

Professional Services Proposal
**Comprehensive Plan
Writing**

Prepared for the
City of La Crosse, WI

November 15, 2021



GR̄AEF

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Milwaukee, WI 53203



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November 15, 2021

Lewis Kuhlman, Environmental & Sustainability Planner
City of La Crosse
400 La Crosse Street
La Crosse, WI 54601

collaborāte / formulāte / innovāte

RE: La Crosse Comprehensive Plan Writing RFP

Dear Mr. Kuhlman,

La Crosse needs an intuitive, user-friendly, expertly produced document that will help guide the City's prosperity for the next decades. The GRAEF Team will provide La Crosse with a full range of talented professionals in planning, urban design and development, housing and economic development, transportation, historic preservation and community-wide economic development. The GRAEF Team includes: GRAEF, MSA, SB Friedman, 106 Group, and Community Design Group. The track record and expertise of the team is described throughout this proposal. La Crosse also needs a clear line of coordination and project management. GRAEF will lead the Project, coordinate all elements, ensure compliance with statutes, prepare final documents and create a collaborative, productive planning process. The specific responsibilities and focus of each team member are shown in the following sections.

1. Detailed Knowledge of La Crosse to Envision the Big Picture

The GRAEF Team features individuals with a deep-rooted understanding of the unique challenges and opportunities facing La Crosse, from its historic waterfront to the universities and healthcare entities that call the City home. Team members have participated in crafting past plans including the 2011 Harbor and Waterfront Plan and the 2004 Downtown Plan. Collectively, the GRAEF Team's work history and general proximity to La Crosse (with offices in Minneapolis and Madison) present a distinctive asset to the City. From day one, we can work closely with City staff to develop a robust Community Participation Plan, evaluate existing plans and elements to integrate into the new Comprehensive Plan, and ensure a strong and smooth process.

2. Ensure Accountability for Implementation (and Go Beyond the Statutes)

"Shelf" plans are not only useless, but they waste valuable resources – time and money. The GRAEF Team has demonstrated experience producing comprehensive plans for communities of similar size and composition as La Crosse that produce real results and help transform a community over time. Our plans are more than roadmaps – they become task lists, with resources, schedules, and accountable parties. Our plans are rather paged through constantly and used as effective guides for the community's future. We understand La Crosse desires a "comprehensive" plan in every sense of the word: one that abides by state statutes but goes beyond to ensure each element is prepared with input from the community, the best available research and data; and, most importantly, is actionable to provide a framework to reach the City's vision.

3. Integrate All Technical Inputs – From Staff, Consultants & Stakeholders

We understand La Crosse seeks a Team with diverse yet specified expertise to effectively address the range of topics that will be featured in the Comprehensive Plan, from the historic preservation of the City's unique treasures to the evaluation of housing stock and natural resources for all residents to enjoy. For example, past history and current housing are not isolated subjects, but components of an overall community that provide the framework for shaping the future. Our Team is also well-equipped to work alongside staff and the City's media partner to effectively and efficiently engage all stakeholders within the City not only to share their opinions, but to share their stories. As demonstrated later in this proposal, our team brings an expert eye to each element of the Comprehensive Plan as well as open ears to listen to the community's priorities and transform them into solutions.

4. Collaborate “Comprehensively” To Create Sixteen Elements Defined By La Crosse

We understand our role to support city staff throughout the community engagement process and to provide the technical and topical expertise to develop an innovative, actionable Comprehensive Plan. La Crosse needs consultants who work as a team, who collaborate easily, and who are technologically and organizationally well-suited to this type of project. Together, we can work seamlessly with La Crosse staff, sharing information and evaluating actions throughout the process. We see the La Crosse Project not only as an opportunity to chart the next decade of vitality for the City, but also as a chance to re-engage the residents and businesses in a robust community engagement process that is accessible to everyone.

Our team is excited to work with La Crosse on the Comprehensive Plan. Please contact us with any questions.

Sincerely,



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Scope of Services

Our scope addresses the three tasks outlined in the Request for Proposal:

Task 1. Community Participation Plan

- Through coordination with City staff and the Media Consultant
- By providing influence and innovation in outreach methods, behind-the-scenes, such as innovative platforms like Social Pinpoint: allowing virtual data gathering and opportunities for stakeholder's involvement.

Task 2. Updating the Comprehensive Plan and its minimum components

- By structuring minimum, required individual components as meaningful parts of the whole: each support one another and are part of the larger customized, usable plan developed through thoughtful public engagement that protects the City's future and instills local resilience.
- As the technical team with a diverse background as presented in team resumes (found in following section of this proposal); including expertise in planning, urban design, transportation, bicycle/pedestrian planning, housing, historic preservation, public utilities, community facilities, airport planning, and zoning and land use.
- By listening and extracting key elements and priorities gathered during the public engagement process
- By updating and checking-in at milestones throughout the Comprehensive Plan update process
- By updating Comprehensive Plan component spatial data for GIS use, population and demographic trends, necessary infographic illustrations and maps (including the land use map) to guide and facilitate discussion at Steering Committee meetings, public meetings, and City staff meetings.

Task 3. Adoption Process

- Developing a cohesive and comprehensive technical document under budget and in a timeframe consistent with the City's vision
- Working along-side staff to update and incorporate all technical material, public engagement priorities, and minimum State and Local Comprehensive Plan statute categories in a cohesive document that provides a long lasting commitment to growing the City of La Crosse over the next 10 years
- Updating City GIS spatial data with tailored, technical expertise and outside-the-box creativity to provide a wide range of GIS database objects with the ability to scale for future use.



Task One. Community Participation Plan

Building a user-friendly, long-term, resilient plan.

