeting Overview – (May require virtual meeting accommodations)

Scheduling: Two large group meetings per month (establish standing schedule after kick-off meeting)

Duration: Two hours

Location: Community facility (not municipal buildings) hosts and is accessible in early evening hours with Wi-Fi and presentation capabilities (this is the preferred arrangement)

Format: May vary, but generally begins with project committee instructions, perhaps guest speaker/presentation, subcommittee chair update reports, and committee breakouts

Off-Site: Subcommittees are encouraged to meet up in between scheduled large group meetings to advance their ongoing research, concept development, and outcome preparation

CAP Strategic Planning Activities – Phase 2 (optional)

It is essential all Comprehensive Plan efforts and investment leads directly to strategic development of identified ideas, concepts, and recommendations without interruption. Maintaining momentum is critical in keeping all interested stakeholders continually engaged.

Creation of an Executive Committee is essential for the future sequential due diligence planning, including detailed strategies needed to further the ongoing development and eventual implementation of resulting recommended committee projects.

Executive Committee Purpose:

- Maintain CAP engagement momentum with seamless transition to Phase 2
- Keep community involved expand buy-in, input, and ownership
- Provide community progress updates – press releases, articles, website, and additional open houses
- Create opportunities to engage the community for fresh additional involvement or possible community supported projects to generate local funding potential
- Develop opportunities for local professionals to participate pro bono
- Create project marketing and promotion materials, video, website, etc.
- Becomes the catalyst for future development interest and implementation opportunities

> *"Thanks for leading us down this awesome path of community involvement!"*
>
> – City of New Richmond, WI
> Committee Member

Anticipated Phase 2 Executive Committee Activities:

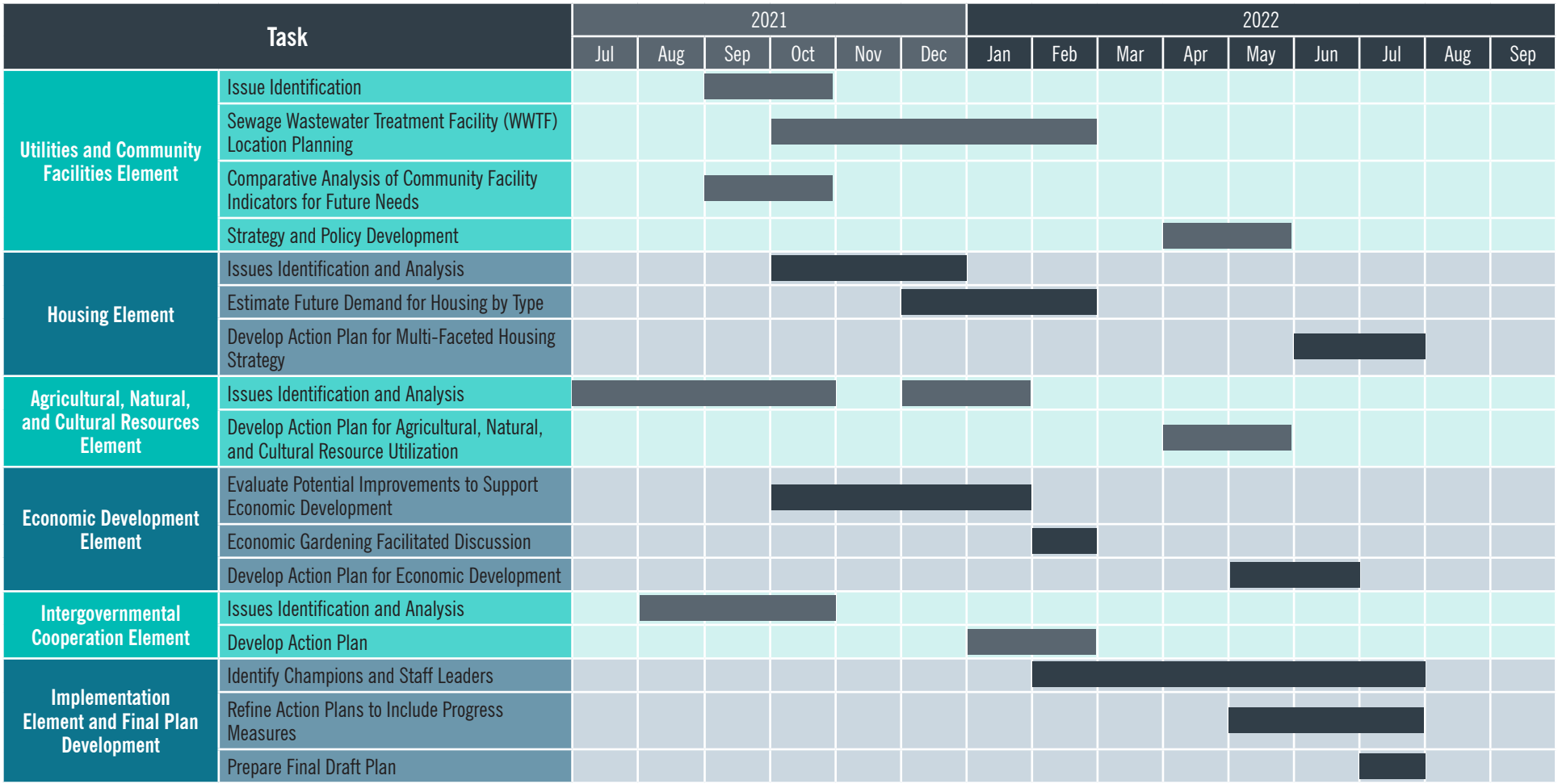
- Post Comprehensive Plan Executive Committee approved by the City
- Routine press releases regarding ongoing activities
- Continued Working Committee™ meetings per developing activities
- Continued promotion at community events
- City leadership promotion at civic and organization gatherings
- Council report item at each council meeting to keep City and community informed

Phase 2 and Executive Committee activities will require innovative "out-of-the-box" thinking and creative collaboration to meld recommended projects with community resources.

It is also essential a strong marketing plan be established to promote ongoing work, progress, and achievements. Promotional messaging is essential in maintaining momentum and drawing new interested participation and resources to the recommended projects. Promotional messaging will need to come from both the City and the Executive Committee.

Schedule

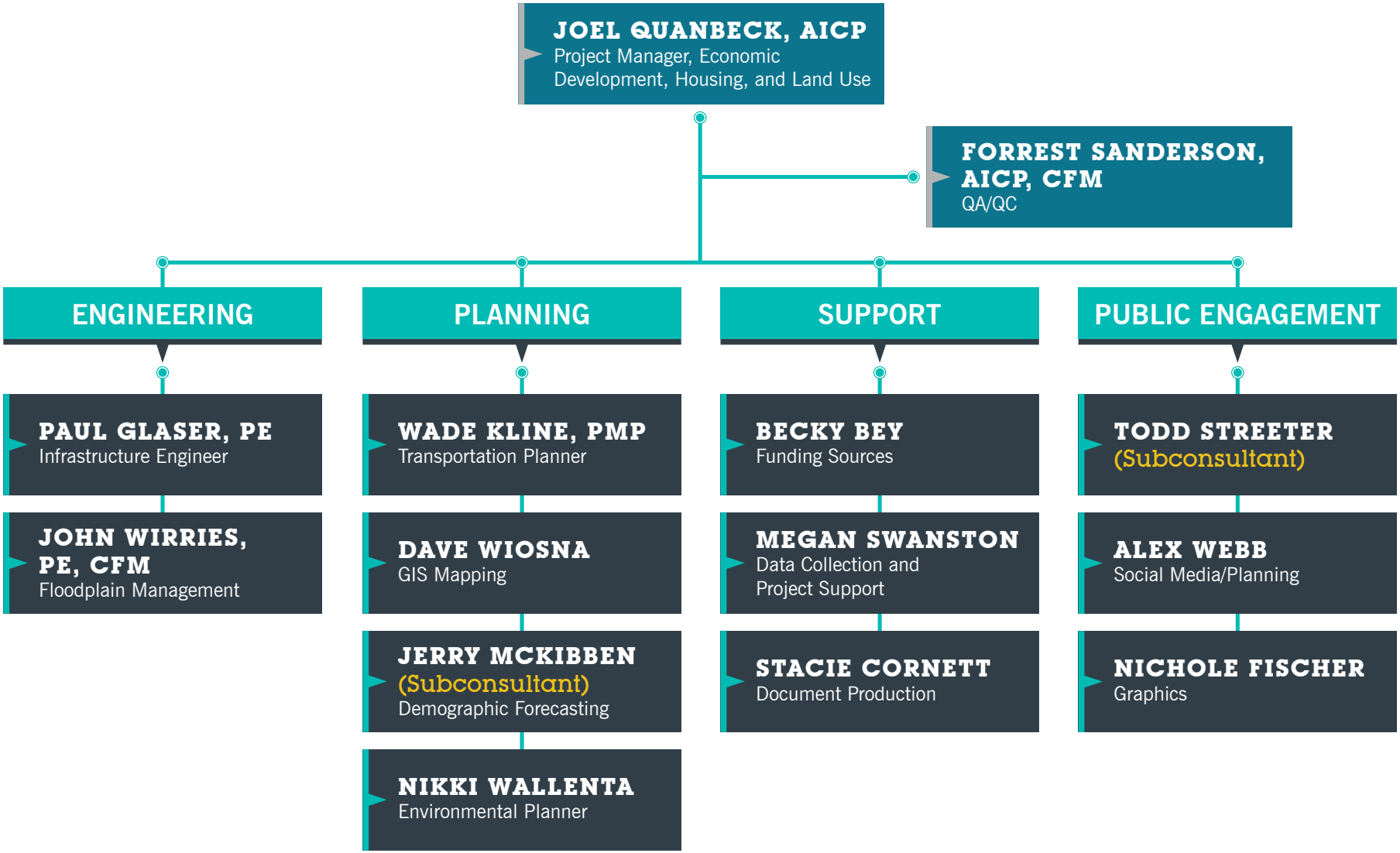
Task		2021						2022								
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Initiation, Coordination, and Management	Kick-Off Meeting, Community Audit, and Key Stakeholder Meetings	★														
	Steering Committee (SC) and Planning Commission (PC) Meetings	SC	SC	SC	SC	SC	SC	SC	SC/ PC	SC	SC/ PC	SC	SC	SC/ PC	SC/ PC	SC
	Initial Data Collection, Document Review, and Mapping	■	■													
	Project Management	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Community Engagement Activities	Kick-Off and Committee Development		✓													
	Orientation/Exercises/Placemaking Meetings			✓✓												
	Subcommittee Meetings on Priorities				✓✓											
	Subcommittee Meetings on Research					✓✓										
	Concept Development/PowerPoint Preparation						✓									
	Vision and Guiding Principles/Portfolio (✓) Preparation							✓✓								
	Open House/Community Review								✓							
	Optional Portfolio(✓)/Presentation Preparation									✓✓						
	City Presentation/Project Celebration										✓					
Issues and Opportunities Element	Assumptions and Model Development; Forecasting			■	■											
	Incorporate Vision and Goals						■	■								
Land Use Element	Issue Identification			■	■											
	Develop Estimated Land Use Demand						■									
	Future Land Use Map, Strategy, and Policy Development									■	■	■	■	■		
Transportation Element	Issue Identification				■	■	■	■	■							
	Develop Future Transportation Network Map											■				
	Corridor Planning, Strategy, and Policy Development											■	■	■		

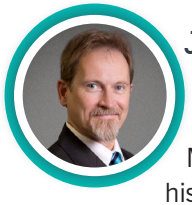

Task
2021
2022
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Utilities and Community Facilities Element
Issue Identification
Sewage Wastewater Treatment Facility (WWTF) Location Planning
Comparative Analysis of Community Facility Indicators for Future Needs
Strategy and Policy Development
Housing Element
Issues Identification and Analysis
Estimate Future Demand for Housing by Type
Develop Action Plan for Multi-Faceted Housing Strategy
Agricultural, Natural, and Cultural Resources Element
Issues Identification and Analysis
Develop Action Plan for Agricultural, Natural, and Cultural Resource Utilization
Economic Development Element
Evaluate Potential Improvements to Support Economic Development
Economic Gardening Facilitated Discussion
Develop Action Plan for Economic Development
Intergovernmental Cooperation Element
Issues Identification and Analysis
Develop Action Plan
Implementation Element and Final Plan Development
Identify Champions and Staff Leaders
Refine Action Plans to Include Progress Measures
Prepare Final Draft Plan

Proposed Budget

PROFESSIONAL SERVICE RATES	
Principal Planner	$204.00
Senior Planner	$170.00
Associate Planner	$95.20
Environmental Planner III	$129.20
Senior Project Manager	$258.40
Engineer	$153.00
Designer	$136.00
PROPOSED BUDGET	
Project Startup	$23,242.40
Community Engagement	$4,093.60
Issues and Opportunities	$11,247.20
Land Use	$7,452.80
Transportation	$15,014.40
Utilities/Community Facilities	$12,539.20
Housing	$8,296.00
Agriculture, Natural, and Cultural Resources	$8,105.60
Economic Development	$6,310.40
Intergovernmental Cooperation	$3,740.00
Implementation/Final Draft	$18,332.80
Project Management/Travel	$11,743.60
KLJ Costs Subtotal	$130,118.00
Streeter Subconsultant	$25,000.00
McKibben Subconsultant	$8,000.00
Project Total Cost	**$163,118.00**

Key Personnel





Joel Quanbeck, AICP | Project Manager, Economic Development, Housing, and Land Use

Joel has nearly 30 years of professional planning experience in Minnesota, North Dakota, Montana, and South Dakota. Some of his most significant experience includes comprehensive planning, zoning, socio-economic analysis, emergency management, public involvement, transit system analysis, and floodplain management. Joel has provided planning services to counties, cities, townships, MPOs, state government departments, private developers, and both public and private non-profit organizations. These varied projects allow him to understand the perspectives of, and effectively serve, a wide variety of organizations, as well as small to medium-size local governments. Joel has also completed large projects of regional significance.

Forrest Sanderson, AICP, CFM | QA/QC

Forrest joined KLJ after a distinguished career as a professional planner working with Montana's state and local governments. He has prepared or updated several Growth Policies and Capital Improvement Plans (CIP) that serve as the foundation for the responsible modernization of existing infrastructure or the extension of new infrastructure services. Forrest believes that following a diligent planning process results in project selection that meets the public needs, as well as the funding available to the community. Additionally, he has created seven new rural zoning districts, completely revised and updated six municipal zoning ordinances, and amended existing zoning regulations more than 150 times. In addition, Forrest has reviewed more than 250 subdivisions creating in excess of 1,500 lots, served as a floodplain administrator for more than 30 years in nine separate jurisdictions, and written or assisted in the writing of numerous neighborhood plans, planned unit developments, master plans, growth policies, floodplain hazard management, and subdivision and zoning regulations to implement planning documents.

Wade Kline, PTP | Transportation Planner

Wade has more than 20 years of regional and metropolitan planning experience. He has worked on countless multi-modal metropolitan/regional planning studies. Wade has been involved in numerous subarea corridor planning studies, including a variety of large and small city comprehensive land use plans. He has experience in intergovernmental relations and as a liaison in local/regional/metropolitan and Department of Transportation (DOT) coordination issues covering a range of modal areas. Wade has extensive contacts within the MPO community in both North Dakota and Minnesota, as well as with management at both North Dakota Department of Transportation (NDDOT) and Minnesota Department of Transportation (MnDOT).

Nikki Wallenta | Environmental Planner

Nikki has more than 12 years of experience working as a land use and environmental planner and permitting specialist on variety of projects in more than 15 states. She specializes in National Environmental Policy Act (NEPA) and state regulatory requirements, including environmental inventories and analyses, documentation, agency/stakeholder coordination, and public involvement, as well as federal, state, and local permitting. In addition to agency coordination, Nikki has prepared for, attended and/or presented at stakeholder meetings, public open houses, planning and zoning board meetings, and city council meetings for several of the projects she has worked on. Her diverse project experience has developed her skills to look at the project at-hand from multiple angles.

Paul Glaser, PE | Infrastructure Engineer

Paul has served as project manager and/or roadway design lead on large urban and rural reconstruction and expansion projects. Leading, managing, and mentoring multidiscipline teams on complex highway design projects is a passion of his, and he has extensive experience in this area. Paul's design experience also includes alternative intersection and interchange design; roundabout design; 3D corridor modeling; plan, specification, and estimate development; and construction administration.

He is known for his outstanding project management and communication skills, attention to detail and quality, and his ability to deliver complex highway design projects on time and on budget.

John Wirries, PE, CFM | Floodplain Management

John is a civil engineer with more than 30 years of engineering experience, including planning, designing, and directing construction of water-related projects. He has significant experience in watershed management, including long-term planning, client relations, and interaction with the general public. John's expertise includes hydrology, hydraulics, water studies, and computer modeling. He has several years of experience as a supervisor leading engineering and GIS teams. John is also a Certified Floodplain Manager and a certified GIS Professional. He has attended joint Minnesota-Wisconsin training events as an active member of the Minnesota Chapter of the Association of State Floodplain Managers. Wisconsin serves as the National Headquarters of ASFPM, making Wisconsin floodplain projects and rules a frequent part of training in other states.

Becky Bey | Funding Sources

Becky has been a government relations specialist with KLJ for more than six years. She is a professional grant writer with 32 years of experience in grant writing/administration, public communications, meeting facilitation, and government liaison work. Becky has established effective and positive relationships with granting/loan agencies, legislators, program directors, and government agency staff at the local, state, and federal levels. She is adept at searching for, identifying, and then successfully applying for funding resources for a wide variety of community infrastructure and economic development activities. Becky has used her knowledge of funding resources and community planning to identify financial and community stakeholders and develop partnerships that aid communities in accessing critical funding and identification/securing of partnership resources.

Todd Streeter | Public Engagement

Community Collaboration specializes in relationship-building community engagement for comprehensive plans, downtown revitalization initiatives, and large master-planned development projects. Todd's engagement approach includes his award-winning Working Committee™ process that increases community participation, buy-in, ownership, and local funding capacity. His 20-years of community engagement leadership experience has assisted cities, counties, multi-governmental agencies, businesses, commercial property owners, nonprofit organizations, civic interest groups, and residents.

Dave Wiosna | GIS Mapping

Dave has four years of experience in transportation planning. He has worked on corridor studies, county transportation plans, long-range transportation plans, transit plans, land use analysis, and various GIS projects and provided travel demand modeling. Dave has extensive experience performing GIS analysis and has contributed to subsequent planning documents. He has worked with state DOTs, MPOs, and municipal, county, and Tribal governments in Montana, North Dakota, Minnesota, and South Dakota.

Megan Swantson | Data Collection and Project Support

Megan has completed her BS in Public Administration from the University of North Dakota. Since joining KLJ as a project assistant, she has gained experience in setting up projects and inputting budgets and forecasts into Oracle, invoicing DOT projects, and assisting survey staff with various administrative responsibilities. Megan also has advanced knowledge of Microsoft Excel and a fundamental understanding of accounting practices.

Alex Webb | Public Engagement and Planning

Alex is a transportation planner with one year of experience. He has an interdisciplinary background and serves a wide range of functions from public engagement to traffic modeling. During the COVID-19 pandemic, Alex has implemented public engagement processes using online interactive maps for several projects and ensured that the values and concerns of community members are heard during the planning process. In addition to public engagement, he has authored parts of several long-range transportation plans and analyzed safety and traffic operations for corridor studies.

Nichole Fischer | Graphics

Nichole is a graphic designer/web developer with 16 years of experience. Over the course of her career, she has led the design and development of many creative design projects for various communication channels. Specifically, this includes design of flyers, brochures, posters, ads, social media ads, signage, billboards, and magazines for both digital and print format. Nichole has also worked closely with project managers and project stakeholders to lead the design, development, and launch of multiple project websites.

Jerry McKibben, PHD | Demographics

Jerry is the owner and founder of McKibben Demographics, which was established in 1989. Since that time, he has completed more than 200 projects for school districts, planners, and developers, as well as provided testimony in a number of cases. Jerry and his team specializes in small area population projections and estimates, school district demography, enrollment projections, boundary modifications and redistricting, demographic profiles, and environmental scans.

Stacie Cornett | Document Production

Stacie has 20 years of experience providing graphic and layout services for KLJ's individual groups. She assists project managers with compiling, formatting, and displaying information in a format that is easy to comprehend and is visually-appealing, including creation of custom graphics. Stacie has assisted with multiple reports, including master plans, Environmental Impact Statements, Environmental Assessment and Section 4(f) evaluations, and various studies. She also assists with public input materials for clients, such as presentation design, poster boards, handouts, sign-in and comment sheets, and postcards. Stacie's graphics ability coupled with her understanding and familiarity of KLJ's multiple work groups provides the client with a professional final product catered specifically to their needs.

Dickinson Comprehensive and Transportation Plan and West Dickinson Area Plan | Dickinson, ND

The City of Dickinson was experiencing unprecedented growth due to the high levels of oil and gas activity in western North Dakota. Dickinson's citizens were concerned about the impacts of that growth; they wanted to know what the future holds for their community and would like to be involved in the decision-making process.

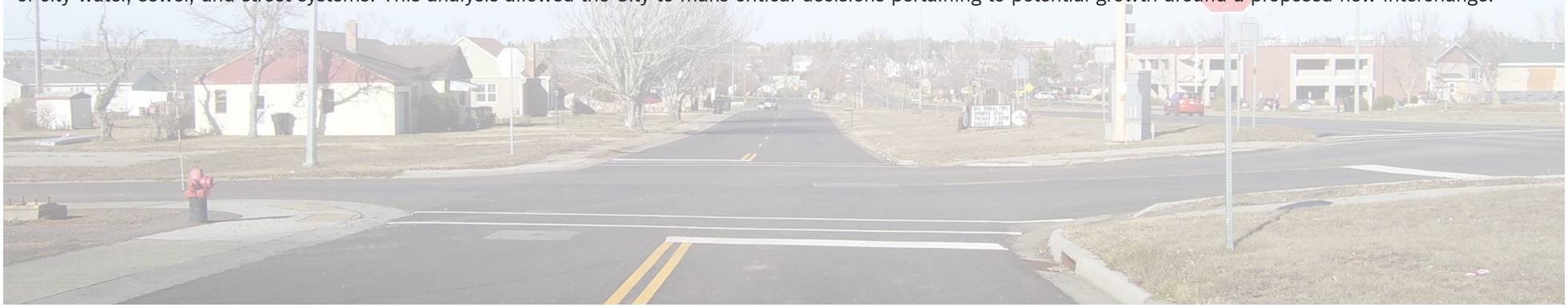
KLJ collaborated with the public on a vision statement for the City and developed goals, objectives, and strategies to meet the needs of city residents. A wide range of marketing activities were developed to facilitate a strong level of public involvement throughout the planning process.

Dickinson's comprehensive plan involved future land use planning, a growth management program, housing strategies to encourage development of affordable housing while retaining the local community character and sense of place, and policies regarding temporary housing accommodations. KLJ also prepared an interim land use map and policies to use as a guide until final plan adoption. Additionally, team members worked with local economic development representatives to create incentive-based housing strategies to entice private developers to build affordable housing units. Other strategies also included creating an adequate public facilities ordinance to assist City staff to evaluate projects that would create an unnecessary hardship on the city's infrastructure capacity.

Transportation planning included travel demand modeling based on alternative future growth scenarios, recommendations for truck routing, roadway expansion, and a roadway master plan to address transportation system deficiencies. A trail master plan was developed to foster improved pedestrian/bicycle accessibility. Recommended development codes and ordinances were prepared to address transportation, water, storm sewer, sanitary sewer, and public park issues.

Infrastructure planning involved modeling the city's water system based on alternative future growth scenarios. The project developed a City services plan, including emergency response, and emergency management services. The plan also examined recreation and cultural opportunities, natural resources, economic development, and inter-governmental coordination.

Dickinson's Comprehensive and Transportation Plan update was completed with a strong level of public involvement. A community-based public visioning process was a key project component that was accomplished through an all-day planning workshop, online community surveys, one-on-one stakeholder interviews, and a series of five public input meetings. The City now has a plan for future housing, industrial, commercial, and public space compatibility. KLJ also addressed implementation of the updated Comprehensive and Transportation Plans, including many interim policies that could be implemented while the plans were still under development. Shortly after the completion of the Comprehensive Plan, KLJ was asked to provide an addendum to the plan that addressed significant expansion and potential annexation of land on the west side of the City. KLJ completed prepared several different development scenarios to allow the ramifications of each to be considered in light of potential extension of city water, sewer, and street systems. This analysis allowed the City to make critical decisions pertaining to potential growth around a proposed new interchange.



Pierre Comprehensive Plan | Pierre, SD

The Pierre, SD Comprehensive Plan is among the plans that Joel Quanbeck completed prior to joining KLJ. Like Reedsburg, Pierre has a great park system with riverfront access, and both a river and a railroad splitting the city. The Pierre plan addressed land use planning and future growth areas for the City in the context of future extension of city sewer services and the ramifications of growth near an airport. The project used cost analysis of future sewage trunkline extensions to help the City determine preferred phasing for future land development.

Crookston Comprehensive Plan | Crookston, MN

When the City of Crookston decided to update their comprehensive plan, they selected KLJ to assist them. A thorough analysis of future land use needs and significant public engagement process were key aspects of the project. Joel was heavily involved in public engagement activities, including media interaction and community input meetings. He was project manager for the final draft and adoption stage of the project. Since then, he has also assisted the City with a corridor development plan to help implement the comprehensive plan.

Madison Comprehensive Plan | Madison, SD

Madison is a medium-sized town with a small college and a mixed economic base, including a strong manufacturing sector and a strong interest in economic development. Joel Quanbeck was the lead planner and author of this Comprehensive Plan that focused on identifying the best locations for future growth, establishing policies to encourage economic development, and addressing floodplain management issues pertaining to the river running through the heart of the city.

Pelican Rapids Comprehensive Plan | Pelican Rapids, MN

Pelican Rapids needed to update its comprehensive plan to address some land use issues that had surfaced since its previous plan. Joel was asked to complete the update that focused on several issues related to transportation and future growth areas. The new comprehensive plan addressed economic development, future land use areas and connectivity, as well as provided guidance on zoning changes to accommodate reasonable short-term property improvements without compromising the long-term land use strategy. The plan also introduced clean energy policies to prepare for potential future development and grant requirements.

Mandan Downtown Subarea Study | Mandan, ND

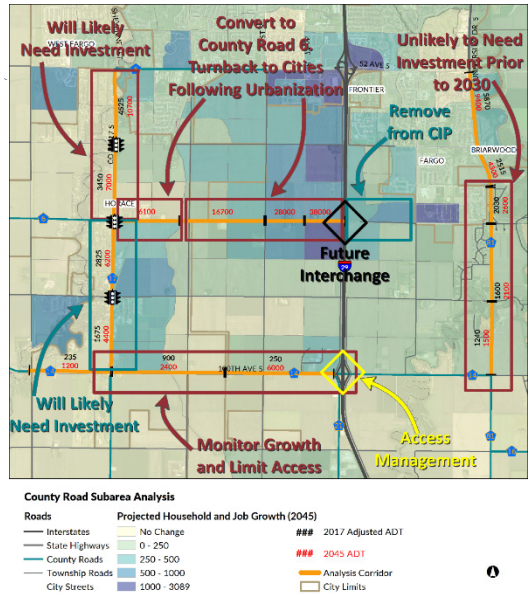
Downtown Mandan has a uniqueness that embodies the entire city. Its historic features are highlights with National Register of Historic Places (NRHP) buildings and a quaint retail area with many special events. The study was initiated with an intense public involvement campaign with several dozen different workshops, activities, online games, and surveys. Public activity peaked during alternative development when the website was visited more than 3,000 times. The study first evaluated growth potential, evaluated a multitude of growth scenarios, and specific development and land uses for identified subject to change areas. This information was used to develop improvement alternatives. The prioritized alternatives were quite transformative, including a road diet, with either parking or a two-way bike facility, and reverse angled parking with four roundabouts. Other improvements included parking strategies, intersection spot improvements, subareawide policies, and roadway closures to improve multimodal conditions and desirability of the area. Interactive 3D walkthroughs were developed for key improvements. KLJ's Downtown Mandan Subarea Study won the 2019 American Council of Engineering Companies (ACEC) of North Dakota studies award for its innovation and public involvement.

Cass County Comprehensive and Transportation Plan | Cass County, ND

The Cass County Comprehensive and Transportation Plan defined a vision for the future that centered around three guiding principles and developed goals, policies, and strategies to address a broad array of topics. The transportation element provided recommendations for a future investment and management strategy of the county highway system and offered an in-depth analysis for eight specific subareas in the county. An extensive multi-faceted public engagement process obtained input from citizens across the county. A key feature of the process was a county-wide advisory task force.

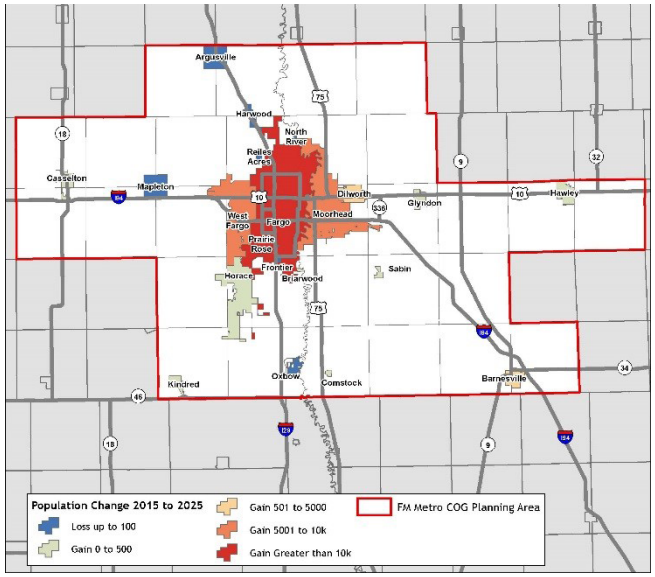
One outcome of the planning process was a framework based on the overarching vision and three guiding principles for decision-making for the county. Livability, the first guiding principle, aims to serve and enhance the life of each person who lives or works in Cass County. The second guiding principle, resilience, aims to become more capable of responding to economic, natural, man-made, and political challenges. Regionalism is the third guiding principle and aims to enhance the livability and resilience of the entire county by being a leader and collaborator through its governmental functions.

The Cass County Comprehensive and Transportation Plan established an action-orientated planning framework to address a range of issues facing Cass County. Consistent with the vision and guiding principles, the plan establishes county government in initiator and support roles to help rural communities maintain and grow their vitality. Implementation will involve a range of ongoing responsibilities and new initiatives.



Fargo-Moorhead Long-Range Data Development Plan and Demographic Forecast Study | Fargo, ND and Moorhead, MN

KLJ completed an update to the 2045 Demographic Forecasts for the Fargo-Moorhead (FM) Metropolitan area. The effort was step one in the eventual update of the Long-Range Transportation Plan for the FM Metropolitan area. The forecast development process provided guidance on projected employment and household growth for the entire Fargo-Moorhead Metropolitan Council of Governments (FM Metro COG) planning area. KLJ partnered with McKibben Demographics to develop a demographic model that takes into account natality and mortality rates as well as migration activity. KLJ staff worked closely with the city, county, and state officials in developing and finalizing growth assumptions for the FM Metro COG planning area. This project provided a detailed understanding of future growth patterns. The 2045 Demographic Forecast projections was the third consecutive update provided by a team led by Joel Quanbeck. The outputs from the demographic model were used as input data for a transportation model that evaluated future traffic levels for 2025 and 2045.



North Dakota Trust Lands Real Estate Analysis | Bismarck, ND

JThis project provided the North Dakota Trust Lands Department with analyses of land development options and real estate market context for nearly 600 acres of raw land located on the eastern edge of Bismarck, ND. The project included a market study and preparation of a sales plan with an associated sale and development timeline. Planning activities included researching background data and conducting interviews with regional and local land developers, landowners, businesses, and stakeholders to determine future land needs. The market study also considered relevant factors including access, drainage, development potential, topography, and limitations in proposed parcels. KLJ, through market analysis and future development demands, provided the State of North Dakota a strategy for selling the land in the future. Joel served as principal planner for the project and led a sales analysis process to estimate the likely average per acre sales price for land in the study area, and estimated the marketability based on probable local buyers and tract size. Based on the results of an existing conditions analysis and the sales analysis, he developed a recommended tract layout of the study area. This tract layout took into consideration the reasonable internal major street network, suitability for various land use types, and probable market interest. The end result of the project included recommendations on next steps for infrastructure development and market/land development phasing.

Community Collaboration's Project Experience

Metropolitan Airports Commission, MN
(17th busiest US airport with 125,000 daily population)

Responsible for developing public engagement opportunities for Minneapolis/Saint Paul International Airport (MSP) Long-term Comprehensive Plan.

"Thanks for all your help on this and for your creative thinking behind it. You've helped us stretch our thinking and you're a big reason why this event is 'taking off.'"

– Dana Nelson, Director, Stakeholder Engagement, Metropolitan Airports Commission, MN

Todd Streeter created Experience MSP, a four-part series public event encouraging education and understanding of MSP and its long-term Comprehensive Plan.

Village of Pleasant Prairie, WI
(20,000 Population)

Responsible for leading community-wide conceptual vision project for a 180-acre downtown development, including commercial district, multifamily housing, civic facilities, parks, recreation, and sustainable land use concepts.

"It is incredible the way the Community Collaboration method engaged and activated the interest of our community. Citizens were truly empowered to participate and develop a vision for the Village Green Center. I am amazed the creativity and enthusiasm it sparked, and grateful for the relationships the process created."

– Nathan R. Thiel, Village Administrator, Village of Pleasant Prairie, WI

As part of this eight-month process, committee members presented their concepts to more than 300 open house attendees prior to their formal presentation to the Village. Committee volunteers committed 1,200 hours of their time on this master-planned downtown development project.

City of New Richmond, WI
(10,000 Population)

Responsible for creating community-led ideas, concepts, and recommendations for their 2040 Comprehensive Plan.

"They were fresh ideas to plot the course of city government and planning going forward and thought it was incredible the number of new faces, folks I didn't know that were part of this and I think that's unbelievably refreshing."

– Mike Montello, Council President, City of New Richmond, WI

Community subcommittees present their initial ideas and concepts to other Committee members prior to their formal presentation.

References

KLJ

City of Valley City, ND
Contract City Planner (2021)
Gwen Crawford, City Administrator
701-845-8120

Cass County, ND
Comprehensive and Transportation Plan (2017-2018)
Jason Benson, County Engineer
701-298-2372

Fargo-Moorhead Metropolitan Council of Governments
Fargo-Moorhead Long-Range Data Development Plan and Demographic Forecast Study (2016-2017)
Cindy Gray, Executive Director
701-232-3242

City of Crookston, MN
Comprehensive Plan (2015)
Amy Finch, City Administrator
218-281-5713

City of Dickinson, ND
Comprehensive and Transportation Plan and West Dickinson Area Plan (2012-2014)
Walt Hadley, Planning Director
701-456-7812

City of Pierre, SD
Comprehensive Plan (2007-2008)*
John Childs, City Engineer/Planning Director
605-773-3056
*completed by Joel Quanbeck prior to KLJ employment

Community Collaboration

Metropolitan Airports Commission
Dana Nelson, Director, Stakeholder Engagement
dana.nelson@mspmac.org
612-725-6330
6040 28th Avenue South
Minneapolis, MN 55450

Village of Pleasant Prairie
Nathan Thiel, Village Administrator
nthiel@pleasantprairiewi.gov
262-925-6721
9915 39th Avenue
Pleasant Prairie, WI 53158

City of New Richmond
Beth Thompson, Community Development Director
bthompson@newrichmondwi.gov
715-243-0402
156 East First Street
New Richmond, WI 54017

City of Cambridge
Lynda Woulfe, City Administrator
lwoulfe@ci.cambridge.mn.us
763-689-3211
300 3rd Avenue NE
Cambridge MN 55008

RESUMES

APPENDIX A

ENGINEERING, REIMAGINED

SINCE 1938

KLJENG.COM

KLJ

Joel Quanbeck, AICP | Project Manager, Economic Development, Housing, and Land Use

YEARS OF EXPERIENCE
30

CERTIFICATION
AICP – American Institute of Certified Planners

EDUCATION
BS Sociology, Minor Emergency Management – North Dakota State University

OFFICE LOCATION
West Fargo, ND

Joel has nearly 30 years of professional planning experience in Minnesota, North Dakota, Montana, and South Dakota. Some of his most significant experience includes comprehensive planning, zoning, socio-economic analysis, emergency management, public involvement, transit system analysis, and floodplain management. Joel has provided planning services to counties, cities, townships, MPOs, state government departments, private developers, and both public and private non-profit organizations. These varied projects allow him to understand the perspectives of and effectively serve a wide variety of organizations, as well as small to medium-size local governments. Joel has also completed large projects of regional significance.

During his "free time," for several years he was actively involved in a historic neighborhood organization and helped develop the first historic overlay district for the City of Fargo, ND. This experience has provided many insights into the issues and opportunities of defining and establishing neighborhood-level design guidelines. During this same time period, Joel also participated in some original research into issues and opportunities pertaining to traditional neighborhood design.

In addition to writing comprehensive plans and land development codes for counties, cities, and townships, Joel has provided planning administrative services to them. This means he understands the practical issues of implementation, as well as the theoretical issues of code development. This broad experience allows him to see the ramifications between comprehensive plans and implementation. His analytic strengths will be especially used in the first phase of the Reedsburg Comprehensive Plan project to collaboratively define exactly what issues need to be addressed in the new plan.

Joel has also worked extensively in emergency management. In recent years this has been in the area of multi-hazard mitigation planning. In addition to writing several Multi-Hazard Mitigation Plans, he has participated in a number of workshops and conversations with FEMA representatives about the integration of hazard mitigation planning with other planning processes and documents. Joel will use this understanding and experience to assist Reedsburg in minimizing hazard risks at a policy and strategic level.

Relevant Experience

Project Manager | Cass County Ordinance Update| Cass County, ND

Joel was project manager and lead planner for a Cass County comprehensive and transportation plan completed in 2018. One of the implementation activities of the comprehensive plan was developing a zoning ordinance and new subdivision regulations for the county in order to better accomplish several goals and strategies of the plan. The project included a diagnostic process similar to that requested by the City of Brainerd to help define what the ordinances needed to do. Joel is nearing the end of this diagnostic process and some of the lessons learned from it are influencing the proposed approach to the Brainerd zoning ordinance.

Forrest Sanderson, AICP, CFM | QA/QC

YEARS OF EXPERIENCE
36

CERTIFICATIONS
AICP – American Institute of Certified Planners

Certified Floodplain Manager – Association of State Floodplain Managers

EDUCATION
BS Earth Science, Geographic Planning Option – Montana State University, Bozeman

OFFICE LOCATION
Billings, MT

Forrest joined KLJ's Billings office after a distinguished career as a professional planner working with Montana's state and local governments. He has prepared or updated several Growth Policies and CIPs that serve as the foundation for the responsible modernization of existing infrastructure or the extension of new infrastructure services. Forrest believes that following a diligent planning process results in project selection that meets the public needs, as well as the funding available to the community. Additionally, he has created seven new rural zoning districts, completely revised and updated six municipal zoning ordinances, and amended existing zoning regulations more than 150 times. In addition, Forrest has reviewed more than 250 subdivisions creating in excess of 1,500 lots, served as a floodplain administrator for more than 30 years in nine separate jurisdictions, and written or assisted in the writing of numerous neighborhood plans, planned unit developments, master plans, growth policies, floodplain hazard management, and subdivision and zoning regulations to implement planning documents. This experience encompasses 12 Montana counties, small resort communities that desired to remain as they are, to rapidly growing and developing cities, counties, as well as state and regional projects.

Relevant Experience

Current Projects

- County Contract Planner | Dawson County, MT
- County Contract Planner | Fallon County, MT
- City Contract Planner | Glendive, MT
- City Contract Planner | Sidney, MT
- City Contract Planner | Baker, MT
- City Contract Planner | Laurel, MT

Relevant Projects Prior to Employment with KLJ

- Growth Policy (2008), Update (2013) | Red Lodge, MT
- Master Plan and Development Code (1995) | Polson, MT

Completed Projects

- Growth Policy | Colstrip, MT
- Growth Policy | Laurel, MT
- Growth Policy and Subdivision Regulations | Fallon County, Baker, and Plevna, MT
- Growth Policy and Subdivision Regulations | Musselshell County and Melstone, MT
- Growth Policy Adoption Assistance, Development Regulations, Zoning Regulations, Subdivision Regulations, and Floodplain Regulations | Fallon County, Dawson County, Sidney, and Glendive, MT
- Workforce Housing Regulations | Powder River County, MT
- Zoning Regulations | Plevna, MT
- Growth Policy Adoption Assistance, and Zoning and Subdivision Regulations | Sidney, MT
- Rural Special Improvement District (RSID) Creation | West Glendive, MT Sewer District

YEARS OF EXPERIENCE
20

CERTIFICATION
Professional Transportation Planner (PTP)

EDUCATION
BA Urban Planning – St. Cloud State University

OFFICE LOCATION
West Fargo, ND

Wade Kline, PTP | Transportation Planner

Wade has more than 20 years of regional and metropolitan planning experience. He has worked on countless multi-modal metropolitan/regional planning studies. Wade has been involved in numerous subarea corridor planning studies, including a variety of large and small city comprehensive land use plans. He has experience in intergovernmental relations and as a liaison in local/regional/metropolitan and DOT coordination issues covering a range of modal areas. Wade has extensive contacts within the MPO community in both North Dakota and Minnesota, as well as with management at both NDDOT and MnDOT.

Relevant Experience

Principal Planner | Cass County Comprehensive and Transportation Plan | Cass County, ND

Wade served as the principal planner on the transportation element of the Cass County Comprehensive and Transportation Plan. KLJ developed a detailed county-wide transportation assessment looking at traffic, safety, pavement, and bridges. Additionally, we developed several detailed subarea evaluations of key corridors and growth areas for significant county roadways.

Principal Planner | Ward County Comprehensive and Transportation Plan | Ward County, ND

Wade served as principal planner on the transportation element of the Ward County (Minot, ND) Comprehensive and Transportation Plan. The overall planning process included early public input and preparing a background conditions and issues and needs evaluation.

Project Manager | Metropolitan Transportation Plan (Arrive 2045) | Bismarck and Mandan, ND

Wade served as project manager on the Bismarck-Mandan Metropolitan Transportation Plan (Arrive 2045) development. Arrive 2045 is a long-range transportation plan for the Bismarck-Mandan Metropolitan area. It was driven as a transparent community involvement process, utilizing interactive and hands-on public input. Arrive 2045 evaluated key regional transportation issues and developed a fiscally constrained project list. Arrive 2045 establishes one of the first in the State of North Dakota Map-21/FAST-Act compliance performance-based transportation plans.

Project Manager | Moorhead Downtown Grade Separation Study | Moorhead, MN

As project manager on the Moorhead Downtown Grade Separation Study, Wade developed a planning level environmental screening and review of three potential corridors for development of a grade separation of two BNSF rail lines running through downtown Moorhead. The process resulted in a NEPA-compliant removal and prioritization of technically feasibility alternatives that address requirements of both NEPA and the MnDOT State Aid Environmental Assessment (EA).

Project Manager | US 12 Corridor | Aberdeen, SD

Wade was the project manager on the US 12 Corridor Study between Aberdeen and Ipswich. The study developed consensus between South Dakota Department of Transportation (SDDOT) and local communities along a 20-mile stretch of US 12. The outcomes balanced SDDOT programming priorities with local needs for improved mobility and safety.

Nikki Wallenta | Environmental Planner

YEARS OF EXPERIENCE
12

EDUCATION
BS Land Use Planning – University of Wisconsin-River Falls

OFFICE LOCATION
Saint Paul, MN

Nikki has more than 12 years of experience working as a land use and environmental planner, permitting specialist, on variety of projects in more than 15 states. She specializes in NEPA and state regulatory requirements, including environmental inventories and analyses, documentation, agency/stakeholder coordination, and public involvement, as well as federal, state, and local permitting.

Nikki has coordinated with multiple federal, state, and local agencies, as well as Tribes, special interest groups, and private organizations. In addition to agency coordination, she has prepared for, attended and/or presented at stakeholder meetings, public open houses, planning and zoning board meetings and city council meetings for several of the projects she has worked on. Nikki's diverse project experience has developed her skills to look at the project at-hand from multiple angles.

Outside of the office, Nikki continues to use her environmental expertise by volunteering as Program Director for the Minnesota Association of Environmental Professionals (a non-profit and state chapter to the National Association of Environmental Professionals) since 2019.

Relevant Experience

Lead Environmental Planner | Trunk Highway (TH) 60 Corridor Study | Windom, MN

Nikki completed a review of environmental characteristics within the corridor and identifying potential constraints within the corridor. The data collected was then documented in the Corridor Study Report. Based on the information collected and documented in this report, Nikki developed a purpose and need document for the City to use when moving forward with improvements in the future.

Lead Environmental Planner | TH 15 Corridor Study | St. Cloud, MN

For the TH 15 corridor study, Nikki was responsible for data collection and documenting environmental conditions within the TH 15 study area, identifying potential constraints in this highly developed corridor. In addition to completing this environmental review, Nikki worked with the all data collected for the corridor to develop a purpose and need document for the TH 15 corridor.

Lead Environmental Planner | TH 12 Corridor Environmental Scan and Purpose and Need | Independence, MN

As part of this study to develop a purpose and need for the TH 12 corridor, Nikki completed an environmental scan that included all existing and proposed environmental conditions with the corridor. This information was provided as an appendix to the purpose and need report, which Nikki worked with the engineering team develop and complete.

Land Use/Environmental Planner | Department of Natural Resources (MnDNR) Shooting Range Study | Minnesota

We assisted MnDNR in identifying feasible locations to construct a world-class shooting range and clubhouse for use by the Minnesota State High School League and for other regional, statewide, national, and international shooting events. The proposed facility required at least 500 acres and preferably be located within relative distance to the Metro area along a major thoroughfare. Nikki coordinated meetings with counties, municipalities, and private parties throughout metro and northern Minnesota to evaluate potential locations. She evaluated surrounding land uses, local zoning ordinances and comprehensive plans of these potential locations. The information collected was developed into an action report that Nikki and her colleague presented to the Minnesota Senate and House on behalf of MnDNR.

Paul Glaser, PE | Infrastructure Engineer

Paul has served as project manager and/or roadway design lead on large urban and rural reconstruction and expansion projects. Leading, managing, and mentoring multidiscipline teams on complex highway design projects is a passion of his, and he has extensive experience in this area. Paul's design experience also includes alternative intersection and interchange design; roundabout design; 3D corridor modeling; plan, specification, and estimate development; and construction administration. He is known for his outstanding project management and communication skills, attention to detail and quality, and his ability to deliver complex highway design projects on time and on budget.

YEARS OF EXPERIENCE
14

REGISTRATION
Professional Engineer – WI, MN, SD, MT, TX

EDUCATION
BS Civil Engineering – University of Wisconsin-Madison

OFFICE LOCATION
Saint Paul, MN

Relevant Experience

Roadway Design Lead | US 12/14/18/151 Environmental Impact Statement (EIS) | Dane County, WI

Paul was lead roadway designer for this NEPA study that included the design of three-stage corridor improvements to US 18/151. Alternatives included system and service interchange alternatives to convert the existing corridor into an access-controlled freeway. He evaluated alternatives, including depressed freeway design, raised freeway design, diverging diamond, roundabouts, single-point, and tight diamond interchanges.

Design Squad Lead/Roadway Engineer | US 12, I-90/94 to Terrytown Road | Sauk County, WI

Paul designed three interchanges, 12 roundabouts, and five miles of off-alignment freeway. He assisted with final design of nine roundabouts for this major bypass project. Paul's role included designing the final vertical geometry for the roundabouts, and preparing the final cross sections, intersection details, and drainage sheets for the for the plan set. Being one of the first major projects in Wisconsin to use roundabouts, the project involved extensive coordination with the Wisconsin DOT (WisDOT) and construction oversight. Design assistance for the roundabouts continued through construction, as additional information and sheets were provided to the contractor to aid constructability. Assistance included providing profiles in lieu of points for staking and creating 3D machine control models. This additional effort helped set the standard for future roundabout projects in Wisconsin.

Roadway Design Lead | TH 169 Managed Lane/Bus Rapid Transit (BRT) Study | Hennepin and Scott Counties, MN

Paul led the development of the MnPass and BRT concept alternatives. As a subconsultant, Paul developed BRT station concepts, BRT alternatives analysis, MnPass concepts, and station cost estimates. This project includes analysis of BRT potential for TH 169 along with the managed lanes planning. Led by MnDOT, this project involved several other agencies, including Met Council, Scott County, and numerous municipalities along the corridor.

Preliminary Design Lead/Subconsultant Project Manager | 8th Street Reconstruction | Minneapolis, MN

Paul performed preliminary engineering, with a focus on creating a pedestrian-friendly corridor, including transit facilities, landscaping and lighting. The corridor is part of the proposed downtown east-west spine (7th and 8th Streets) and is also part of the proposed C Line that will incorporate arterial BRT along the corridor. The project includes final design services to improve 8th Street for vehicles, transit and pedestrians. This includes a complete roadway reconstruction from building face to building face. From Hennepin Avenue to Chicago Avenue, 8th Street is a primary corridor for transit routes, theaters and the Hennepin County Medical Center in downtown Minneapolis.

John Wirries, PE, CFM | Floodplain Management

YEARS OF EXPERIENCE
30

REGISTRATION
Professional Engineer – ND, SD, MN, MT

CFM – Certified Floodplain Manager

GISP-Certified (Geographic Information Systems Professional)

EDUCATION
MS Civil Engineering – North Dakota State University

BS Aerospace Engineering – US Naval Academy

OFFICE LOCATION
West Fargo, ND

John is a civil engineer with more than 30 years of engineering experience, including planning, designing, and directing construction of water-related projects. He has significant experience in watershed management, including long-term planning, client relations, and interaction with the general public. John's expertise includes hydrology, hydraulics, water studies, and computer modeling. He has several years of experience as a supervisor leading engineering and GIS teams. John is also a Certified Floodplain Manager and a certified GIS Professional. He has attended joint Minnesota-Wisconsin training events as an active member of the Minnesota Chapter of the Association of State Floodplain Managers. Wisconsin serves as the National Headquarters of ASFPM, making Wisconsin floodplain projects and rules a frequent part of training in other states.

Relevant Experience

Lead Hydrologist | Storm Sewer Modeling, Internal Drainage, and 2D Flood Analysis | Grafton, ND

John supervised the modeling of the City of Grafton, ND storm sewer. Modeling was conducted in InfoSWMM. Modeling included an analysis of inlet and gutter capacity in addition to traditional pipe capacity checks. Additional modeling was conducted in XPSWMM and XPSWMM 2D as a verification on flood inundation and overland flows on larger events. This allowed for a true 2D flow analysis of storm backups through streets and neighborhoods, a technique not widely mastered in the engineering community. In addition to system improvements, modeling was also necessary as the internal drainage component to an ongoing city-wide United States Army Corps of Engineers (USACE) flood feasibility study investigating the use of levees and a diversion.

Certified Floodplain Manager | Various Locations

As floodplain manager, John acted as a public contact on behalf of the Cass County Water Resource Boards, Cass County, ND to assist in floodplain questions. His duties also included assisting other engineers in understanding floodplain issues and FEMA rules concerning floodplain development across six states. John has also worked on several FEMA Letter of Map Revision (LOMR) projects and has worked with several state agencies as well as FEMA on a variety of projects.

Hydrologist | Floodplain Analysis – Independent Review | Stark County, ND

John has served as an independent technical reviewer of floodplain submittals to Stark County, ND. As such his responsibilities have included verification of submittals on a technical level to ensure compliance with floodplain ordinances.

Floodplain Management | TH12-CSAH92 Re-alignment | Hennepin County, MN

As part of the re-alignment of TH12 and CSAH92 in Hennepin County, MN, John updated the hydraulic modeling on Lake Robina Tributary and submitted a "No Rise" analysis. The effective model for the tributary is an old DOS-based HEC-2 model. As part of the analysis, John updated the model to HEC-RAS and geographically corrected the model. As such it was noted that the floodway was not in alignment with the main channel. Under guidance from the MNDNR, John adjusted the floodway and determined a "No Rise" design configuration for the new road alignment. A formal LOMR is pending construction of the highway.

Becky Bey | Funding Sources

YEARS OF EXPERIENCE
32

CERTIFICATIONS
Structured Professional Facilitator Certification

MG Rush Facilitator Certification

Mediation Certification

Crime Prevention Through Environmental Design (CPTED)

EDUCATION
BA English Literature/ Creative Writing – Montana State University-Bozeman

OFFICE LOCATION
Billings, MT

Becky has been a government relations specialist with KLJ for more than six years. She is a professional grant writer with 32 years of experience in grant writing/administration, public communications, meeting facilitation, and government liaison work. Becky has established effective and positive relationships with granting/loan agencies, legislators, program directors, and government agency staff at the local, state, and federal levels. She is adept at searching for, identifying, and then successfully applying for funding resources for a wide variety of community infrastructure and economic development activities. Becky has used her knowledge of funding resources and community planning to identify financial and community stakeholders and develop partnerships that aid communities in accessing critical funding and identification/securing of partnership resources.

Relevant Experience

Funding Specialist | Wastewater System Rehabilitation | Hysham, MT

KLJ began working with the Town of Hysham to identify a funding package to assist in assessing the status and needs of the existing wastewater system, and then, once assessment was complete, to work with the community to locate and apply for funding for identified rehabilitation and construction. Becky was directly responsible for identifying and then applying for planning grants which were received (a combination of Department of Natural Resources and Conservation [DNRC], Treasure State Endowment Program [TSEP], and Coal Board funds for a total of $675,000). A Preliminary Engineering Report (PER) was completed, after which Becky assisted the community in identifying and applying for construction grants and loans for Phase I construction.

Grant Writer | Wastewater Facility Protection Project | Pains, MT

KLJ completed the original PER related to the Plains wastewater facility. Following completion of the planning phase of the project, Becky assisted in identifying a funding package to assist in financing the Town's selected alternative for addressing concerns related to encroachment of the river into the wastewater lagoons. Grants were written for, and subsequently awarded by, TSEP, Community Development Block Grant (CDBG) and DNRC/RRGL in the amount of $911,000; 82 percent of the estimated cost of the initially identified project.

Grant Coordination/Assistance | Water Improvement Project | Miles City, MT

Becky worked to draft and finalize a Delivering Local Assistance (DLA) grant to assist Miles City in addressing water pipe deterioration issues within their City water system. Becky was a liaison with KLJ engineers to gather technical data and cost estimates to address the grant narrative and budget requirements in a short time frame and with specific grant needs. That grant (in the amount of $750,000) was awarded to Miles City in late 2019 and work is currently being completed on that project.

Grant Writer | Transportation Alternatives (TA) Grant Writing | Montana

KLJ contracts with multiple municipalities to write and submit TA Grants. In 2016, Becky assisted three communities with completion and submission of a total of five applications, resulting in award of two of those for a total of $486,823. In 2017/2018, Becky worked with four communities to complete and submit a total of six applications, resulting in award of one of those for a total of more than $1 million. No TA grant dollars were available in 2019/2020, however, due to previous successes and ability to work collaboratively with City engineers and grant administration staff, Becky is already contracted with one community for five applications in the 2021 cycle.

YEARS OF EXPERIENCE
20

EDUCATION
AmenityMaster, Principal – Landscape Project Management and Design

BayPointe Properties, Broker – Commercial Real Estate

Personal Finance Education Campaign, Director – MN State Legislature

BS Marketing/Advertising – Arizona State University

Entrepreneurial Studies – University of St. Thomas

OFFICE LOCATION
Lakeland, MN

Todd Streeter (Subconsultant) | Public Engagement

Community Collaboration specializes in relationship-building community engagement for Comprehensive Plans, downtown revitalization initiatives, and large master-planned development projects. Todd's engagement approach includes his award-winning Working Committee™ process that increases community participation, buy-in, ownership, and local funding capacity. Todd's 20-years of community engagement leadership experience has assisted Cities, Counties, multi-governmental agencies, businesses, commercial property owners, nonprofit organizations, civic interest groups, and residents.

Relevant Experience

Professional and Civic Positions

- Principal, Community Collaboration
- Mayor, City of Lake St. Croix Beach
- President/Executive Director, Greater Stillwater Chamber of Commerce
- Co-Founder/Chair, Lower St. Croix Valley Community Foundation
- Board Member, St. Croix Crossing Coalition
- Board Member, Stillwater/Oak Park Heights Convention and Visitors Bureau

Current and Recent Community Engagement Projects

- Metropolitan Airports Commission (MN) – Minneapolis/Saint Paul International Airport Comprehensive Plan
- Village of Pleasant Prairie (WI) – 180 Acre Downtown Master Planned Development
- Village of Turtle Lake (WI) – Comprehensive Plan | CAP Community Engagement
- City of New Richmond (WI) – Comprehensive Plan | CAP Community Engagement (APA-WI Award)
- City of Cambridge (MN) – Downtown Revitalization
- City of Stillwater (MN) – Downtown Comprehensive Plan | Downtown Revitalization

Previous Chamber Engagement Initiatives

- Community Symposium – Created two-year, four-city economic development initiative involving mayors from Stillwater, Bayport, Oak Park Heights, and Lake Elmo, and area organizations
- Downtown Stillwater Revitalization – Created two-year community-led revitalization process

Todd Streeter (Subconsultant) | Public Engagement continued

Streeter Wins 2019 APA Award

American Planners Association (WI) recently honored Todd with the Planning Excellence in Innovation Award for his Working Committee™ engagement process used on the City of New Richmond's Comprehensive Plan. Recipients include City of New Richmond (client), Community Collaboration (community engagement specialist), and Hoisington Koegler Group (consulting planner) at the October 2019 APA Annual Convention in Eau Claire, WI.

Professional Presentations

- American Planners Association (WI)– Annual Conference 2019
- Wisconsin City & County Management Association – Winter Conference 2019
- American Planners Association (MN)– Annual Conference 2016, 2017, 2018
- League of Wisconsin Municipalities – Annual Conference 2018
- Minnesota Metropolitan Council – City Planners Workshop 2017

"I found your approach to be right on track with what everyone always talks about doing, but rarely ever actually does." – APA conference presentation attendee

Previous Project Comments

"Todd is an effective communicator who works extremely well with city council members, staff and project consultants. He is a tremendous asset to any community or government project."

– Ted Kozlowski, Mayor, City of Stillwater, MN

"Over the past few years, I have seen Todd work very hard in growing the Chamber and looking at creative opportunities and solutions, such as the Community Symposium, the Downtown Revitalization Committee, and by reaching out to and supporting local businesses. I have appreciated Todd's tireless efforts."

– Mary McComber, Mayor, City of Oak Park Heights, MN Community Symposium Panel Member

"I appreciate the respectful nature of Todd's leadership and his commitment in working all issues and constructing policy with a focus on consensus building. He is a team player and values individual opinions. His leadership has been influential in many area improvements."

– Gary Kriesel, Chairman, Board of Commissioners, Washington County, MN

"Todd is a wealth of information, very organized, and has a vision like none other. He worked on behalf of the residents of Stillwater and the St. Croix Valley to get good things done for the community on the legislative side. Todd works hard and with passion."

– MN Senator Karin Housley, Senate District 39, Surrounding St. Croix Valley

YEARS OF EXPERIENCE
4

EDUCATION
MA and BS Geography – University of North Dakota

OFFICE LOCATION
West Fargo, ND

Dave Wiosna | GIS Mapping

Dave has four years of experience in transportation planning. He has worked on corridor studies, county transportation plans, long-range transportation plans, transit plans, land use analysis, and various GIS projects and provided travel demand modeling. Dave has extensive experience performing GIS analysis and has contributed to subsequent planning documents. He has worked with state DOTs, MPOs, and municipal, county, and Tribal governments in Montana, North Dakota, Minnesota, and South Dakota.

Relevant Experience

- GIS Analyst/Planner | Ward County Comprehensive and Transportation Plan | Ward County, ND
- GIS Analyst | Cass County Comprehensive Plan | Cass County, ND
- Planner/GIS Analyst | Dell Rapids Area Master Transportation Plan | Dell Rapids, SD
- GIS Analyst | Ramsey County Comprehensive Plan | Ramsey County, ND
- GIS Analyst | Lockwood Targeted Economic Development District (TEDD) Infrastructure Master Plan | Lockwood, MT

YEARS OF EXPERIENCE
5

EDUCATION
BS Public Administration – University of North Dakota

OFFICE LOCATION
Bismarck, ND

Megan Swantson | Data Collection and Project Support

Megan completed her BS in Public Administration from the University of North Dakota. Since joining KLJ as a project assistant, she has gained experience in setting up projects and inputting budgets and forecasts into Oracle, invoicing DOT projects, and assisting the survey team with various administrative responsibilities. Megan also has advanced knowledge of Microsoft Excel and a fundamental understanding of accounting practices.

Relevant Experience

- Project Assistant | 2020 Basin Bondable Additions | Bismarck, ND
- Project Assistant | 2020 Vegetation Services | Bismarck, ND
- Project Assistant | FEMA Culvert Repairs-Storm4463 | Bismarck, ND
- Project Assistant | City of Ross – General Engineering | Ross, ND

YEARS OF EXPERIENCE
1

EDUCATION
BA Applied Mathematics and Statistics – Macalester College

Master of Urban and Regional Planning; MS Civil Engineering – University of Minnesota

OFFICE LOCATION
Saint Paul, MN

Alex Webb | Public Engagement

Alex is a transportation planner with one year of experience. He has an interdisciplinary background and serves a wide range of functions from public engagement to traffic modeling. During the COVID-19 pandemic, Alex has implemented public engagement processes using online interactive maps for several projects and ensured that the values and concerns of community members are heard during the planning process. In addition to public engagement, he has authored parts of several long-range transportation plans and analyzed safety and traffic operations for corridor studies.

Relevant Experience

- Public Engagement | Bismarck/Mandan Intersection Study | Bismarck/Mandan, ND
- Planner | City of Whitefish Long-Range Transportation Plan | Whitefish, MT
- Planner | Veterans Boulevard Extension | Fargo, ND
- Planner | Trunk Highway 23 Corridor Study | Milaca, MN

YEARS OF EXPERIENCE
16

EDUCATION
AAS Commercial Art/ Graphic Art – Bismarck State College

OFFICE LOCATION
Bismarck, ND

Nichole Fischer | Graphics

Nichole is a graphic designer/web developer with 16 years of experience. Over the course of her career, she has led the design and development of many creative design projects for various communication channels. Specifically, this includes design of flyers, brochures, posters, ads, social media ads, signage, billboards, and magazines for both digital and print format. Nichole has also worked closely with project managers and project stakeholders to lead the design, development, and launch of multiple project websites.

Relevant Experience

- Graphic Designer | Broadway Corridor Study | Minot, ND
- Graphic Designer | Bismarck-Mandan Intersection Analysis Study | Bismarck/Mandan, ND
- Graphic Designer | Whitefish Transportation Plan Website | Whitefish, MT
- Graphic Designer | Kalispell Move 2040 | Kalispell, MT
- Graphic Designer | 43rd Avenue Northeast | Bismarck, ND

Jerry McKibben, PhD (Subconsultant) | Demographic Forecasting

YEARS OF EXPERIENCE
32

EDUCATION
PhD Demography – Bowling Green State University

MA Sociology – Syracuse University

BA Sociology and History – State University of New York at Geneseo

OFFICE LOCATION
Rock Hill, SC

Jerry is the owner and founder of McKibben Demographics, which was established in 1989. Since that time, he has completed more than 200 projects for school districts, planners, and developers, as well as provided testimony in a number of cases. Jerry and his team specializes in small area population projections and estimates, school district demography, enrollment projections, boundary modifications and redistricting, demographic profiles, and environmental scans.

Relevant Experience

- 1989-Present — Senior Demographer, McKibben Demographic Research
- Fall 2014 — Visiting Lecturer, Estonian Demographic Institute, Tallinn University, Tallinn Estonia - Small Area Population Forecasting
- 2002-2004 — Assistant Professor, Department of Sociology, Eastern Connecticut State University, Demography, Statistics, Social Problems
- 1992, 1994 — Visiting Assistant Professor, Helsinki School of Economics and Business
- 1996, 1999 — Administration, International BBA and MBA Programs
- 2001, 2003 — (Various three-week modules) Statistics, Research Methods

Stacie Cornett | Document Production

YEARS OF EXPERIENCE
20

EDUCATION
AAS Information Technology – UND-Lake Region

OFFICE LOCATION
Bismarck, ND

Stacie has 20 years of experience providing graphic and layout services for KLJ's individual groups. She assists project managers with compiling, formatting, and displaying information in a format that is easy to comprehend and is visually-appealing, including creation of custom graphics. Stacie has assisted with multiple reports, including master plans, Environmental Impact Statements, Environmental Assessment and Section 4(f) evaluations, and various studies. She also assists with public input materials for clients, such as presentation design, poster boards, handouts, ,sign-in and comment sheets, and postcards. Stacie's graphics ability coupled with her understanding and familiarity of KLJ's multiple work groups provides the client with a professional final product catered specifically to their needs.

Relevant Experience

- Graphic Designer | Dell Rapids Master Transportation Plan | Dell Rapids, SD
- Graphic Designer | Corridor Study Red Lodge North, Environmental Assessment and Section 4(f) Evaluation | Red Lodge, MT
- Graphic Designer | North Broadway Urban Arterial Reconstruction, Environmental Assessment/Section 4(f) Evaluation | Minot, ND
- Graphic Designer | Lewis & Clark Legacy Trails Master Plan | Throughout North Dakota

ADDITIONAL COMMUNITY COLLABORATION INFORMATION

APPENDIX B

ENGINEERING, REIMAGINED

SINCE 1938

KLJENG.COM

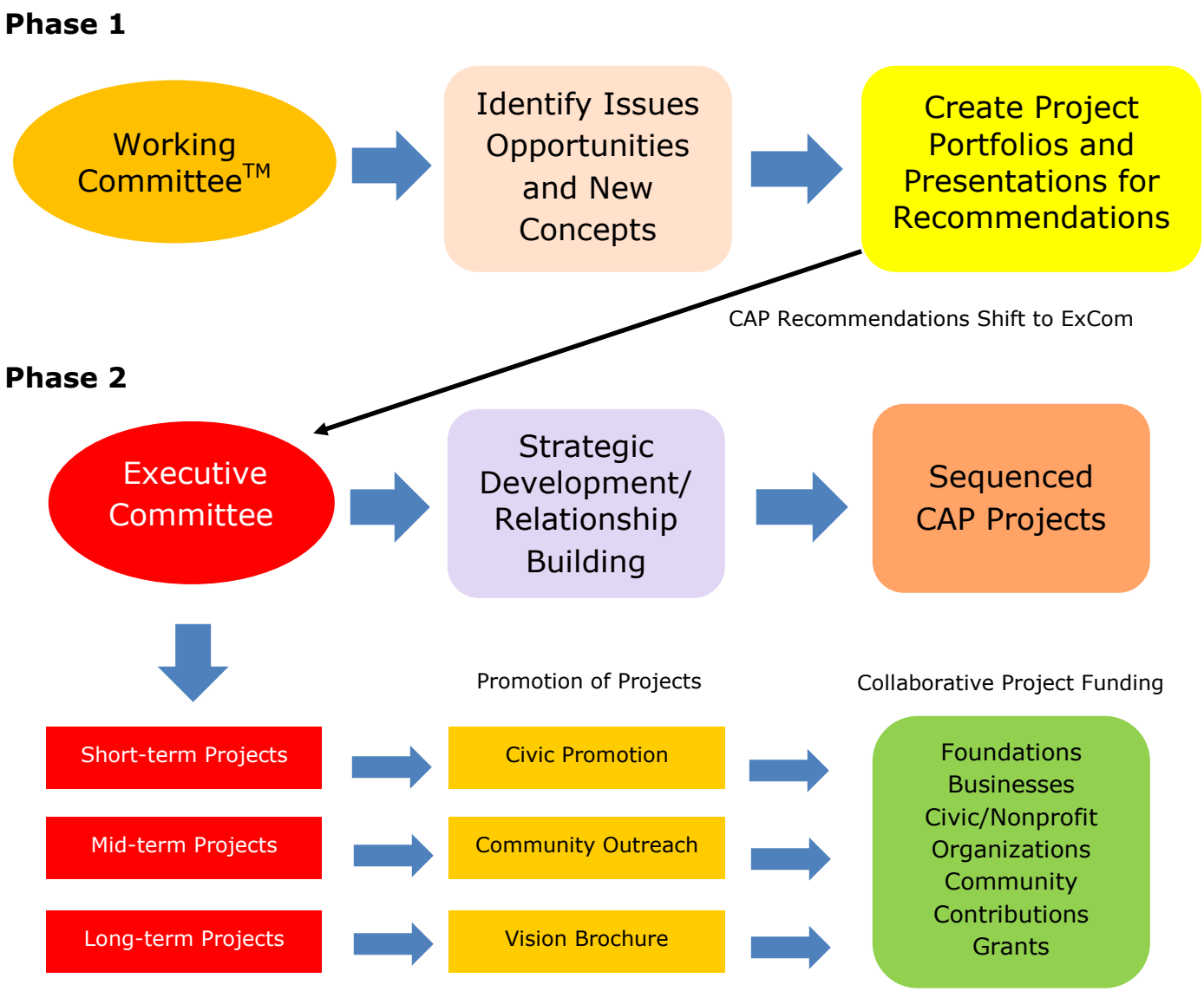
KLJ

Community Action Plan (Comp Plan)
project flow, buy-in, funding & integration

Traditional Comp Plan Flow

Contract Planners Develop Concepts → Advisory Committee Comments on Planner's Concepts → City Committees, Staff and Council Approve Plan →

Community Action Plan Flow



Integration of CAP Working Committees™ and Contract Planners

CAP Committee Activities		Contract Planner Activities
CAP committee formed	Kickoff Event	CAP Team introduced at Community Kick-off Event
Subcommittees develop and research their concepts		Present elements of a Comp Plan, placemaking and vision and guiding principle statements
Committees draft concept presentations, vision and guiding principle statements		Draft baseline mapping and Existing Conditions Analysis
Committees create their Project Portfolios		Collate committee concepts, baseline maps and statement drafts
Committees present concepts to City Council		Begin drafting plan with state requirements and committee concepts, images and statements
Committees host their Community Open House		Prepare drafts of plan for staff review
Committees present to civic and community organizations		Prepare draft of CAP/ Comp Plan Vision Brochure
CAP Executive Committee is formed		Prepare final CAP/Comp Plan for Council approval
CAP Executive Committee begins preliminary strategic development		Final Vision Brochure
CAP Executive Committee begins initial outreach for community project support	Celebration Event	
Phase 2 begins in earnest		*Completion of activities*

Community Collaboration

Todd Streeter | Principal

Phone | 651.325.7642
Email | Todd@InvolvementIsGood.com
Website | InvolvementIsGood.com
Linkedin | Linkedin.com/in/ToddStreeter
Address | 1940 Redwing Av. S.
Lakeland, MN 55043

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1-800-213-3860 KLJENG.COM

Photos courtesy of:
https://reedsburgartslink.org/wp-content/uploads/2018/04/mission-reedsburg-arts-link.jpg

PROPOSAL FOR

COMPREHENSIVE PLAN 2022-2042

City of Reedsburg, WI
March 31, 2021

MSA

WE BELIEVE:

Diverse options are essential to healthy, thriving communities, and we believe that local government plays an important role in planning for and guiding investment.

WE CAN:

Help you understand your market, offer realistic options for local action to meet change in demand, and facilitate discussions on policy and implementation options in your community.

MSA planning + design studio

Proposal to Provide:
COMPREHENSIVE
PLAN
2022-2042

March 31, 2021

Brian Duvalle
City of Reedsburg
134 S. Locust Street
Reedsburg, WI 53959

Dear Mr. Duvalle,

Reedsburg is a resilient, vibrant community. You have active community organizations, you are attracting private investment in new housing and commercial uses, and you are making public investments in recreation amenities that complement the driftless region features around you. With growth and change ongoing, it's time to get people talking about the City's next 10-20 years. It's time for a Comprehensive Plan update.

MSA Professional Services, Inc. (MSA) is an active partner of the City of Reedsburg through our collaboration on the new splash pad design and Baraboo River Corridor planning project. We are deeply experienced in comprehensive planning in communities of all sizes and circumstances, including others like Reedsburg. We understand the challenge of generating public interest in long-range, community-wide plans, and we bring strategies to make the process relevant to people.

Our proposal suggests a new approach to comprehensive planning for Reedsburg. We will work with you to engage more people in an effective way. We will help you build consensus toward action on critical topics such housing policy and environmental performance. And we will hand off for your use a set of documents that are generous with images and frugal with text, so that everyone can more easily digest the policy contents they contain. Starting from a baseline scope crafted to achieve your updated plan efficiently, we offer a series of optional tasks that you may select to further enhance the process and products of this plan. One of these options is the parallel completion of an update to your Comprehensive Outdoor Recreation Plan (CORP), which can be completed more efficiently by sharing the public engagement process.

We are ready to assist Reedsburg and we are committed to collaborating with you. We have the staffing capacity to be involved in many different outreach activities in the City. Our proposal includes a specific scope and cost, but our approach also requires collaboration to finalize the public engagement strategy. We are excited to begin doing that with you. Please do not hesitate to contact Steve at (608) 242-6621 or stremlett@msa-ps.com.

Sincerely,
MSA Professional Services, Inc.

Steve Tremlett, AICP, CNU-A
Project Manager

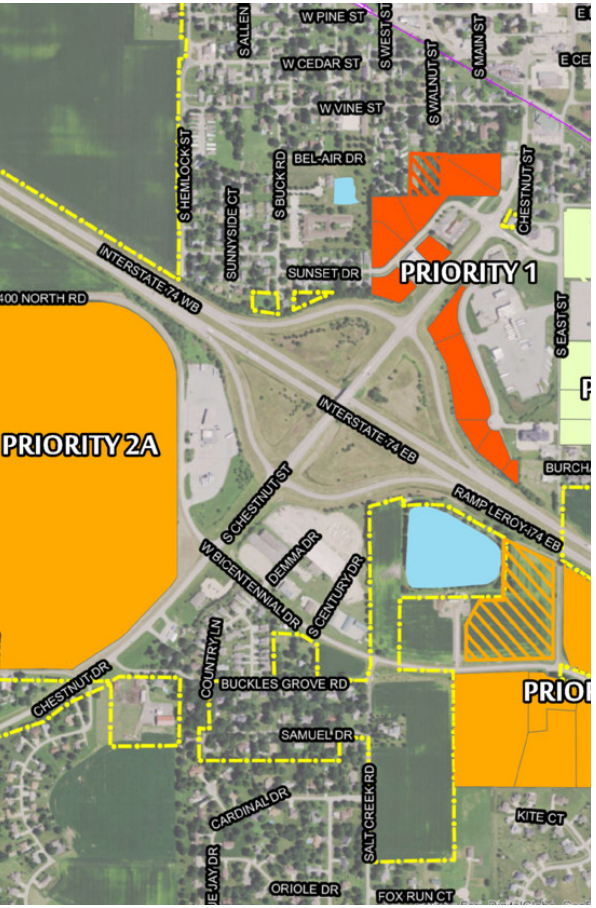
Jason Valerius, AICP
Principal in Charge

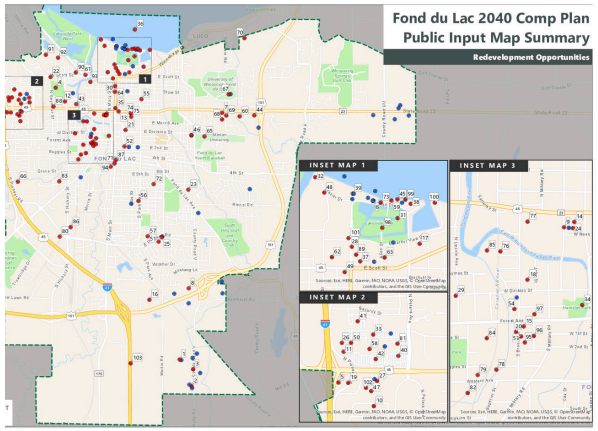
Steve Tremlett, AICP, CNU-A
Project Manager

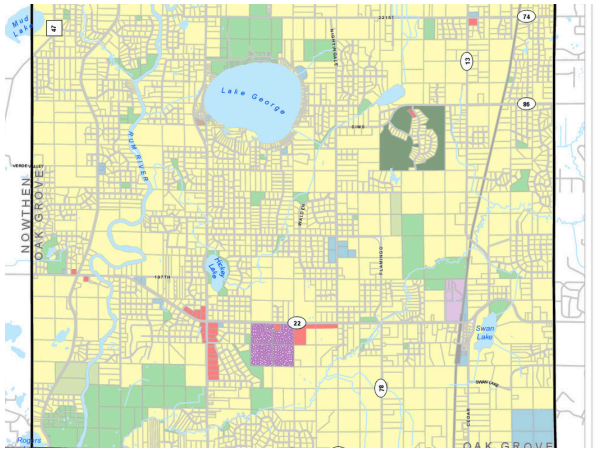
MSA Professional
Services, Inc.
1702 Pankratz Street
Madison, WI 53704

MSA PROFESSIONAL SERVICES, INC.
1702 PANKRATZ STREET, MADISON, WI 53704

Contact: Steve Tremlett, AICP, CNU-A
Phone: (608) 242-6621
Email: stremlett@msa-ps.com
Website: www.msa-ps.com







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Past successful projects like yours that we've completed. Disclaimer on no competing or potential conflict of interests.

Appendix A:
CORP Scope | Experience | References

Appendix B:
Key Staff Resumes

FIRM PROFILE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of approximately 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

63
INDUSTRY AWARDS EARNED SINCE 2010

350+
TEAM MEMBERS

17 OFFICE LOCATIONS

WE'RE PROUD TO BE 100% **EMPLOYEE-OWNED**

$500+ MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients secure to help offset the cost of infrastructure projects

ENABLING PEOPLE TO **POSITIVELY IMPACT** THE LIVES OF OTHERS SINCE 1962

CLIENT EXPERIENCE

Percentage of clients who say MSA met or exceeded their expectations based on the following categories.

How does the Client Experience work in Proposals/SOQs?

As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project, and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.

ACCURACY 98%

HELPFULNESS 96%

QUALITY 99%

SCOPE & FEES 97%

RESPONSIVENESS 98%

SCHEDULE 98%

PLANNING AND DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio features certified planners, licensed landscape architects, housing experts, and funding specialists. Our passion is helping communities thrive through creative visioning and practical implementation. We value equity, inclusion and sustainability.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

MSA | planning + design studio

PLANNING & LANDSCAPE ARCHITECTURE

MSA has specialists in all areas of community planning, urban design and economic development. Our award-winning planners work to understand the challenges our clients face and help them develop sustainable, implementable plans to provide guidance in overcoming those hurdles.

- Comprehensive Planning
- Neighborhood and Corridor Planning
- Park and Recreation Planning
- Downtown Revitalization
- Housing
- Economic Development
- Capital Improvement and Strategic Planning
- Public Administration
- Urban Design
- Transportation Planning

FUNDING

Our funding experts excel at coordinating grant and loan applications, and fulfilling the requirements of various agencies to help our clients turn project ideas to reality.

- Tax Increment Financing (TIF)
- Grant Writing
- Grant Administration
- Project Financing
- Stormwater Utility Studies and Creation

ENGINEERING

We know the key to strong communities is the happiness of their residents and the health of their economies. MSA focuses on working alongside public and private clients to achieve both these ends by designing and constructing projects that solve age-old problems and encourage new development.

- Street and Utility Design and Reconstruction
- Potable Water Supply, Treatment and Distribution
- Wastewater Collection and Treatment Systems
- Stormwater Management
- Park and Recreational Space Design
- Site and Land Development Civil Design
- Airport Planning and Design
- Agricultural Engineering
- Bridge Design and Construction
- Traffic Planning and Engineering
- Real Estate Acquisition

ARCHITECTURE

From intricate historical restorative projects to high-rise programming and design, our team of architects aspires to design buildings that enrich the lives of our clients and enhance their futures.

- Architectural Design
- Mechanical, Electrical and Plumbing Design
- Building Planning and Feasibility Studies
- Park, Recreation and Aquatic Facility Design
- Programming and Space Planning
- Site/Building Evaluation
- LEED® and Sustainable Design

SURVEYING

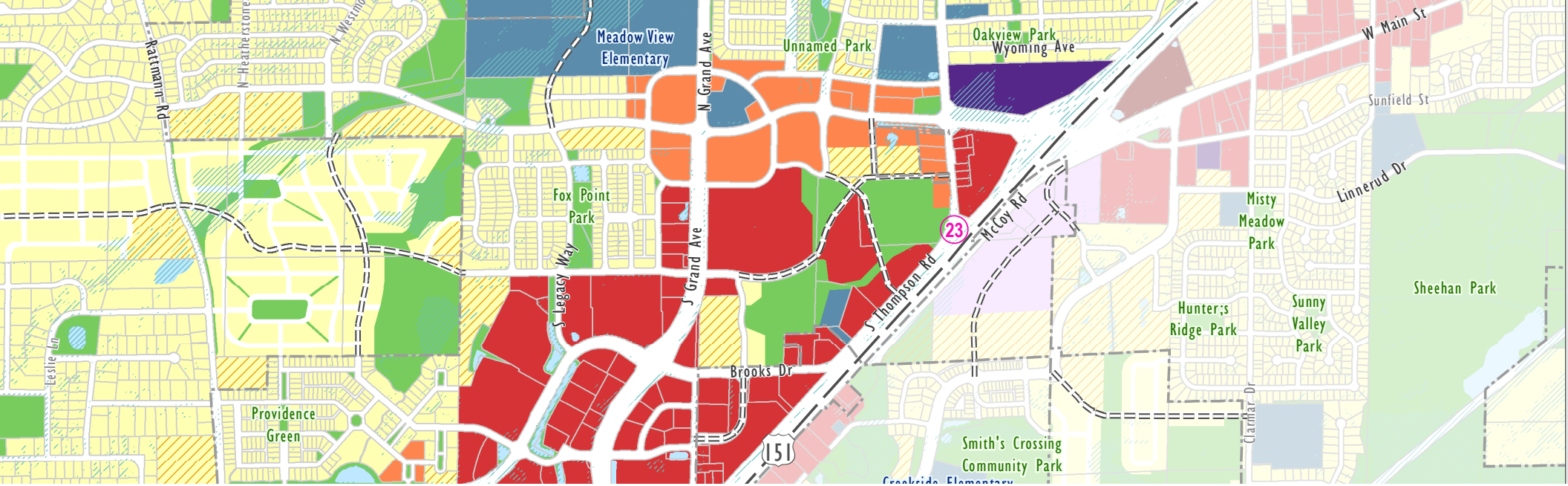
MSA's surveyors have the resources and expertise to efficiently and accurately complete fieldwork and to provide high-quality survey documents.

- Land Surveys (Boundary Location or Establishment)
- Subdivision Surveys
- Topographical Surveys for Development Projects
- Redevelopment/Streetscape Surveys
- Infrastructure/Facility Design Surveys
- Utility Surveys
- Flood Elevation Surveys
- Construction Staking
- Control Surveys for Environmental Assessments
- ALTA/NSPS Land Title Surveys
- Mobile and Web-Based GIS Development

ENVIRONMENTAL SERVICES

MSA's environmental scientists and technicians help communities identify and clean up contamination. We understand regulatory requirements and have built critical relationships with regulatory agencies.

- Phase I and II Environmental Site Assessments
- Wetland Design, Delineation, Restoration and Permitting
- Brownfield Site Development
- Asbestos, Lead and Mold Inspection/Remediation
- Spill Investigation and Remediation
- Solid and Hazardous Waste Management
- Permitting and Planning
- NPDES Compliance, Adaptive Management Plans, and Nutrient Trading



GENERAL SCOPE OF WORK

1) PLAN ELEMENTS

Comprehensive Plans have evolved over the last decade to be more illustrative, concise documents driven by public feedback and relevant data trends. MSA takes pride in our ability to create user-friendly planning documents and this has been a focus in our development of Comprehensive Plans – to make them more useful to not only the decision makers but to the general public. We will use images and graphics to enliven the plan, and we will avoid lengthy blocks of text – all of which create a document optimal for viewing online, while also allowing it to function well in printed form.

Document Format

MSA will develop the Reedsburg Comprehensive Plan update to address the required elements under State Statute 66.1001 (issues and opportunities; housing; transportation; utilities and community facilities; agricultural, natural and cultural resources; economic development; intergovernmental cooperation; land use; and implementation). However, it is not necessary to follow that structure to satisfy the law. We recommend a more contemporary and engaging thematic structure for the plan – see the Document Content section.

The document will be formatted as a “magazine style” plan consisting of 2-page “spreads” that can be viewed side-by-side both digitally and in the hard copy version. Key public input and relevant background data will be shared within the body of the plan to reinforce the goals, policies and actions established, while the in-depth existing conditions information (branded as the “Community Indicators Report”) will be placed in an appendix. This allows the vision, goals, and implementation strategies to be at the front of the plan with detailed existing conditions information provided a resource.

The 2012 Comp Plan included extra focus on sustainability, and we see the merit of continuing to identify and establish sustainable measures through policies and implementation. We suggest incorporating sustainable and best management practices throughout the plan, integrated with similar goals, actions and implementation strategies, rather than in a separate section. We have successfully highlighted sustainable measures through the use of icons and/or a different text color to draw attention to this content throughout the plan.

Document Content

Section 1 - Introduction: This section will serve as the introduction and provide the foundation for the Comprehensive Plan. It outlines the planning process, provides community context through background information, including key community indicators, and summarizes existing City plans and studies relevant to the planning project. ***Most importantly, this section will identify critical issues and opportunities and present the City's Overall Vision for the Community over the next 10-20 years.***

> COMMUNITY VISION<

Visioning is about choosing the future. It is an opportunity to look beyond present conditions to describe the community that residents want 20 years from now. All of our interactions and inquiries in the first few months of the process will include exploration of this perspective. Once established, the statements and images describing a shared vision of the future will then become the foundation of the plan. As we consider policies from the current plan, and suggestions for new policies and actions, we will be looking for consistency with the community vision.

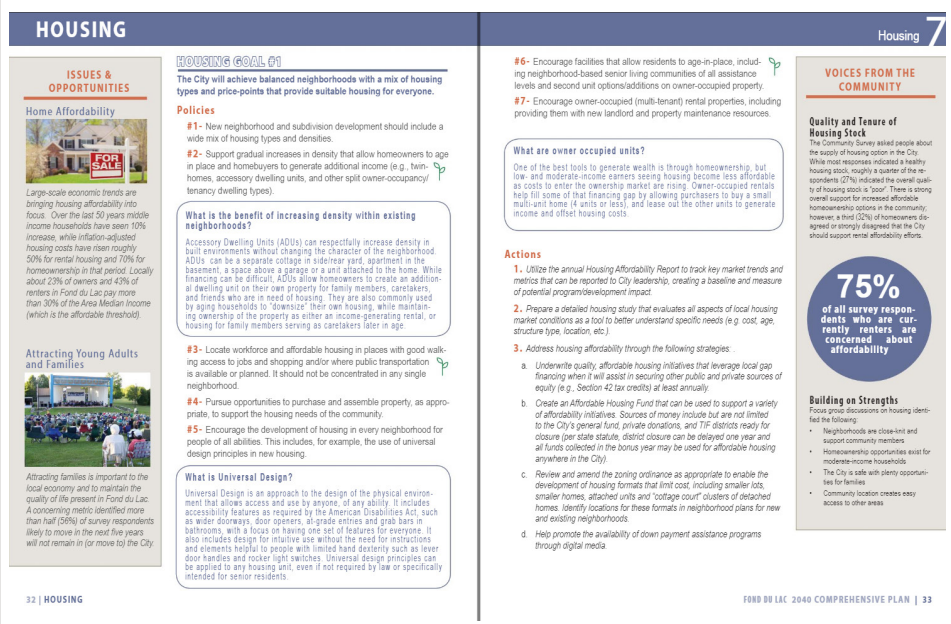
Section 2 – Public Input: This section will highlight and summarize the key public input from the varying public outreach techniques and events. Full detailed summaries of these efforts will be provided in an appendix.

Sections 3-6 – Goals and Strategies: We propose a contemporary grouping of planning elements:

- Resource Protection *(agricultural, natural and cultural resources)*
- Public Services and Partnerships *(utilities and community facilities; Intergovernmental Cooperation)*
- Economic Success *(economic development; housing)*
- Community Design *(transportation; land use)*

Each section will feature one or more goals and strategies to achieve those goals. Strategies are either policies (rules describing how the City will react to certain events) or actions. ***We will carry forward and highlight in each element particularly salient statistics, public input, and the top issues and opportunities, to provide context for the goals and policies.***

Plan Layout Example


HOUSING

Housing 7

ISSUES & OPPORTUNITIES

Home Affordability

Large-scale economic trends are bringing housing affordability into focus. Over the last 50 years middle income households have seen 10% increase, while inflation-adjusted housing costs have risen roughly 50% for rental housing and 70% for homeownership in that period. Locally about 23% of owners and 43% of renters in Fond du Lac pay more than 30% of the Area Median Income (which is the affordable threshold).

Attracting Young Adults and Families

Attracting families is important to the local economy and to maintain the quality of life present in Fond du Lac. A concerning metric identified more than half (56%) of survey respondents likely to move in the next five years will not remain in (or move to) the City.

HOUSING GOAL #1

The City will achieve balanced neighborhoods with a mix of housing types and price-points that provide suitable housing for everyone.

Policies

#1- New neighborhood and subdivision development should include a wide mix of housing types and densities.

#2- Support gradual increases in density that allow homeowners to age in place and homebuyers to generate additional income (e.g., twin-homes, accessory dwelling units, and other split owner-occupancy/tenancy dwelling types).

What is the benefit of increasing density within existing neighborhoods?

Accessory Dwelling Units (ADUs) can respectfully increase density in built environments without changing the character of the neighborhood. ADUs can be a separate cottage in side/rear yard, apartment in the basement, a space above a garage or a unit attached to the home. While financing can be difficult, ADUs allow homeowners to create an additional dwelling unit on their own property for family members, caretakers, and friends who are in need of housing. They are also commonly used by aging households to "downsize" their own housing, while maintaining ownership of the property as either an income-generating rental, or housing for family members serving as caretakers later in age.

#3- Locate workforce and affordable housing in places with good walking access to jobs and shopping and/or where public transportation is available or planned. It should not be concentrated in any single neighborhood.

#4- Pursue opportunities to purchase and assemble property, as appropriate, to support the housing needs of the community.

#5- Encourage the development of housing in every neighborhood for people of all abilities. This includes, for example, the use of universal design principles in new housing.

What is Universal Design?

Universal Design is an approach to the design of the physical environment that allows access and use by anyone, of any ability. It includes accessibility features as required by the American Disabilities Act, such as wider doorways, door openers, at-grade entries and grab bars in bathrooms, with a focus on having one set of features for everyone. It also includes design for intuitive use without the need for instructions and elements helpful to people with limited hand dexterity such as lever door handles and rocker light switches. Universal design principles can be applied to any housing unit, even if not required by law or specifically intended for senior residents.

#6- Encourage facilities that allow residents to age-in-place, including neighborhood-based senior living communities of all assistance levels and second unit options/additions on owner-occupied property.

#7- Encourage owner-occupied (multi-tenant) rental properties, including providing them with new landlord and property maintenance resources.

What are owner occupied units?

One of the best tools to generate wealth is through homeownership, but low- and moderate-income earners seeing housing become less affordable as costs to enter the ownership market are rising. Owner-occupied rentals help fill some of that financing gap by allowing purchasers to buy a small multi-unit home (4 units or less), and lease out the other units to generate income and offset housing costs.

Actions

1. *Utilize the annual Housing Affordability Report to track key market trends and metrics that can be reported to City leadership, creating a baseline and measure of potential program/development impact.*
2. *Prepare a detailed housing study that evaluates all aspects of local housing market conditions as a tool to better understand specific needs (e.g. cost, age, structure type, location, etc.).*
3. *Address housing affordability through the following strategies:*
   a. *Underwrite quality, affordable housing initiatives that leverage local gap financing when it will assist in securing other public and private sources of equity (e.g., Section 42 tax credits) at least annually.*
   b. *Create an Affordable Housing Fund that can be used to support a variety of affordability initiatives. Sources of money include but are not limited to the City's general fund, private donations, and TIF districts ready for closure (per state statute, district closure can be delayed one year and all funds collected in the bonus year may be used for affordable housing anywhere in the City).*
   c. *Review and amend the zoning ordinance as appropriate to enable the development of housing formats that limit cost, including smaller lots, smaller homes, attached units and "cottage court" clusters of detached homes. Identify locations for these formats in neighborhood plans for new and existing neighborhoods.*
   d. *Help promote the availability of down payment assistance programs through digital media.*

VOICES FROM THE COMMUNITY

Quality and Tenure of Housing Stock

The Community Survey asked people about the supply of housing option in the City. While most responses indicated a healthy housing stock, roughly a quarter of the respondents (27%) indicated the overall quality of housing stock is "poor". There is strong overall support for increased affordable homeownership options in the community; however, a third (32%) of homeowners disagreed or strongly disagreed that the City should support rental affordability efforts.

75% of all survey respondents who are currently renters are concerned about affordability

Building on Strengths

Focus group discussions on housing identified the following:

- Neighborhoods are close-knit and support community members
- Homeownership opportunities exist for moderate-income households
- The City is safe with plenty opportunities for families
- Community location creates easy access to other areas

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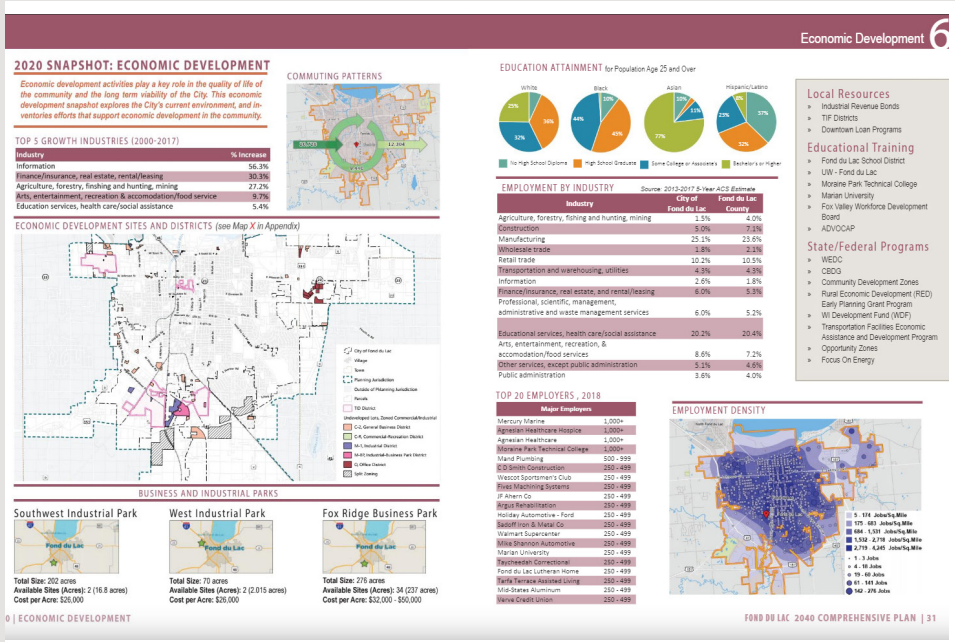
FOND DU LAC 2040 COMPREHENSIVE PLAN | 33


Economic Development 6

2020 SNAPSHOT: ECONOMIC DEVELOPMENT

Economic development activities play a key role in the quality of life of the community and the long term viability of the City. This economic development snapshot explores the City's current environment, and inventories efforts that support economic development in the community.

TOP 5 GROWTH INDUSTRIES (2000-2017)

Industry	% Increase
Information	56.3%
Finance/insurance, real estate, rental/leasing	30.3%
Agriculture, forestry, finshing and hunting, mining	27.2%
Arts, entertainment, recreation & accomodation/food service	9.7%
Education services, health care/social assistance	5.4%

COMMUTING PATTERNS

ECONOMIC DEVELOPMENT SITES AND DISTRICTS (see Map X in Appendix)

BUSINESS AND INDUSTRIAL PARKS

Southwest Industrial Park — Total Size: 202 acres; Available Sites (Acres): 2 (16.8 acres); Cost per Acre: $26,000

West Industrial Park — Total Size: 70 acres; Available Sites (Acres): 2 (2.015 acres); Cost per Acre: $26,000

Fox Ridge Business Park — Total Size: 276 acres; Available Sites (Acres): 34 (237 acres); Cost per Acre: $32,000 - $50,000

EDUCATION ATTAINMENT for Population Age 25 and Over

EMPLOYMENT BY INDUSTRY — Source: 2013-2017 5-Year ACS Estimate

Industry	City of Fond du Lac	Fond du Lac County
Agriculture, forestry, fishing and hunting, mining	1.5%	4.0%
Construction	5.0%	7.1%
Manufacturing	25.1%	23.6%
Wholesale trade	1.8%	2.1%
Retail trade	10.2%	10.5%
Transportation and warehousing, utilities	4.3%	4.3%
Information	2.6%	1.8%
Finance/insurance, real estate, and rental/leasing	6.0%	5.3%
Professional, scientific, management, administrative and waste management services	6.0%	5.2%
Educational services, health care/social assistance	20.2%	20.4%
Arts, entertainment, recreation, & accomodation/food services	8.6%	7.2%
Other services, except public administration	5.1%	4.6%
Public administration	3.6%	4.0%

TOP 20 EMPLOYERS, 2018

Major Employers	
Mercury Marine	1,000+
Agnesian Healthcare Hospice	1,000+
Agnesian Healthcare	1,000+
Moraine Park Technical College	1,000+
Mand Plumbing	500 - 999
CD Smith Construction	250 - 499
Wescor Sportsmen's Club	250 - 499
Fiske Machining Systems	250 - 499
JF Ahern Co	250 - 499
Argus Rehabilitation	250 - 499
Holiday Automotive - Ford	250 - 499
Sadoff Iron & Metal Co	250 - 499
Walmart Supercenter	250 - 499
Mills Shannon Automotive	250 - 499
Marian University	250 - 499
Taycheedah Correctional	250 - 499
Fond du Lac Lutheran Home	250 - 499
Tarte Terrace Assisted Living	250 - 499
Mid-States Aluminum	250 - 499
Verve Credit Union	250 - 499

EMPLOYMENT DENSITY

Local Resources
- Industrial Revenue Bonds
- TIF Districts
- Downtown Loan Programs

Educational Training
- Fond du Lac School District
- UW - Fond du Lac
- Moraine Park Technical College
- Marian University
- Fox Valley Workforce Development Board
- ADVOCAP

State/Federal Programs
- WEDC
- CDBG
- Community Development Zones
- Rural Economic Development (RED) Early Planning Grant Program
- WI Development Fund (WDF)
- Transportation Facilities Economic Assistance and Development Program
- Opportunity Zones
- Focus On Energy

0 | ECONOMIC DEVELOPMENT

FOND DU LAC 2040 COMPREHENSIVE PLAN | 31

Plan Layout Example

iii. There must be off-street parking consistent with City ordinance and on-street parking adjacent to the lot to accommodate visitors.

iv. If approved either through the Planned Unit Development (PUD) zoning process or Conditional Use Permit (CUP) process.

d. Larger multi-unit buildings with 9+ units or exceeding 12 units per net acre have a place in balanced neighborhoods. These more intensive forms are generally most appropriate close to major streets, mixed-use areas, or commercial / employment areas to provide convenient, walkable access to transit, shopping, restaurants, and other amenities.

4. Buildings within a neighborhood, or within a single development, should be both cohesive and varied. Consider the best practice design strategies shown on the previous page.

Potentially Acceptable Zoning Districts
- Central Area Residential (R-3)
- Multifamily Residential (R-4)

NMU Neighborhood Mixed Use

NMU category includes existing and planned activity centers with retail, restaurant, service, institutional and civic uses primarily serving neighborhoods. Residential is also a component of the *NMU* district - both in mixed use developments and as stand-alone multi-unit residential developments. Development and design within NMU areas should be compact and walkable. *NMU* areas should be well-connected and integrated into neighborhoods.

1. As part of the zoning approval process, the appropriate mix of land uses, densities, and intensities will be determined with consideration of market conditions and compatibility with adjacent neighborhoods. Typically residential densities in *NMU* areas will be 12-40 units per net acre (excluding streets, parks, outlots, etc.).
2. While both residential and non-residential uses are accommodated within this mixed-use district, not every building in a mixed-use district needs to include both residential and non-residential uses. However, special attention should be paid to maintaining commercial street frontages along mixed-use streets without creating residential "gaps" along streets that otherwise have commercial tenants at ground level. Nonresidential development within *NMU* areas should be service and retail to support surrounding residential uses, as well as attract a wide customer base.
3. An individual building should not include more than 25,000 square feet of commercial space, except for buildings containing grocery stores and/ or community facilities (such as libraries). When larger commercial uses are present, the building should still be designed with extra care to ensure compatibility with the surrounding neighborhood. Commercial spaces should be constructed in a range of sizes to add variety and encourage a mix of different commercial uses.
4. New buildings in *NMU* areas are expected to be one to four stories in height with a preference towards multi-story buildings.
5. One-story gas stations with an accompanying convenience store may be considered in newly developing *NMU* areas if the proposed development is designed in a manner that does not impede or substantially detract from the existing or planned development in the surrounding area.
6. Drive-thru establishments may be allowed in *NMU* areas if designed to mitigate the typical auto-centric design, including placing the building close to the street with a public entrance from the public sidewalk and placing the majority of the parking and drive-thru lane facility along the back or side of the building.
7. Buildings in *NMU* areas should be oriented towards streets with minimal setback from the public sidewalks.
8. Private off-street parking should be located primarily behind buildings, underground, or shielded from public streets by liner buildings or substantially landscaped.

Potentially Acceptable Zoning Districts
- Multifamily Residential (R-4)
- Traditional Neighborhood Development (TND)
- Planned Unit Development (PUD)

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Land Use 9

BEST PRACTICE DESIGN STRATEGIES

The images and text below describe design strategies for **Neighborhood Mixed Use** buildings and sites.

1.5- to 2-story neighborhood commercial with side-yard parking.

Two-story facade with gabled roof to blend with residential development.

First floor retail with upper story office or residential with shallow setbacks.

Mixed use developments provide two or more uses either on a single tract of land (i.e., horizontal mixed use - see below), or within a single building (i.e., vertical mixed use). Typically the first floor is retail, but office or a public use may also occupy the first floor.

As shown in the images on the left, mixed use developments can come in variety of sizes and styles that can complement the surrounding commercial and residential character.

Townhomes with zero front- and side-yard setbacks.

Elements to consider: building height, roofline (pitched vs. flat), building materials, building setback from the street, parking location, etc.

Home-to-office conversions are a good transition between single family residential and non-residential uses.

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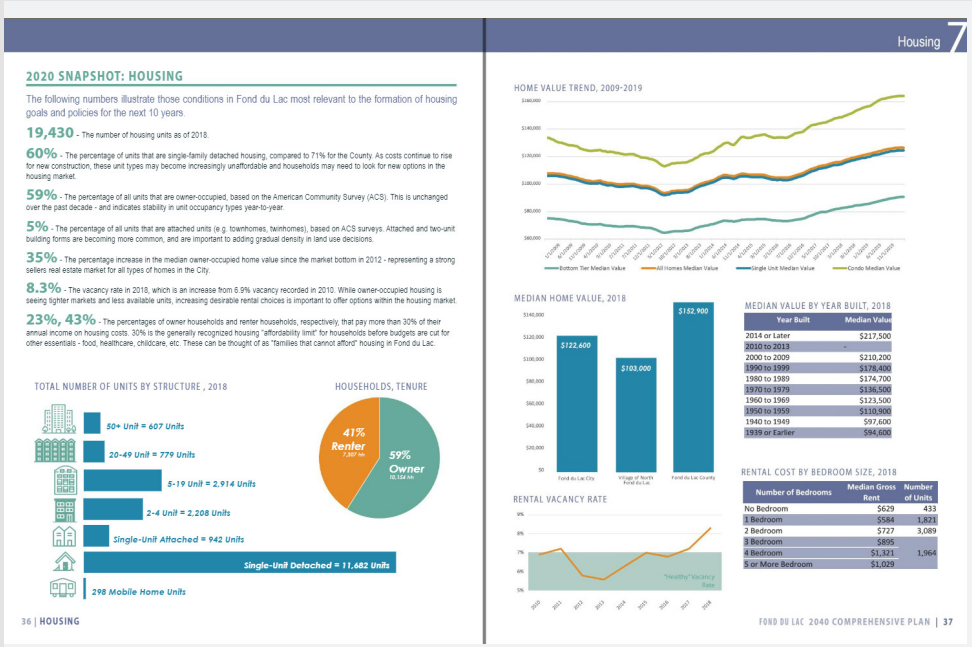

2020 SNAPSHOT: HOUSING

The following numbers illustrate those conditions in Fond du Lac most relevant to the formation of housing goals and policies for the next 10 years.

19,430 - The number of housing units as of 2018.

60% - The percentage of units that are single-family detached housing, compared to 71% for the County. As costs continue to rise for new construction, these unit types may become increasingly unaffordable and households may need to look for new options in the housing market.

59% - The percentage of all units that are owner-occupied, based on the American Community Survey (ACS). This is unchanged over the past decade - and indicates stability in unit occupancy types year-to-year.

5% - The percentage of all units that are attached units (e.g. townhomes, twinhomes); based on ACS surveys. Attached and two-unit building forms are becoming more common, and are important to adding gradual density in land use decisions.

35% - The percentage increase in the median owner-occupied home value since the market bottom in 2012 - representing a strong sellers real estate market for all types of homes in the City.

8.3% - The vacancy rate in 2018, which is an increase from 6.9% vacancy recorded in 2010. While owner-occupied housing is seeing tighter markets and less available units, increasing desirable rental choices is important to offer options within the housing market.

23%, 43% - The percentages of owner households and renter households, respectively, that pay more than 30% of their annual income on housing costs. 30% is the generally recognized housing "affordability limit" for households before budgets are cut for other essentials - food, healthcare, childcare, etc. These can be thought of as "families that cannot afford" housing in Fond du Lac.

TOTAL NUMBER OF UNITS BY STRUCTURE , 2018

50+ Unit = 607 Units
20-49 Unit = 779 Units
5-19 Unit = 2,914 Units
2-4 Unit = 2,208 Units
Single-Unit Attached = 942 Units
Single-Unit Detached = 11,682 Units
298 Mobile Home Units

HOUSEHOLDS, TENURE

41% Renter 7,807 hh
59% Owner 10,124 hh

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Housing 7

HOME VALUE TREND, 2009-2019

Bottom Tier Median Value
All Homes Median Value
Single Unit Median Value
Condo Median Value

MEDIAN HOME VALUE, 2018

$122,600
$103,000
$152,900
Fond du Lac City
Village of North Fond du Lac
Fond du Lac County

MEDIAN VALUE BY YEAR BUILT, 2018

Year Built	Median Value
2014 or Later	$217,500
2010 to 2013	-
2000 to 2009	$210,200
1990 to 1999	$178,400
1980 to 1989	$174,700
1970 to 1979	$136,500
1960 to 1969	$123,500
1950 to 1959	$110,900
1940 to 1949	$97,600
1939 or Earlier	$94,600

RENTAL VACANCY RATE

"Healthy" Vacancy Rate

RENTAL COST BY BEDROOM SIZE, 2018

Number of Bedrooms	Median Gross Rent	Number of Units
No Bedroom	$629	433
1 Bedroom	$584	1,821
2 Bedroom	$727	3,089
3 Bedroom	$895	
4 Bedroom	$1,321	1,964
5 or More Bedroom	$1,029	

FOND DU LAC 2040 COMPREHENSIVE PLAN | 37

We understand that the City has several areas of concern that will receive extra attention in this process, as follows:

- Downtown development and preservation; Commercial corridor planning; Industrial/ business development and retention (Community Design, Economic Success)
- Affordable housing development (Economic Success)
- Baraboo River and floodplain management; Farmland preservation (Resource Protection)
- New regional park; Future relocated WWTP; Public water service (Public Services & Partnerships)

Section 7 – Implementation: This section will present actions per element in tabular format and clearly call out who needs to be involved in the action, approximately when it should occur, and any viable funding sources (other than general revenue funds). We will include explicit policies and procedures for amending the plan from time to time, both on a routine basis and to accommodate opportunities not anticipated in the plan at the time of adoption. This section will also identify the various collaborative partnerships necessary for success, including those with private organizations, county and state government, neighboring towns, etc. ***Most importantly, we will work with you to establish policies and practices in the plan that integrate the comprehensive plan into City's annual goal setting, budgeting and capital improvement planning.***

> PLAN IMPLEMENTATION<

Good plans have specific and achievable implementation strategies. Each plan element will have action-oriented strategies, and we will assemble them in one place to help you track progress on intended actions.

Appendix A: This appendix will include the public participation plan resolution, adoption ordinance and future amendments.

Appendix B: This will be the Community Indicators Report (also known as the existing conditions report), which includes a compilation of data supporting each core plan topic. We present this data graphically whenever possible, using tables and infographics.

Appendix C: This appendix will summarize input from each of the public outreach efforts.

Appendix D: Maps in the plan will be sized to fit the spreads in the 8.5" by 11" format. This appendix will provide all plan maps at the full 11" by 17" format to allow for review and printing of the maps at full scale.

Confab "Booth" Event

GENERAL SCOPE OF WORK

2) PLAN PROCESS & PUBLIC PARTICIPATION

Correspondence & Meetings

We understand the need for quality and frequent communication to make the process run smoothly. As such, we propose the following procedure for communication between MSA and the City regarding materials, draft documents, and meetings:

Typical Schedule:

- **3 weeks** prior to Plan Commission meeting: MSA to provide draft materials to Planning staff.
- **2 weeks** prior to Plan Commission meeting: Skype/Conference call with staff to review revisions and comments.
- **1 week** prior to Plan Commission: Provide meeting materials.
- **Plan Commission Meeting:** Present draft materials with the majority of the effort focused on several key factors / hot button issues with opportunities for Plan Commissioners to ask additional questions per the materials provided.

Staff Meetings

We will hold a staff meeting to kick-off the project prior to the first Plan Commission meeting, as well as meet virtually prior to each future Plan Commission working session (discussed above in the typical schedule). Additionally we will work with City staff via email and phone conversation to move the plan along and work through any issues or opportunities which may arise.

Plan Commission Meetings

We will meet with the Plan Commission for working meetings seven (7) times throughout the process:

1. **Project Kick-off:** Visioning Session | Project Process Review
2. **Review:** Public Input Summary | Economic Success (Economic Development)
3. **Review:** Economic Success (Housing) | Community Design (Transportation)
4. **Review:** Resource Protection | Public Services and Partnerships
5. **Review:** Community Design (Land Use - Policies)
6. **Review:** Community Design (FLU Map) | Implementation
7. **Final Review:** Full Draft Plan | Open House Feedback. *Recommendation to Council*

City Council

We will meet in-person with City Council at three (3) junctures in the planning process, as follows:

1. Process Kick-off | Public Participation Plan Adoption
2. Draft Comprehensive Plan
3. Plan Adoption

Photo courtesy of: https://www.firstweber.com/community/wi/sauk-county/reedsburg/

City Committee/Commission Meetings

Reedsburg has several committees and commissions, which can provide valuable input toward the planning process. MSA can attend a regularly scheduled meeting to discuss relevant topics, when appropriate, with the following committees and commissions during this planning process.

- Reedsburg Area Development Commission
- Reedsburg Industrial & Commercial Development Commission
- Historic Preservation Commission
- Reedsburg Arts Committee
- Community Development Authority
- Utilities Commission
- Parks & Recreation Committee (not necessary if working on CORP update simultaneously - see Appendix A)

NOTE: All meetings throughout the process are to be set up by the City. MSA will provide draft materials, notice language and timing, but the meeting location and notification will be coordinated by City staff.

Public Engagement Process

We recognize that the City is committed to a strong effort to engage stakeholders. To provide the most effective engagement process, we recommend several techniques and events (as detailed below) with optional tasks that can increase opportunities for feedback. This process will be efficient and effective to ensure a true community vision for the City of Reedsburg.

Alternative Virtual Models

We pivoted to a "virtual" format for most meetings during the past year, and we have found success (and more attendance) with online public engagement meetings using Zoom and a virtual whiteboard app (Miro) to help facilitate discussion. For public meetings with a presentation component, we can record the presentation and make it available online for anyone that missed the meeting. This virtual format can replace any in-person meeting at no added cost, or we can offer both options for an additional fee.

Public Participation Plan

The Public Participation Plan is required by statute and must be approved by City Council. It is also essential to the success of the planning process. The components described in this proposal will be the starting point for that plan, but we need input from various stakeholders to help us craft a plan, including City staff, the Plan Commission, and others.

This is very important! We would like to help present the Public Participation Plan to Council, to help kick off the process and ensure Council understanding of and buy-in for the process.

Focus Groups

Our team proposes to facilitate interviews with key stakeholders through focus groups near the beginning of the planning process. We are primarily interested in speaking with community leaders, community organizations, business leaders, high school students, and other key stakeholders from across the community. MSA will consult with City staff to identify and schedule focus groups. The objective of the interviews will be to gain a better understanding of the growth plans and preferences of departments, institutions, organizations and businesses.

We have budgeted for five (5) focus groups, and we suggest the following:

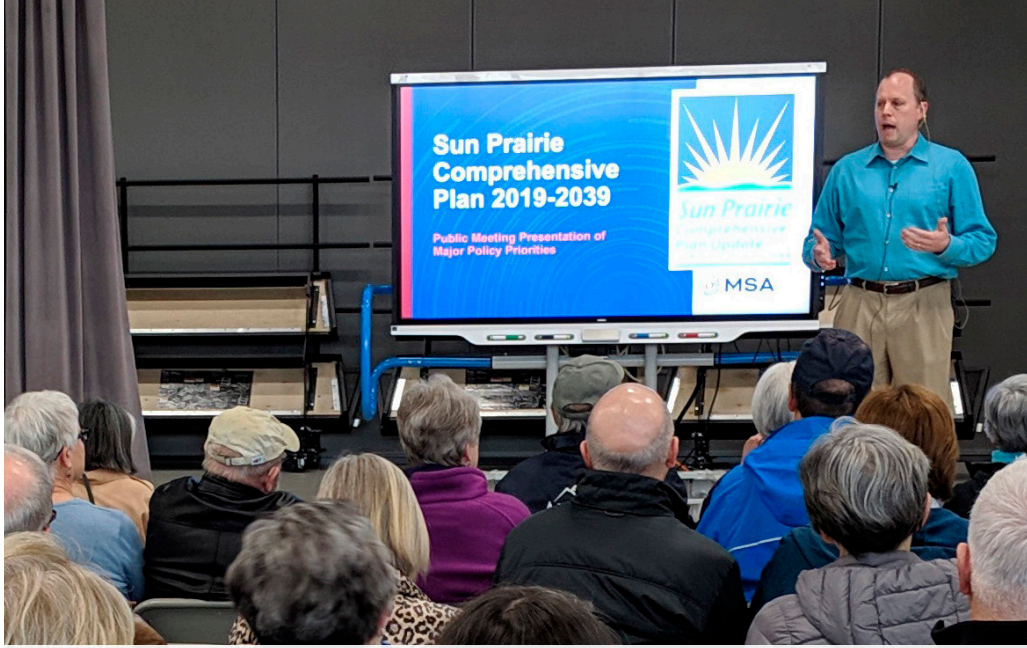
- Developers and realtors
- Chamber of Commerce and local business owners
- Renters
- High school students
- Residents at local senior facilities

Open Houses

One of the cornerstones of our process will be the open houses, one near the beginning and one near the end of the process. We have found that bringing meetings to where the residents have already congregated can increase attendance. There is an opportunity to host the open house in conjunction with an existing community event such as the Farmers Market, Party in the Park, Concert in the Park, etc., working with the neighboring church/school adjacent to the park to host the open house. In addition to traditional notification methods, to bolster participation, we will work with the City to post sandwich boards or other signage directing residents to the open house.

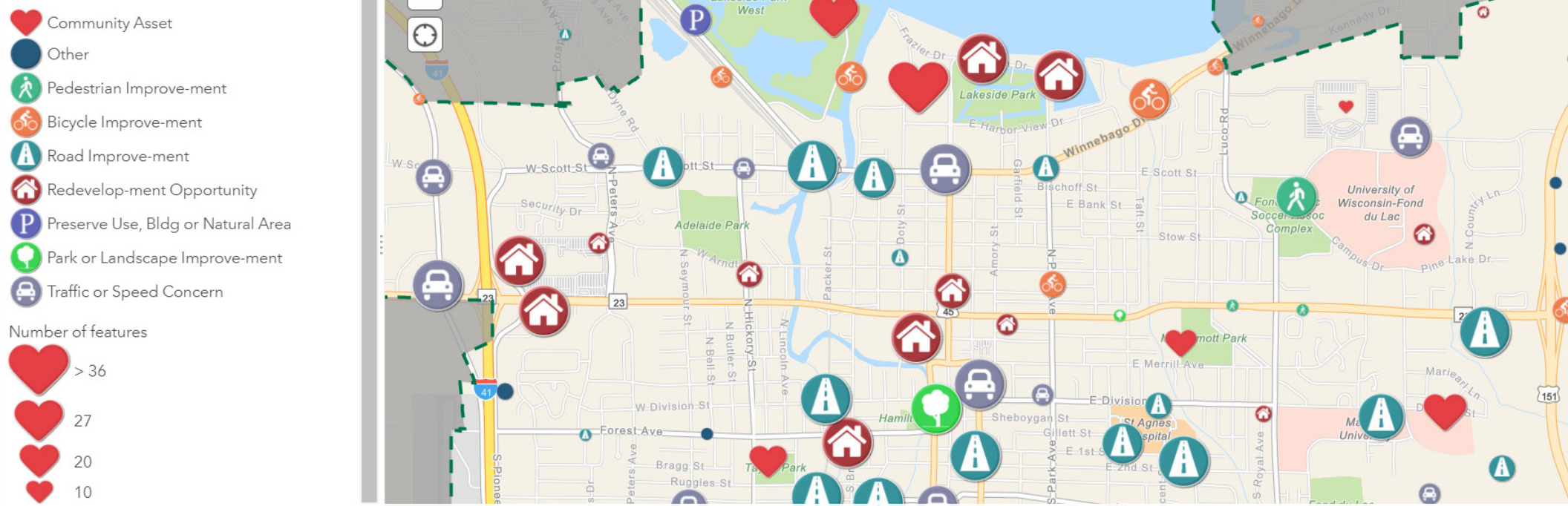
We propose several strategies to boost overall attendance:

- *Youth activities* – We want people with kids to attend. We will promote and host a "Planning College" youth activity for any school-age kids in attendance, concurrent with the rest of the meeting. The activity will engage kids in discussion about how planning works and their own ideas about things they like, focused on maps of the City.
- *On a weekend* – Lives are busy and there is opportunity to increase turnout if the meeting is held during a Saturday morning or Sunday afternoon, potentially tied to another local event.
- *Food* – We would like to eliminate conflicts with lunch/dinner by holding the event in conjunction with another event that provides food.



Indoor Public Open House

Outdoor Public Open House



Community Online Mapping Tool

Community Input Mapping

This interactive, online tool allows for engagement at the fingertips of the public at their leisure. We will provide a sharable link to an online map with opportunities to identify strengths and weaknesses spatially within the planning area. The online tool is simple: 1) pick a topic and identify it as an issue or opportunity; 2) select a location on the map to place the point; 3) snap or select a picture to include (optional); and 4) leave your thoughts for the plan. The application allows anyone, at anytime and anywhere convenient for them, to contribute to a Issues and Opportunities Map using a computer or mobile device.

Quick Poll Survey

MSA will provide the link to a quick, 3-4 question survey, which will be used to garner input from elected officials, City committees, and City staff. This will support the SWOT and Visioning exercises and will be combined with feedback from the City committee meetings.

Online Community Survey

Surveys are an important component of any multifaceted planning project – they are a convenient method of participation for stakeholders and they result in measurable data. We propose a Survey Monkey survey to collect opinions on a wide range of topics. We have had great success and broad reach using online surveys, especially when promoted with a mailed postcard. We can also create a hard copy version of the survey to be made available on request at City Hall, the public library, etc.

Community Organization Meetings

We can meet with the Reedsburg School District and Chamber of Commerce to maintain open dialogue with these two important entities. The purpose of these visits will be to explain the planning process and facilitate discussion about issues and opportunities facing the community. Each conversation will be tailored to the interests of the organization.

Promotional Methods

The success of our participation methods relies upon knowledge of the opportunities for involvement. We propose the following methods to inform people about the process:

1. *Project Branding*

   We prefer to use a consistent title, theme and project logo for projects with extensive public involvement over a long period of time. This project logo and theme will vetted by City staff prior to its use.

2. *Project Website*
   We will work with City staff to populate a dedicated page on the City's website with draft documents and information about upcoming events. For additional costs, MSA can set up a website specific to the project with links and notifications shared with the City to promote.

3. *City Mailer / Billing Notice*
   Open houses and online feedback tools (survey and community input mapping) can be promoted through the City's mailers or (utility) billings. MSA can support this effort by providing draft language/images to include in the notice(s).

4. *Flyers/posters*
   Physical flyers or posters can be used to help reach people that are otherwise relatively hard to reach, such as renters and minority residents. We suggest the posting of flyers, with permission, at churches, laundromats and large multi-unit complexes.

5. *Newspaper Articles*
   We will work with City staff as appropriate to reach out to the local paper prior to key project events and milestones, to encourage and inform articles about the process.

6. *Emails*
   Email announcements can help to promote events and input opportunities. We will also work with City staff to request and encourage the promotional assistance of various community organizations and neighborhood associations to share our participation invitations with their own members. MSA has found school districts and chambers of commerce as effective partners in community outreach.

7. *Social Media*
   We will support City staff in promoting public engagement events and project milestones, as well as provide fun facts throughout the planning process. Consistent and regular postings on the City's existing Facebook and Twitter feeds will inform and keep the community interested in the ongoing project. *Nextdoor* is another site which can reach the masses, but requires someone that lives in the City to share information.

ADDITIONAL PARTICIPATION AND PROMOTIONAL METHODS

The following efforts could be added to the process to further enhance the depth and breadth of public involvement. These are not included in our cost proposal.

- *Postcards ($3,500 per postcard run).* Physical postcards mailed to every residential unit with the Reedsburg zip code through EEDM (Every Door Direct Mail). The postcard can be double-sided, and promote public open house and online feedback tools (survey and community input mapping).

- *Radio or Video Interviews ($400 per interview).* Additional buzz can be shared with the general public through the media, discussing the plan and the process.

- *Public Event "Confab" Booth ($2,500 per event).* One of the best ways to get public input is to go where they are. We can set up a tent with 1-2 planners at a local event (e.g., Party in the Park) and offer an opportunity to provide feedback and input through displayed maps and a polling question.

- *"What you love about Reedsburg" Photo Share ($1,500).* This engagement tool encourages kids, teens and families to show what aspects of the City are assets to maintain and/or enhance. This is most successful through social media with Instagram and Facebook; however, it can also be attached to an online engagement platform/software. MSA will work with the City to develop posts that can be shared and promoted through City social media accounts. We will provide an illustrative summary of the results in the appendix and include excerpts that support policy statements or reinforce issues and opportunities.

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

GENERAL SCOPE OF WORK

3) ADDITIONAL ITEMS

- Steve Tremlett will be the point of contact throughout this process.
- As part of the land use element, we will recommend an action to amend the zoning and subdivision ordinance with clear items to be considered per our review of these ordinances.
- Our GIS specialists are experienced in data collection, presentation and mapping output. We provide the following maps in digital PDF format and provide the corresponding data per request of the City.
- As part of the Land Use element, we will provide projections on population, housing units/households, and household size to forecast land use needs over a 20-year horizon in 5-year increments.
- Each element will include goals, policies and actions that can be prioritized based on the top issues and opportunities. The implementation section will include an action plan that will identify likely completion timeframes, lead agencies/departments and potential funding strategies.

GENERAL SCOPE OF WORK

4) DELIVERABLES

Draft & Final Plan

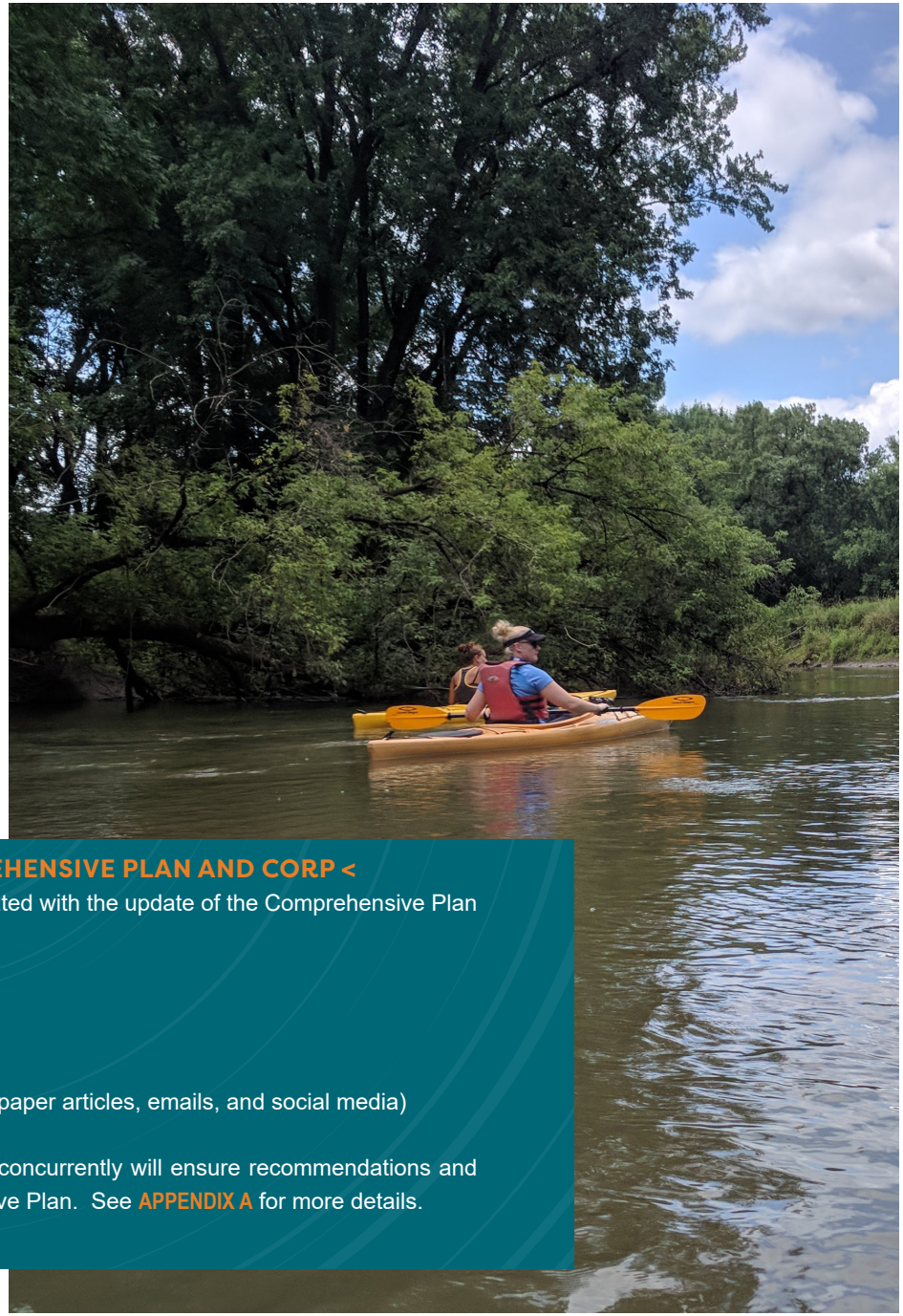
We will provide twenty (20) copies of the draft and final Comp Plan, including color maps and appendices. The plan will also be shared as a digital PDF. While the document will utilize color, including photos and illustrations, we take care to ensure that all tables and charts also read effectively in black and white (often preferred when printing drafts for review).

Executive Summary

We will provide a concise compilation of core plan information, including overview, goals, policies, actions and the Future Land Use Map. This executive summary can function as reference tool for use by first-time users, elected officials, and developers. The recommended length is at least four pages and no more than eight pages.

Data & Exhibits

Tables, graphs and images can be provided in the final deliverable. Maps and associated data are delivered in ESRI GIS geodatabase format and ArcMap version 10 or higher.



> BENEFITS TO CONCURRENTLY UPDATING THE COMPREHENSIVE PLAN AND CORP <

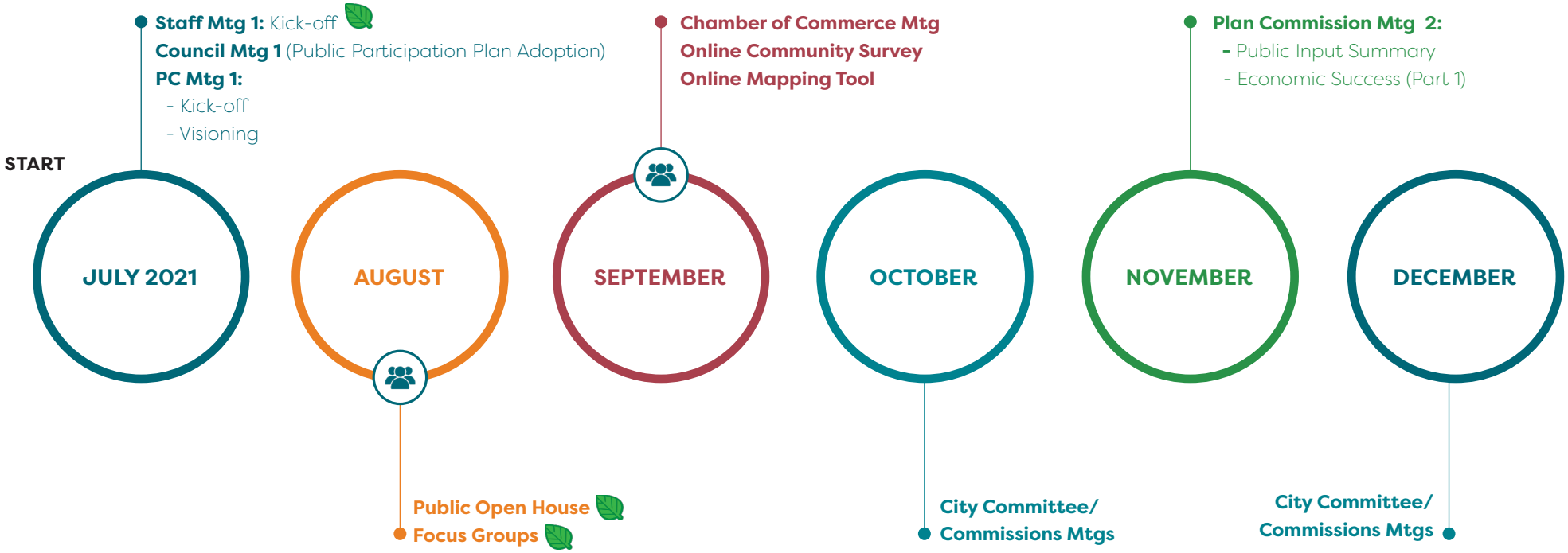
A number of the activities outlined in the proposal to update the CORP are coordinated with the update of the Comprehensive Plan as a cost savings and/or way to expand public engagement:

- Public Open House
- Additional Focus Group Meetings
- Community Input Mapping
- Online Community Survey Outreach
- Project Promotional Methods (project branding, website, mailings, flyers, newspaper articles, emails, and social media)

In addition to cost savings and increased public engagement, updating the plans concurrently will ensure recommendations and policies from the CORP are incorporated into and consistent with the Comprehensive Plan. See APPENDIX A for more details.

PROPOSED TIMELINE

MSA anticipates a 14-month planning process with the following project milestones. Note the leaf symbol ( ) identifies activities/events that could be shared with the addition of the Comprehensive Outdoor Recreational Plan (CORP).



KEY

Combined Effort Between Comp Plan and CORP

Public Engagement Activity

City Committee/Commissions Mtgs
Reedsburg School District Mtg
City Committee/
Commissions Mtgs
Council Mtg 2:
Draft Update
Draft Plan
Open House
JANUARY 2022
FEBRUARY
MARCH
APRIL
MAY
JUNE
Plan Commission Mtg 3:
- Economic Success (Part 2)
- Community Design (Part 1)
Plan Commission Mtg 4:
- Resource Protection
- Public Services & Partnerships
Plan Commission Mtg 5:
- Community Design
(Part 2)
- Discuss Open House
Plan Commission Mtg 6:
- Implementation
- Open House Feedback
Council Mtg 3:
- Public Hearing
- Adoption
JULY
AUGUST
SEPTEMBER
PROJECT
COMPLETION
Plan Commission Mtg 7:
- Draft Review
- Recommendation to Council

Photo courtesy of: https://www.firstweber.com/community/wi/sauk-county/reedsburg/

BUDGET

MSA bills monthly based on the work completed. Based on the proposed scope of work outlined in this proposal, the lump sum costs (inclusive of reimbursables) is **$79,200. We Through contracting (if selected) we welcome the opportunity to collaborate with you on finalizing the scope and budget to meet your desired outcome.**

Additional Public Engagement (not included in the above project costs)

Our proposal identifies additional tasks that can further enhance the depth and breadth of public involvement process. **Page 11** identifies these additional tasks and costs.

COMPREHENSIVE OUTDOOR RECREATION PLAN (CORP) ADDITION

Joint Project Opportunity

The City has noted a need to update their existing CORP, and this Comprehensive Planning process offers an opportunity to provide that plan utilizing the same public outreach activities and promotional materials. This joint project opportunity, if hired for both projects, would increase the overall budget by an additional **$23,800**.

ORGANIZATIONAL CHART

The team we have organized includes experienced planners and technical service leads who bring an efficient blend of skills that will assist the City of Reedsburg with the upcoming projects. What you may not see, however, is that this team is backed by more than 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. **Rest assured, you will always have the support necessary to achieve a successful project.**

PROJECT MANAGEMENT: Steve will serve at the City's main point of contact throughout the project. Jason will serve as overall project quality assurance and quality control with the remaining members supporting Steve in facilitating the public engagement activities and drafting content development. Specific roles are described under each person on the right.

AVAILABILITY: Based on our honest commitment to our clients, we immediately establish accountability of all personnel involved in a project's completion. When our team starts a project, we analyze the proposed schedule and compare it to each team member's potential workload. We then obtain commitments from all individuals on the project team to complete the work as identified within the proposed schedule. This approach helps to foster a team mentality and results in personal accountability of all team members involved. **See Appendix B for project team resumes.**

COORDINATION WITH THE CITY: MSA expects to have one point of contact for the project. All public or committee inquires shall be directed to City Staff. The City will be responsible for the scheduling of interviews and meetings, including all official meeting publications and notices. MSA will provide 20 draft/final copies, but any additional copies staff shall provide as may be requested by Plan Commission members, City Officials, City Staff, and the public. We have established a general practice of review of draft materials with City staff, as outlined on Page 7.

Steve Tremlett, AICP, CNU-A
Project Manager
Steve will serve as the project manager and primary contact for this project. He will also take the lead role in facilitating project meetings, public outreach and creation of plan content.

Jason Valerius, AICP
Principal In Charge
Jason will be responsible for overseeing the project, including strategic direction and collaborative refinement of all deliverables.

Connect With Reedsburg

Ria Hull, AICP
Planner
Ria will support content creation, document development and zoning review.

Becky Binz, AICP
Planner | CORP Project Manager
Becky will support public engagement in the Comprehensive Plan and have a leading role in the Comprehensive Outdoor Recreation Plan (if approved).

Sarah Morrison
GIS Specialist
Sarah will assist with the creation of all planning maps.

PLANNING EXPERIENCE

COMPREHENSIVE PLANNING

Comprehensive plans are the cornerstone of all local planning efforts. They establish a shared vision for the future of a community and provide a framework for policy and action on many topics, typically with land use and growth policies at the core. MSA can help craft a process that fits the needs of your community, either for a completely new plan or an incremental update. We recognize the importance of effective public engagement to ensure that a plan has legitimacy and is a good fit to the needs and wants of residents and other community stakeholders.

RECENT PROJECT EXPERIENCE

COMPREHENSIVE PLANS

- City of Sun Prairie, Wisconsin
- Village of Fox Crossing, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Waunakee, Wisconsin
- Village of Holmen, Wisconsin
- City of La Crescent, Minnesota
- City of Le Roy, Illinois
- City of Sparta, Wisconsin
- Story County, Iowa
- City of Tuscola, Illinois
- City of Williamsburg, Iowa
- City of Monticello, Illinois
- City of Solon, Iowa
- City of Eureka, Illinois
- City of Tomah, Wisconsin
- City of Burlington, Iowa

HOUSING STUDIES

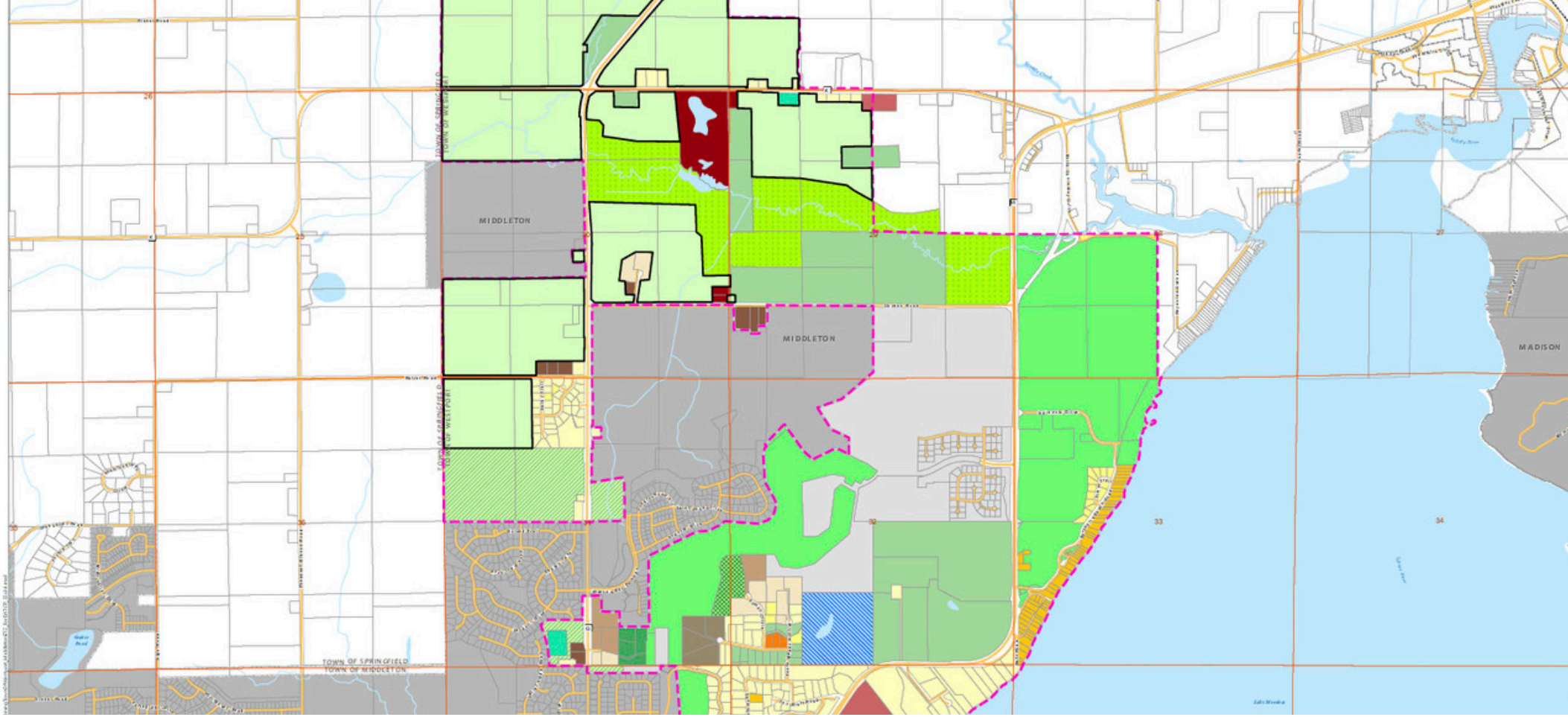
- City of Monona, Wisconsin
- City of Janesville, Wisconsin
- City of Beloit, Wisconsin
- City of Superior, Wisconsin
- City of Eau Claire, Wisconsin
- City of Oshkosh, Wisconsin
- City of Madison, Wisconsin
- City of Green Bay, Wisconsin

COMPREHENSIVE OUTDOOR RECREATION PLANS

- City of Middleton, Wisconsin
- Marathon County, Wisconsin
- City of Hartford, Wisconsin
- Village of North Freedom, Wisconsin
- Village of West Baraboo, Wisconsin
- Village of Mukwonago, Wisconsin
- Village of Waunakee/Town of Westport, Wisconsin
- City of Waupun, Wisconsin
- City of Verona, Wisconsin
- City of Beaver Dam, Wisconsin
- Village of Lake Delton, Wisconsin
- City of Wisconsin Dells, Wisconsin
- City of Port Washington, Wisconsin
- Village of Biron, Wisconsin
- Village of Belleville, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Palmyra, Wisconsin

DOWNTOWN PLANNING

- City of La Porte City, Iowa
- City of Burlington, Iowa
- City of Dubuque, Iowa
- City of Elkader, Iowa
- City of Guthrie Center, Iowa
- City of McGregor, Iowa
- City of Solon, Iowa
- City of Strawberry Point, Iowa
- City of Wilton, Iowa
- City of Creston, Illinois
- Village of Elizabeth, Illinois
- City of Tuscola, Illinois
- City of Gilbert, Minnesota
- City of La Crescent, Minnesota
- City of Beaver Dam, Wisconsin
- Village of Cross Plains, Wisconsin
- City of Ladysmith, Wisconsin
- City of Mauston, Wisconsin
- City of Platteville, Wisconsin
- City of Richland Center, Wisconsin
- City of Sauk City, Wisconsin



WAUNAKEE AND WESTPORT, WI

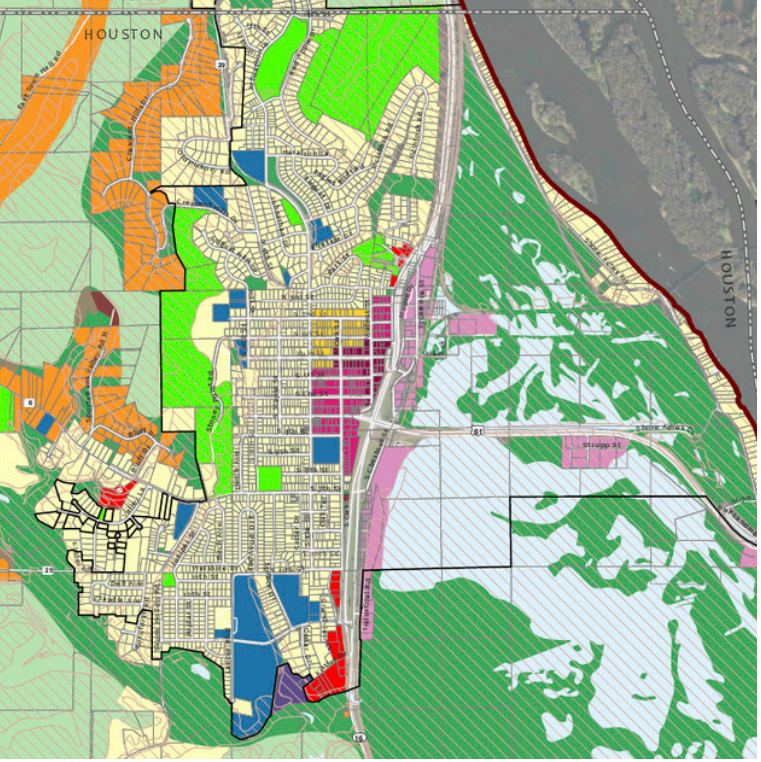
JOINT COMPREHENSIVE PLAN & BICYCLE, PED, AND OUTDOOR REC PLAN

LINK TO FINISHED PRODUCT:
https://issuu.com/msaprofessionalservices/docs/waunakee_westport_corp

In January 2017, the Village of Waunakee and the Town of Westport adopted two plans – a Joint Comprehensive Plan and a Joint Bicycle, Pedestrian and Outdoor Recreation Plan. These adoptions culminated a year of careful coordination and shared effort, led by MSA.

The two communities had originally sought update of a total of seven plans, including independent comprehensive plans, and selected MSA to assist with these updates based on our proposal to consolidate those seven plans into two coordinated and jointly adopted plans.

In adopting these plans, the Village and Town renewed their commitment to collaboration and cooperation, extending a 20-year history of pragmatic effort around shared interests and community assets.



LA CRESCENT, MN

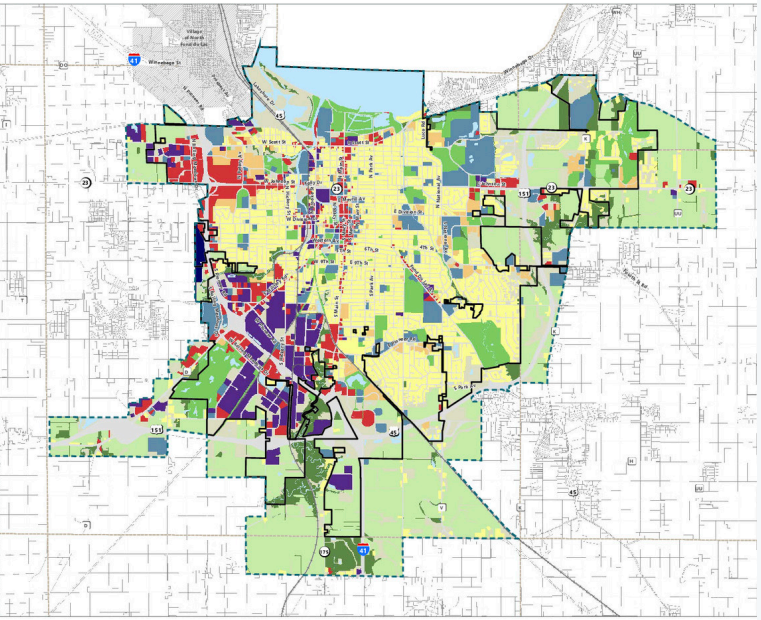
COMPREHENSIVE PLAN

MSA led creation of a comprehensive plan update for the City of La Crescent, its first in nearly 20 years. La Crescent is one of several municipalities in the La Crosse Metro area that is seeing growth and infill development opportunities as a result of a strong regional employment market. The planning process was unique - we helped form and facilitate a series of seven different study groups, one for each of the core policy chapters of the plan. After a city-wide kickoff visioning event, we worked with each of the individual committees to craft vision statements, goals, objectives and actions specific to each topic. We then wove those pieces into a coherent whole, including efforts to show the relationship among the topics. The resulting plan, adopted in 2016, clarified a community priority on family housing, infill development, downtown revitalization, and outdoor recreation investments.

We also facilitated work sessions with the City's Ad-Hoc GreenStep Committee, a group of staff and citizens that selected and prioritized best practices for local implementation, from the hundreds identified in the GreenStep program. Many of those selections were policies that were integrated into the Comprehensive Plan.

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/la_crescent_comp_plan



FOND DU LAC, WI

2040 COMPREHENSIVE PLAN UPDATE

Since Fond du Lac adopted their current Comprehensive Plan (in 2010), there have been many changes in the local and regional economy. While population has remained stable, the major commercial corridors have seen significant vacancies (including the Forest Mall). There is a lack of diverse and affordable housing options in the City, specifically high-quality rentals and income-limited units. Many of the recommendations in the 2010 Comprehensive Plan had been implemented, so there was need for new direction for the next 10 to 20 years.

During this planning process, public input was gathered through a variety of tools, including a public open house, community survey, online mapping feedback tool, focus groups and interviews. This public engagement has verified the importance of putting a greater focus on economic development, housing, special area planning, and sustainability. The adopted plan includes a strong call to action that will help guide land use decisions that meet the needs of the current and future Fond du Lac community.

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/1878058_fdl_2040_compplan_no_appendices_adopted_20

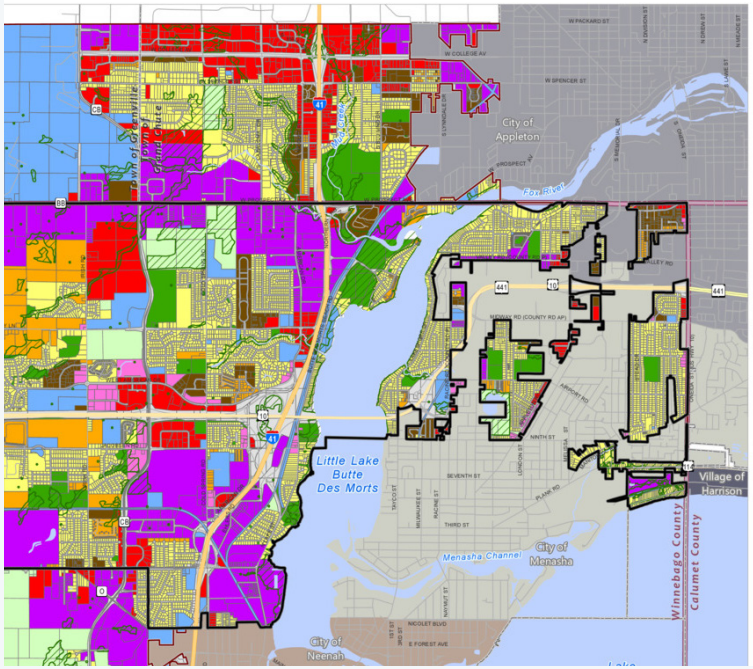
FOX CROSSING, WI

COMPREHENSIVE PLAN UPDATE

In 2016, the former Town of Menasha incorporated as the Village of Fox Crossing. Fox Crossing is located between the cities of Neenah and Appleton and is one of the fastest growing communities in the Fox Valley. The community of nearly 20,000 residents has a number of land use issues and opportunities. The Village is bisected by Little Lake Butte des Morts, Federal Highway 41 and State Highway 10. The land on the east side of Little Lake Butte des Morts has been developed for a long time and includes several older commercial and industrial corridors that are in need of redevelopment. West of the lake, the Village is experiencing increased demand for residential, commercial and industrial development in greenfield areas. The community includes large manufacturing industries and has begun to attract large-scale office uses such as the new $70 million Secura Insurance headquarter campus.

The Village hired MSA to work with the community to develop a new comprehensive plan that addresses the growing complexity of its community with the need to manage reinvestment of existing neighborhoods and plan for continued growth and expansion. With MSA's assistance, a new community vision was developed that will guide community development over the next 20 years and beyond.

LINK TO FINISHED PRODUCT:
https://issuu.com/msaprofessionalservices/docs/10967004_fox_crossing_comprehensive_plan



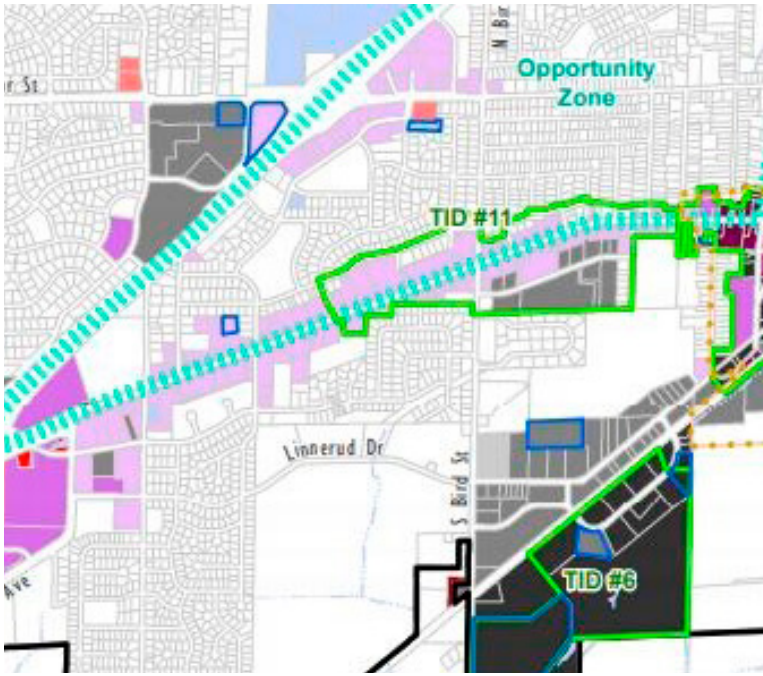
SUN PRAIRIE, WI

COMPREHENSIVE PLAN UPDATE

The City of Sun Prairie has been one of the fastest growing communities in the state over the past two decades. The community of nearly 35,000 residents continues to grow and add new development. This growth has yielded serious conversations within the community about how much the City should grow and what growth looks like. To address this broad question and develop a vision for the future, the City of Sun Prairie and MSA worked together to update its 2009 Sun Prairie Comprehensive Plan.

To ensure many community voices were heard throughout the planning process, there was a large public engagement component which included monthly meetings with a citizen steering committee, two series of community forums, a comprehensive community survey and 15+ focus-group discussions with community residents and organizations. In order to get more involvement and buy-in from residents, the planning effort also had more of a neighborhood focus which allowed people to comment and express concerns about the areas they live in and care most about. The top issues that were brought up during these public engagement events included: community growth, climate change impacts, a tight labor market, ensuring Sun Prairie is attracting the right jobs, housing affordability, public transportation, bicycle and pedestrian facilities, incomplete neighborhoods, urban design guidance and partnership with the school district. The updated plan features a concise Sustainability Commitment, and it distributes and integrates sustainabiity policies and actions throughout the plan, tying them to the corresponding elements of the plan.

LINK TO FINISHED PRODUCT: *https://cityofsunprairie.com/1282/Comprehensive-Plan-2019-2039*



REFERENCES

CITY OF SUN PRAIRIE, WI

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tsemman@cityofsunprairie.com

CITY OF LA CRESCENT, MN

Bill Waller | Administrator
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bwaller@cityoflacrescent-mn.gov

VILLAGE OF FOX CROSSING, WI

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CITY OF FOND DU LAC, WI

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CITY OF RIPON, WI

Lori A. Rich, CPA, CGMA | City Administrator/Treasurer
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Kevin Even | Village Engineer
Village of Waunakee
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keven@vil.waunakee.wi.us

COMPETING OR POTENTIAL CONFLICT OF INTERESTS

We do not have any competing or potential conflict of interests in the City of Reedsburg.

APPENDIX A:
CORP SCOPE EXPERIENCE REFERENCES

PROJECT UNDERSTANDING

MSA will approach this Comprehensive Outdoor Recreation Plan (CORP) planning project with the following factors in mind:

- Understand the important role a CORP plays in providing a vision to guide and prioritize investments in the City's park system to meet current and future needs. Wants and needs usually outnumber available funding, so the plan must serve to both identify and prioritize improvements based on input from all stakeholders and identify potential funding sources.
- Recognize the vital role the City's park system plays in supporting the local economy. The plan should highlight this value to demonstrate the direct, indirect and induced benefits these investments in the City's park system have on its overall economy.
- The plan will be an important tool in maintaining eligibility for the City to apply for and receive federal and state aid for the acquisition and development of outdoor recreation, open space sites and facilities the plan will be set up to meet the Wisconsin Department of Natural Resources Guidelines for the Development of Local Comprehensive Outdoor Recreation Plans.
- The plan needs to include a robust community engagement effort. In a world where people are increasingly strapped for time, it's important to give a variety of options to encourage individuals to participate in the planning process. Community engagement efforts will be coordinated with the Comprehensive Plan to reduce redundancy and realize cost savings when possible.
- The plan needs to be user-friendly, serving the dual purpose of providing a vision for continued investment in the City's park system while also advocating the importance of the park system/department. A well-crafted plan will serve as a strategy for the department to make the best impacts economically feasible.

PROJECT APPROACH

We are proposing a start date in July 2021 to coincide with the Comprehensive Plan update.

PHASE I | OUTLINE MISSION, GOALS, AND OBJECTIVES

(JULY - AUGUST 2021)

TASK 1 | JOINT STAFF KICK-OFF MEETING – CORP AND COMPREHENSIVE PLAN

MSA will coordinate a joint project start-up meeting staff involved in the Comprehensive Plan update and with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review project scope and schedule.
- Review draft Community Survey and discuss outreach methodologies.
- Review list of available and desired data and planning documents, including City GIS data, previous relevant plans and documents, current and previous department budgets, capital improvement plans, recreation program participation totals and current park fees.
- Discuss public open house and outreach methodologies.

TASK 2 | EXISTING CONDITIONS

MSA will review the following plans and incorporate applicable recommendations and policies into the CORP:

- Reedsburg Comprehensive Outdoor Recreation Plan (2017-2021)
- Baraboo River Corridor Phase 2 Plan
- Downtown Waterfront Plan
- Sauk County CORP
- WI State CORP 2018-2023

Recommendations and policies with be coordinated with the concurrent Comprehensive Plan update.

TASK 3 | PUBLIC OPEN HOUSE

MSA is proposing one joint public open house for the CORP update and Comprehensive Plan update. The strategies for this meeting are described in greater detail on page 9 but generally include bringing the meeting to where residents have already congregated in order to increase attendance. MSA is proposing to host this meeting at an event at City Park. We are also proposing an alternative virtual model using Zoom and virtual activities to facilitate discussion if the City has interest.

PHASE II | UPDATE PARK STANDARDS AND INVENTORY

(AUGUST-SEPTEMBER 2021)

TASK 1 | PARK INVENTORY & ASSESSMENT

MSA will tour the City's parks to complete an inventory and evaluation of existing park facilities. MSA will utilize existing data provided by the City related to the type of facilities and year built and supplement this data with a general evaluation of existing park facilities through on-site observation. This information will be used to assist with the development of recommendations for maintenance, replacement or new facilities.

In addition, this assessment will consider the current local and national trends for further review of the parks in the plan.

TASK 2 | GEOGRAPHIC/LOCATIONAL ANALYSIS

- **Map 1 - Existing Parks and Trails.** A map of the location of existing City parks and trails using available GIS data. This map will also include the locations of county and state park and recreational facilities.
- **Map 2 - Park Facility Distribution.** A map visually depicting the type of recreational facilities available in each City park, including whether the facilities are lighted. This map is useful in determining where portions of the City may, or will be underserved or overserved by certain types of amenities.
- **Map 3 - Park Service Areas.** A map identifying service areas for each City park.
- **Map 4 - Potentially Underserved Areas.** A heat map combining population density and park service areas to identify places in the community which are underserved by parks, and parks which might require additional maintenance and repair due to heavy use.

PHASE III | PARK NEEDS ASSESSMENT

(SEPTEMBER-OCTOBER 2021)

TASK 1 | QUANTITATIVE ANALYSIS

MSA will analyze the amount of park land per person available to City residents based on current and estimated population projections. The results of this analysis will indicate projected deficits or surpluses of total park land, in five-year increments, through 2040. MSA will also compare this data to that of similar sized communities using the National Recreation and Park Association's latest metrics.

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

TASK 2 | STAFF COORDINATION

For all PRC and public meetings for this project, MSA proposes the following sequence of staff meetings via conference call, email, or Skype:

- Three weeks before PRC meeting - transmit draft meeting materials to staff for review.
- Two weeks before PRC meeting - audio or video conference call with staff to review materials.
- One week before PRC meeting - transmit to staff for delivery to PRC revised draft materials as necessary and a summary memo highlighting important topics for discussion.

TASK 3 | PARKS AND RECREATION COMMITTEE MEETING #1

MSA will meet with the PRC to:

- Review project scope and schedule.
- Discuss draft Community Survey and outreach methodologies.
- Review prior recommendations from the 2017-2021 CORP that have either been completed, not completed but still valid, and not completed and are possibly no longer valid.
- Review Maps 1-4 and the summary results of Tasks 1 and 2.
- Obtain initial feedback on issues, opportunities and desired improvements within the City's park system.

During the time between the first and second Commission meetings, MSA will invite members of the Commission to individually tour the City's parks. MSA will provide Commission members with a Park Assessment Form (PAF). The PAF will lead Commission members through a process to identify improvement projects (wants vs. needs) considering a number of aspects (i.e. parking, signage, equipment, restrooms, etc.) per park. This process will aid Committee members in reviewing the "status" of City parks and will serve to inform the recommendations of the updated CORP.

PHASE IV | PUBLIC ENGAGEMENT/QUALITATIVE ANALYSIS

(SEPTEMBER-NOVEMBER 2021)

TASK 1 | STAFF COORDINATION

MSA will coordinate Phase IV activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair. Completion of these activities are anticipated to be done remotely (e.g. email, phone).

- Review PRC Meeting #1 outcomes.
- Review the Public Engagement Campaign being coordinated with the Comprehensive Plan update.
- Discuss revised draft survey – finalize survey and distribution methods.
- Prepare for Phase IV project meetings.

TASK 2 | PARK SURVEYS

Surveys are an important component of any multifaceted planning project – they are a convenient method of participation for stakeholders and they result in measurable data. After the Comprehensive Plan survey, we propose using a brief online survey (administered via Survey Monkey) to gather opinions about existing and desired park and recreation facilities and programming. MSA will draft the survey for review by the Director of Parks and Recreation and the Committee at their first meeting. Survey promotion will use the same methods as the Comprehensive Plan. The survey would be available for approximately three to four weeks. The City is responsible for printing any hard copies of the survey, if desired, as well as entering any hard copy responses into Survey Monkey. MSA will provide a summary report of the survey results.

Results of the survey will be used to gauge user preferences and determine potential changes or additions to the parks to better serve the population.

TASK 3 | COMMUNITY INPUT MAPPING

As part of the Comprehensive Plan process we will also create a community input map, an online tool to promote additional public engagement. As it relates to the CORP update process, this Community Input Map will allow anyone to go online and leave their thoughts on existing parks and trails, as well as suggest locations for new parks and trails. All feedback will inform the recommendations of the updated CORP.

TASK 4 | STAKEHOLDER FOCUS GROUP/QUESTIONNAIRE

MSA will hold one virtual focus group with representatives from private sports organizations and other organizations who regularly use City parks to discuss field usage and other park and recreation needs. MSA will also draft a one-page questionnaire that the City can distribute to stakeholder organizations unable to attend the focus group to obtain feedback on existing parks and amenities and improvements their organization would like to see. The City is responsible for printing any hard copies of the questionnaire, if desired, as well as providing responses to the questionnaire in an electronic format (i.e. Microsoft Word or Excel, PDF) to MSA.

As part of the Comprehensive Planning process, we are proposing to conduct five additional focus groups. At these five focus groups (held in August) we will ask targeted questions of under-represented park user groups, those who dedicate land for parks (developers), and local business owners, many of whom view parks and recreation as an integral part of attracting new residents and businesses to the community.

"Wow, I got a lot out of that meeting. I love the chat [feature and] how they would ask questions and other attendees would answer...We even heard from people I bet we would never hear from "the old face to face" way."

- Parks Planning and Design Manager | City of Madison, WI

Photo courtesy of:http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

PHASE V | PRELIMINARY RECOMMENDATIONS

(NOVEMBER 2021-JANUARY 2022)

TASK 1 | PRELIMINARY PARK NEEDS

Based on the work completed in Phases I-IV, MSA will develop a preliminary list of proposed park and recreation improvements by park. These proposed improvements will reference local and national trends with consideration to the National Recreation and Parks Association's current Three Pillars: Conservation, Equality and Health/Wellness.

TASK 2 | STAFF MEETING #2 – WORKING SESSION (RECOMMENDATIONS REVIEW)

MSA will coordinate Phase V activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review Phase IV Outcomes.
- Work through Plan Recommendations.

PHASE VI | DRAFT PLAN (JANUARY - MARCH 2022)

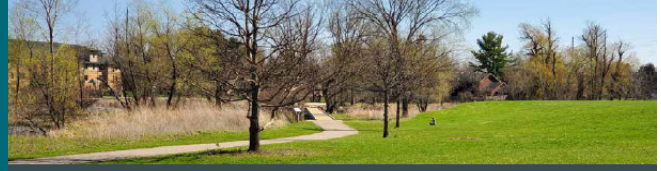
TASK 1 | PLAN DEVELOPMENT

MSA will draft the Reedsburg Comprehensive Outdoor Recreation Plan, which will include the following chapters:

- **Executive Summary:** A clear and concise synopsis of park needs and recommendations, using images and figures in place of text where possible.
- **Chapter 1—Introduction:** Summary of the purpose of the plan and summary of the planning process.
- **Chapter 2—Description of Reedsburg:** Matrix of existing parks and open space throughout the City including location, existing characteristics, classification, and amenities; Map 1 (Existing Parks and Trails); summary of local recreational facilities not owned or operated by the City; summary of significant natural resources such as waterways, greenways, topography and woodlands; summary of existing and projected demographics; summary of other applicable planning efforts/studies and their impact on park planning.
- **Chapter 3—Goals and Strategies:** An update of the previous CORP's outdoor recreation goals, objectives and policies. Updated goals and strategies will be based on City staff and PRC input, best practices, and alignment with the National Recreation and Park Association's Three Pillars: Conservation, Equity and Health/Wellness. These goals and strategies will be integrated into Public Services and Resource Protection elements of the Comprehensive Plan.
- **Chapter 4—Analysis of Park Needs and Demands:** A summary of the quantitative, geographic, and qualitative analyses completed in Phases I-IV, including Map 2 (Facility Distribution), Map 3 (Park Service Areas and Populations Served) and Map 4 (Potentially Underserved Areas). Determine gaps and deficiencies based on projected future needs. A summary of current and emerging trends in recreation facilities and programming demand (state, NRPA, peer communities).

- **Chapter 5—Recommendations:**
  - *Existing Parks.* MSA will create a one- to two-page summary sheet for each existing park similar to the spread view shown to the right. The spread will include the following information: name of park; address; park acreage; park type; a summary table of existing facilities including year installed (as provided by staff); any current issues; a summary table of recommendations including priority (e.g. low, medium, high) and planning-level cost estimates. The two-page spread will also include a picture and a map of each park.
  - *New Park Facilities.* MSA will summarize areas proposed for future City parks, or expansions to existing parks, and new trails as determined through the planning process. MSA will identify the general location of these proposed improvements on Map 5 (Proposed Park and Trail Facilities).
  - *Trail Facilities.* Identification of proposed trail facility improvements, focusing on connecting existing and proposed multi-use trails to parks and other community facilities, and further focused on upgrading deficient routes currently marked but unsafe for use. These will be depicted on Map 5.
  - *Recreation Programming.* Identification of new and expanded recreation programming opportunities based on trends and public feedback.
- **Chapter 6— Implementation:**
  - *Capital Improvement Summary.* A summary table of recommendations from Chapter 5 outlining recommendations by park, estimated cost (planning level/ball park cost estimates or cost ranges) and priority.
  - *Fee, Funding and Staffing Review.* A comparison and benchmark of Reedsburg's staffing levels, park revenue and expenses, and park development fees to data from up to four other Wisconsin communities of comparable size. This section will include a calculation of the funding the City will need to collect from fee-in-lieu (or another source) to fund new park land acquisition as well as the funding the City will need to collect from park development fees (or another source) to develop parks over the next 10 years to meet the needs of new residents while maintaining the current level of service.
  - *Funding Opportunities.* A summary table of common state and federal park grant programs including information on maximum awards and application due dates.
  - Identification of other non-traditional funding options to help mitigate potential funding gaps.
  - Identification of potential partnerships to coordinate regional and other local park and trail planning efforts.

PARK SUMMARY SHEET EXAMPLE



MIDDLETON HILLS PARK - SOUTH

Park Address: 6805 Frank Llyod Wright Avenue
Park Size: 4.8 Acres

EXISTING FACILITIES

TYPE	INSTALL YR	ISSUES
Playground (2)		
Swings (4)		
Teeter Totter		
Open Air Shelter		
Basketball Court		needs resurfacing and repainting
Volleyball Court		
Soccer Fields		
Picnic Tables (5)		
Benches (3)		damaged bench
Bike/Walking Trails		

RECOMMENDATIONS

IMPROVEMENT	PRIORITY (LOW-MED-HIGH)	COST ESTIMATE
Resurface basketball court* (2023 CIP)	HIGH	$20,000
Remove trail roundabout*	LOW	$1,500
Install concrete "bag toss" near volleyball court*	LOW	$2,500
Clean/paint pergola	MED	$2,500-$5,500
Replace damaged metal bench	HIGH	$1,500
Replace playground equipment (2023 PIP)	HIGH	$52,000

*= recommendation carried forward from the City's 2014 CORP
PIP = Playground Improvement Plan
CIP = Capital Improvement Plan

SITE PHOTOS

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

Photo courtesy of: http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/

- **Appendix**
  - *Appendix A: Complete Survey Results and Public Open House Feedback.* Chapter 4 will provide an abbreviated summary of the key results from the survey, focus groups and public open house. Appendix A will provide a complete summary of the surveys and questionnaires.
  - *Appendix B: Park and Open Space Classifications/ Standards.* A summary of classifications and general park system guidelines from the National Park and Recreation Association.
  - *Appendix C: Maps.* 11” x 17” copies of the following maps:
    - Map 1: Existing Parks and Trails
    - Map 2: Park Facility Distribution
    - Map 3: Park Service Areas
    - Map 4: Potentially Underserved Areas
    - Map 5: Proposed Park & Trail Facilities

TASK 2 | STAFF MEETING #3 – WORKING SESSION (DRAFT PLAN REVIEW)

MSA will coordinate Phase VI & VII activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review Draft 2022-2026 CORP
- Prepare for Phase VII Meetings

TASK 3 | PLAN COMMISSION REVIEW

Once draft recommendations and goals and strategies are complete, Plan Commission will review these items at the meeting where they will be discussing the Public Service and Resource Protection elements of the Comprehensive Plan. This will facilitate incorporation of CORP recommendations into the Comprehensive Plan and allow Plan Commission to offer feedback before the Parks & Recreation Committee does its final review of the CORP.

TASK 4 | PLAN UPDATES

MSA will update the plan per the outcomes of Task 2 and 3.

At the City’s discretion, Common Council, the Parks & Recreation Committee, or Plan Commission could hold a public hearing before adopting the plan; however, this is not a requirement of the WDNR.

PHASE VII | ADOPTION

(APRIL-JULY 2022)

TASK 1 | PARKS & RECREATION COMMITTEE MEETING #2

MSA will present the final plan to the PRC for review and recommendation to Common Council.

TASK 2 | PLAN COMMISSION MEETING

MSA will present the draft CORP for review and recommendation to Common Council.

TASK 3 | COMMON COUNCIL MEETING

MSA will present the final CORP plan to Common Council for adoption.

DELIVERABLES

Throughout the duration of the project, draft deliverables will be provided to the Director of Parks and Recreation and Parks and Recreation Committee Chair in digital (PDF) format. Once a draft plan is available, MSA will provide the draft in PDF format. After plan adoption, MSA will provide a final digital copy of the plan, including any supporting documents. Hard copies of the plan can be added as an additional service.

> BENEFITS TO CONCURENTLY UPDATING THE COMPREHENSIVE PLAN AND CORP <

A number of the activities outlined in the proposal to update the CORP are coordinated with the update of the Comprehensive Plan as a cost savings and/or way to expand public engagement:

- Public Open House
- Additional Focus Group Meetings
- Community Input Mapping
- Online Community Survey Outreach
- Project Promotional Methods (project branding, website, mailings, flyers, newspaper articles, emails, and social media)

In addition to cost savings and increased public engagement, updating the plans concurrently will ensure recommendations and policies from the CORP are incorporated into and consistent with the Comprehensive Plan.

ORGANIZATIONAL CHART

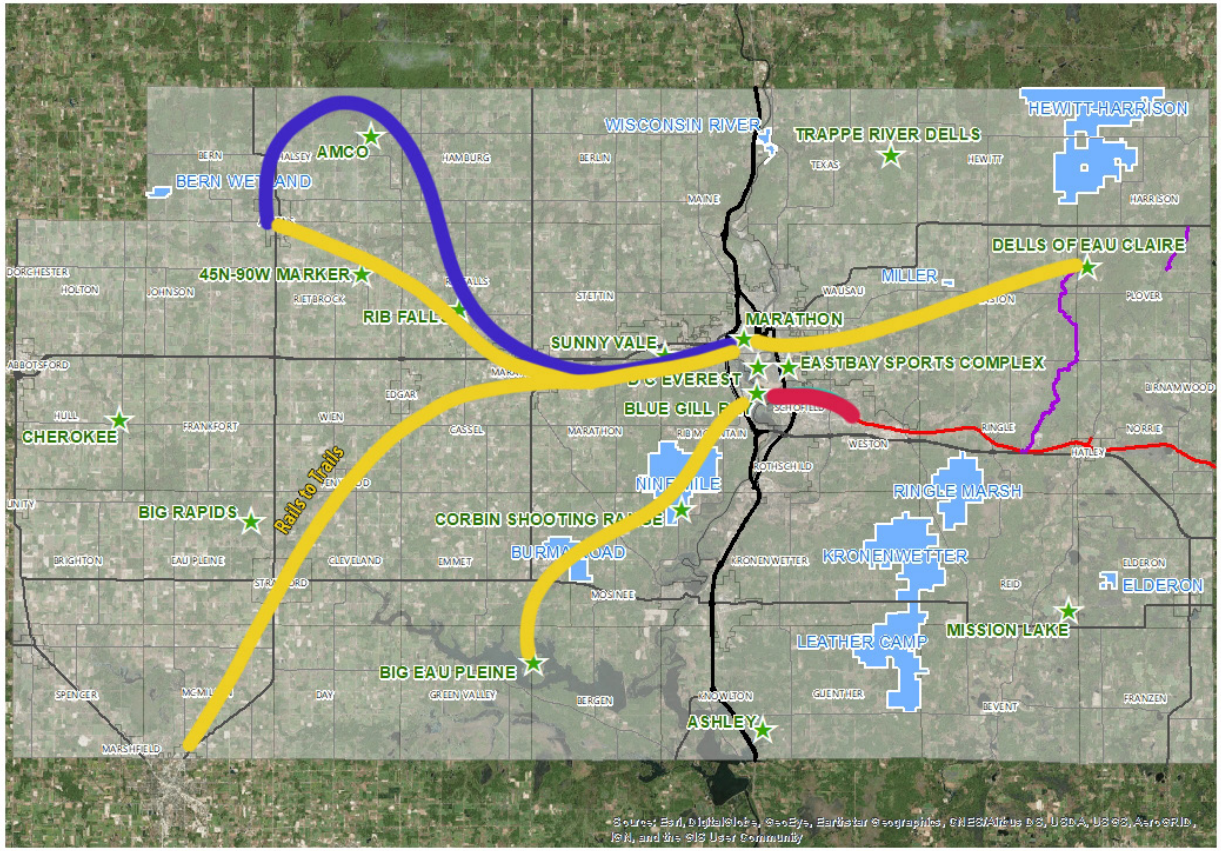
Stephen Tremlett, AICP-CNU-A
Project Manager
Main Point of Contact

Becky Binz, AICP
CORP Project Manager

Dan Schmitt, PLA, ASLA, CPSI
Landscape Architect

Raine Gardner, PE
Parks and Recreation Practice Leader
QA/QC

Sarah Morrison
GIS Specialist



County Parks | County Forest Units | Communities | Ice Age Trail | Mountain Bay Trail

Use the map to draw your own future trails or park locations.

Photo courtesy of: https://www.travelwisconsin.com/uploads/medialibrary/2c/2c192e27-ce2f-455d-a54c-08b851ac1bdb-dells.jpg

Photo courtesy of: https://www.co.marathon.wi.us/portals/0/Departments/PKS/Images/PHOTO_

MARATHON COUNTY, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN

LINK TO FINISHED PRODUCT:
https://www.co.marathon.wi.us/Portals/0/Departments/PKS/Documents/PLAN_CORP20202024.pdf

Looking to their CORP as more than just a tool for funding, the Marathon County Department of Parks and Recreation was looking for a comprehensive guidebook for land acquisition and programming priorities that aims to shift the focus of the Department to the economic development initiatives of the County.

As the "Healthiest County in the State," Marathon County attracts many new residents craving the exposure to their outdoor recreational activities. Due to rather consistent population increase, the County needed to plan for long-term growth to maintain and expand levels of service to residents. To do this, MSA partnered with the County to not just assess the park system itself, but dive into best practices that would enable the department to better execute its mission for the future. This would include budgeting, staffing, efficiency and prioritization of improvements, and how to better connect County communities with the plethora of natural amenities.

Issues identified through the development of this plan have been taken up by both County staff and community stakeholders to collaboratively build off recommendations for the future, utilizing the CORP as a basis for continued engagement and capacity-building to further assess the availability of recreational opportunities.

Existing Park: Walter Bauman Pool (Acquatic Center)

MIDDLETON, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN

LINK TO FINISHED PRODUCT:
https://issuu.com/msaprofessionalservices/docs/04928079_middleton_corp_01212021

Middleton is known as "The Good Neighbor City," a northwestern suburb of the capital city of Madison perched along the banks of Lake Mendota. Home to approximately 17,000 residents and witnessing tremendous, consistent growth, the City recognized the need to both fortify their existing park and recreational facilities as well as plan for the wise use of remaining acreage as the community continues to grow and parcels are absorbed by residential and retail development.

Middleton leaders chose to begin the process with the development of a CORP and asked MSA to lead the study, public engagement and guide to implementation of the vision for the next five years and beyond.

One of the community's main goals for the CORP is to address the rapid influx of urban infill development in the community. As Middleton grows and residential properties such as apartment and multi-unit buildings become more popular, so does the demand for convenient and accessible outdoor space. City officials are concerned about having enough park land to meet future demand, as well as enough funding to support park maintenance, staffing, potential new park development and associated programming.

MSA began phase one of the CORP by reaching out to local sports organizations to assess their needs and how such needs align with city planning, available space and use agreements. Once all the localized information is collected, phase two will contact surrounding communities and regional sports and recreation organizations to discuss potential partnership opportunities. The goal is to see where regional park and recreational needs align, and ultimately, to implement a variety of shared-use options including public sports fields, pools and trails to meet demand and balance investment between parties.

A robust public engagement component was also key to the development of the CORP. The City expressed interested in gathering input from citizens as early in the planning process as possible, but due to restrictions associated with COVID-19, did not want any meetings to be held in person. MSA planners shifted to conduct the public input meeting entirely online, including activities that residents could participate in after the meeting ended. The meeting was recorded, and activities made available afterwards for those who were not able to attend at the scheduled time.

When complete, the City of Middleton will have a clearly defined set of needs, wants, opportunities and potential partnerships to guide it toward the implementation of a new and exciting recreation plan—one that will provide a variety of engaging and accessible places for residents to visit.

CITY OF HARTFORD

Comprehensive Outdoor Recreation Plan

2018-2023

MSA

HARTFORD, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN UPDATE

LINK TO FINISHED PRODUCT:
https://issuu.com/msaprofessionalservices/docs/00216040_hartford_corp_10052018_com_7ee4103b2c3ce6

The City of Hartford engaged MSA to update its comprehensive outdoor recreation plan (CORP) and create conceptual plans for two City parks. The CORP included a variety of engagement methods to gather opinions and feedback on this City's park and trail system from residents, sports organizations and the Park and Recreation Committee. Throughout the planning process, we also met bi-weekly with the City's Parks and Recreation Director to review materials, discuss upcoming milestones and gain additional insight into the park and recreation needs of the community. Using all of these methods of engagement, we partnered with the City to develop a plan which best positioned it to meet and exceed residents' park needs now and in the future.

During updating of the CORP we also helped identify one of the conceptual plan sites (Centennial Park) as a promising candidate for state and federal funding. We partnered with the City to write an application for funding and the City currently has a pending state/federal award of nearly $500,000 for the $2.7 million park project. Our team of architects is also in the process of designing the new park shelter/restroom facility/amphitheater building for Centennial Park which was identified in the CORP. The City continues to secure donations to bring the vision for the park to life and will use the building design images to bolster this effort. Once complete, the City envisions this park as a point of pride where residents gather for a variety of recreation and social activities, and where visitors are intrigued to stop and explore as they drive by along the City's main street.

REFERENCES

CITY OF MIDDLETON, WI

Matt Amundson, Director of Public Lands, Recreation & Forestry
City of Middleton
(608) 577-2459
mamundson@cityofmiddleton.us
Project: Comprehensive Outdoor Recreation Plan
Project Budget: $26,000
Timeline: February 2020 – January 2021

CITY OF HARTFORD, WI

Mike Hermann, Parks and Recreation Director
City of Hartford
(262) 670-3730
mikeh@ci.hartford.wi.us
Project: Comprehensive Outdoor Recreation Plan
Project Budget: $23,000
Timeline: March 2018 – October 2018

MARATHON COUNTY, WI

Jamie Polley, Parks Director
Marathon County Parks
(715) 261-1550
Jamie.polley@co.marathon.wi.us
Project: Comprehensive Outdoor Recreation Plan
Project Budget: $28,000
Timeline: November 2018 – October 2019

VILLAGE OF WAUNAKEE, WI

Sue McDade, Community Services Director
Waunakee, WI 53597
(608) 850-5992
smcdade@vil.waunakee.wi.us
Project: Comprehensive Bicycle, Pedestrian and Outdoor Recreation Plan
Project Budget: $35,000
Timeline: February 2016 – January 2017

APPENDIX B:
KEY STAFF

Stephen Tremlett, AICP, CNU-A

PROJECT MANAGER | URBAN DESIGNER

With more than 13 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphases in site planning, urban redevelopment, zoning administration and urban design using a variety of applications, including AutoCAD, Photoshop, InDesign, Illustrator, GIS, SketchUp, Lumion and Microsoft Office applications.

EDUCATION

M.S., Architecture & Urban Planning
University of Wisconsin-Milwaukee

B.S., Architecture
University of Wisconsin-Milwaukee

CERTIFICATIONS

American Institute of Certified Planners

AFFILIATIONS

Congress of New Urbanism – Accredited American Planning Association

AREAS OF EXPERTISE

- Urban Design and Redevelopment
- **Comprehensive Planning**
- Park Planning
- **Streetscape Planning**
- 3-D Modeling

SELECTED PROJECT EXPERTISE

2040 Comprehensive Plan, Fond du Lac, WI

Led the project from start to finish, as well as crafted the content, designed the plan layout, and facilitated the public engagement process. This process had to be altered as it began before and ended during the pandemic. The draft plan review and adoption process were facilitated through hybrid meetings with recordings available during the 30-day public comment period.

2019-2039 Comprehensive Plan, Sun Prairie, WI

Developed the plan (content and plan layout), and facilitated portions of the public engagement process. Involved in all staff meetings to review and consider edits to the draft plan.

Comprehensive Plan, Burlington, IA

Provided design standards, land use policies and designed the plan layout.

Downtown Design Standards & Sign Ordinance Rewrite, Wisconsin Dells, WI

Managed the project, developed the content, and presented draft materials to the Design Review Commission.

Anton Drive Redevelopment Plan, Fitchburg, WI

Provided development strategies and actons for undeveloped lands surrounding an established residential neighborhood and commercial corridor. Working with MSA's stormwater, transportation and engineering teams, established a plan for the future growth of the area.

Downtown Plan, Verona, WI

Developed long-term redevelopment concepts based on the traffic redesign scenarios. Provided conceptual design for downtown park and streetscaping improvements.

Downtown Plan, Mauston, WI

Developed the plan (content and plan layout), and facilitated portions of the public engagement process. Involved in all steering committee meetings to review and consider edits to the draft plan.

Downtown Plan, Richland Center, WI

Managed the project, developed the plan, and facilitated the steering committee meetings and public engagement process.

Jason Valerius, AICP

Principal in Charge

Jason has more than 20 years of community planning and design experience across the Midwest. He has led the development of comprehensive plans, neighborhood plans, redevelopment plans, and zoning ordinances. Jason manages a talented staff with expertise ranging from comprehensive planning and transportation planning to park and recreation plans, landscape architecture, and urban design.

Education

M.S., Architecture & M.S. Urban Planning | University of Wisconsin-Milwaukee
B.A., Government/Psychology | Lawrence University

Certification

American Institute of Certified Planners

Selected Project Experience

- **Comprehensive Plan,** Burlington, IA
- **Waunakee-Westport Joint Comprehensive Plan Update,** Waunakee and Westport, WI
- **Comprehensive Plan,** Sun Prairie, WI
- **Coulee Vision 2050 Plan,** La Crosse, WI
- **Comprehensive Plan,** La Crescent, MN
- **Comprehensive Plan,** Fox Crossing, WI

Ria Hull, AICP

Planner

Ria is an experienced planner who focuses on development of environmentally and economically responsible policies that enable communities to thrive, foster growth and create a high-quality life for their residents. Ria joined the MSA team in January 2020, after 12 years with the Village of Fox Crossing.

Education

M.S., Urban and Regional Planning | University of Wisconsin-Madison
B.A., English | University of Wisconsin-Madison

Certification

American Institute of Certified Planners

Selected Project Experience

- **Comprehensive Plan Update,** Ripon, WI
- **Comprehensive Plan Update,** Fond du Lac, WI
- **Comprehensive Plan Update,** Lodi, WI
- **Vilas Park Master Plan,** Madison, WI
- **Zoning Administration,** Lowell, WI
- **Zoning Administration,** Dane, WI

Becky Binz, AICP

Planner | CORP Project Manager

Becky is a planner experienced in park and recreation planning, including the development of eight recent CORPs. In addition to developing park and recreation plans, Becky helps clients apply for state and federal funding for specific park projects. Her project management experience has spanned a range of unique and interesting work with a primary focus on housing and parks and recreation planning. In 2019, Becky presented the Baraboo River Corridor Planing effort and best practices for regional recreation planning at the Wisconsin Park and Recreation Association's Annual Conference.

Education

M.S., Urban & Regional Planning | University of Wisconsin-Madison
B.A., Economics and Spanish | University of Wisconsin-Eau Claire

Certification

American Institute of Certified Planners

Selected Project Experience

CORPS

- Middleton, WI
- Hartford, WI
- Mukwonago, WI
- Waupun, WI
- Waunakee/Westport, WI
- Verona, WI

COMPREHENSIVE PLAN UPDATES

- Middleton, WI
- Sun Prairie, WI
- Waunakee/Westport, WI
- Fox Crossing, WI

OTHER PARK PLANS

- Baraboo River Corridor Plan, Phases I & II, Baraboo, WI
- Blufflands Recreation and Conservation Plan, La Crosse, WI
- Rock River Stormwater Group Education, Janesville, WI

Sarah Morrison

GIS Specialist

Sarah's experience includes field collection and observation, GPS post-processing and assisting with design, plans, reports, maps, schedules and various documents. Sarah is also familiar with GIS and creating maps and exhibits for both internal and external clients. She also has experience coordinating with utilities and municipalities, assisting with public involvement meetings and discussing projects with both project staff, officials, and members of the public, completing wetland delineation field work and reports, Phase I and II reporting and inspections and NEPA reports.

Education

B.S., Geography | University of Wisconsin-La Crosse

Selected Project Experience

CORPS

- Middleton, WI

COMPREHENSIVE PLANS

- Shorewood Hills, WI
- Fond du Lac, WI
- Lake Delton, WI

HOUSING STUDIES

- Green Bay, WI
- Beaver Dam, WI
- Sheboygan, WI
- Monticello, MN
- Price County, WI
- Manitowoc, WI

STORMWATER SYSTEM MODELING

- Urbandale, IA

Dan Schmitt, PLA, ASLA, CPSI

Landscape Architect

Dan is a professional landscape architect and plays a key role in each of our recreation-based projects. His experience with on-site construction management provides a valuable understanding of construction detailing and construction workflow including permitting and local code and zoning requirements. His academic focus was to design enriching outdoor spaces for children and he enjoys working on playground projects and exploring techniques for implementing Natural Play. His experiences provide a comprehensive knowledge of site inventory, concept development, landscape plans, planting design and construction details.

Education

M.A., Landscape Architecture | University of Wisconsin-Madison

B.S., Landscape Architecture | University of Wisconsin-Madison

Registration | Certifications

Professional Landscape Architect, MN, WI, IL

Certified Playground Safety Inspector (CPSI)

Selected Project Experience

DEVELOPMENT

- Sauk City Riverfront Park, Sauk City, WI
- Fireman's Park, Verona, WI
- Riverfront Park, Wisconsin Rapids, WI
- Recreation Complex, Wisconsin Rapids, WI
- Lowe Park, Marion, IA
- Riverfront Pocket Park, Sauk City, WI
- Jones Park, Appleton, WI

CONCEPT/MASTER PLANS

- Sauk City Riverfront Park, Sauk City, WI
- Zoo, Wisconsin Rapids, WI
- Fireman's Park, Verona, WI
- Barber Park, Mahomet, IL
- Indianhead and Field Park Master Plan, Mukwonago, WI

Raine Gardner, PE

QA/QC

As our Parks and Recreation practice lead, Raine leads a team of landscape architects, waterfront development specialists and project engineers. She also works with governments in planning, design and constructing infrastructure systems. Raine has worked on a variety of projects including recreational parks and trail projects, waterfront development/access, river corridor planning, park master planning and concepts, stormwater, water main, and sanitary sewer design, roadway reconstruction, lake dredging, and streetscaping plans.

Education

M.S., Civil Engineering | University of Wisconsin-Madison

B.S., Civil Engineering | Michigan Technological University

Registration

Professional Engineer, WI, MN, IA, MI

Selected Project Experience

CORPS

- North Freedom, WI
- Middleton, WI

OTHER PARK PLANS

- Baraboo River Corridor Project
- Baraboo River Communities

DESIGN AND DEVELOPMENT

- Erb Park and Swimming Pool, Appleton, WI
- Clara Avenue Multiuse Trail, Lake Delton, WI
- Witter Field and Pool, Wisconsin Rapids, WI
- Town of Rome Splash Pad, Rome, WI
- Mead Field Splash Pad, Wisconsin Rapids, WI
- Riverside Park, Mauston, WI

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.

COMPREHENSIVE PLAN 2022-2042 | REEDSBURG, WI | MARCH 31, 2021

MSA | planning + design studio