The GRAEF Team will work closely with the media consultant and the Steering Committee to ensure an effective, fully integrated approach to public participation. We have accomplished this integrated communication task in other communities and support this multi-team approach. We have used a variety of online and in person techniques to garner information including, for example, Social Pinpoint. We reach out to both individuals and groups. We undertake confidential interviews, as well as open, public charrettes. In all cases, the key is to listen actively and to respond directly. We know that without a candid and thorough participatory process the plan will not work. We are also adept at revising participation plans in terms of scheduling and content to fit the needs of each community. For La Crosse, at this time, our scope includes the following deliverables:

- *1 visioning “SWOT” public open house*
- *3 neighborhood-level focus groups (held same day, during the neighborhood-level work)*
- *2 department-level working meetings (held same day, during the systems work)*
- *1 final draft presentation to Plan Commission*
- *Ongoing text and photos for website updates at key milestones, to be used by City staff on a Comprehensive Plan page on the City’s website*
- *Holistic draft implementation framework and action plan*
- *Map/graphic/GIS updates*
- *Electronic copy of the first draft comprehensive plan update for city review*
- *Electronic copy of the second draft comprehensive plan update for public review*
- *Electronic copy and thirty hard copies of the final draft comprehensive plan update for adoption*
- *After adoption, an electronic copy of the final comprehensive plan update with the adoption date listed.*

Task Two. Updating the Comprehensive Plan and its Minimum Components

Infuse the good stuff.

The GRAEF Team will address each of the elements, tasks, and subtasks requested by the RFP. But this is never enough. The plan must go far beyond minimal requirements and basic elements. We will go beyond the statutes to address the broader, deeper aspirations of each community. We can accomplish this as the technical team with a diverse background as presented in team resumes (found in following section of this proposal), ***including expertise in planning, urban design, transportation, bicycle/pedestrian planning, housing, historic preservation, public utilities, community facilities, airport planning, and zoning and land use.***

Build a Strong Foundation

La Crosse deserves a robust, design-forward, usable game plan that will protect the community’s future and instill local resilience. When we embark on this process together, we will frame and customize the planning process through an exploratory conversation with staff and the media consultant. The GRAEF Team intends to develop a final product that fosters a compelling narrative about La Crosse’s rich history and outlines a usable game plan for the future.





The Team will begin with data requests and a “soft kick-off” online conference with City staff. During this meeting, the planning team will work with City staff to begin to understand the current conditions of the study area, opportunities/challenges related to future growth, and findings as part of the community engagement component with the Media Consultant.

Meetings and Deliverables:

- *One (1) data gathering and kick-off meeting with staff*
- *Update project schedule and timeline*
- *One (1) meeting with staff and media partner to discuss findings and align schedules*

Craft an Attainable Vision with Relevant Goals

The City of La Crosse’s Comprehensive Plan foundation will be crafted by extracting the relevant, updating the old, and infusing new structure and best practices. Categories of content can be organized for La Crosse to maximize usability and align under an umbrella of over-arching themes and priorities led by community input. The GRAEF Team will conduct and facilitate a discussion related to opportunities and weaknesses of the Study Area, known as a “SWOT” analysis with City staff and the Comprehensive Plan Update Steering Committee members. We will develop a SWOT-style “triage” session of the current comprehensive plan sections:

- past plan components that have already been achieved
- components that may be beyond the purview of the cities existing resources and authority
- components where concerted action by the city will make the difference between success and failure

Based on the initial conversations, some elements will warrant more specific discussion, such as transportation, housing, or natural or cultural resources. We can collaborate with user groups and utilize our in-depth team members to address certain “priorities.”

Meetings and Deliverables:

- *Ongoing public engagement support and facilitation (remote and in-person)*
- *Meetings (1): one City staff “SWOT” meeting, teleconference review of existing 2002 Comp Plan*
- *Deliverables: individual component maps and graphics, SWOT findings summary*

Go Beyond the Statutes

For more than two decades Wisconsin’s comprehensive plans have adhered slavishly to outdated components of state statutes. Our team will ensure compliance, but we will also go beyond those limitations. The RFP’s 16 categories of issues are a first step in the right direction. To go further, the GRAEF Team will host conference calls with City staff to review open house feedback and begin the finer, more detailed, neighborhood review. We frame the goals, issues, and policies at a higher level, in terms of regional systems as well at more detailed levels for individual neighborhoods, districts, and corridors.

The high-level review of regional/city-wide systems will include connectivity, transportation, recreation and natural resources, housing, infrastructure, and regional cooperation. The GRAEF Team will facilitate up to two same-day (2) department-level focus group discussions on key elements. The City may invite key community partners and experts to enhance the discussion and drive forward the plan content. The more detailed planning level will look closely at neighborhoods, districts, and corridors.



Each subarea will have different priorities and different goals for implementation. Here, too, GRAEF will hold focus group discussions and meetings.

Meetings and Deliverables:

- *For regional systems: up to three (3) meetings total, one (1) with City staff and up to two (2) department-level*
- *For Neighborhood, Districts, Corridors Systems: up to four (4) meetings, (3) special focus group neighborhood meetings and (1) with City staff*
- *PowerPoint files for staff use at Plan Commission meeting*

Task Three. Adoption Process- Final Approved Plan

Curate La Crosse's robust, design-forward, usable game plan.

Prepare the Preliminary Draft Plan – As a Collaborative Effort

Our team will work with City GIS staff for the final edits and refinement of the maps to be included. The analysis and data collected to date will be incorporated into a preliminary draft and sent to the City for review and comment. Prior to the final assembly and editing of the document, the team will have a check-in call with the City's project manager(s) to discuss any final findings and thoughts, including a discussion of the overall structure of the document. A matrix of action items will be included that functions similarly to an action plan. This helps to combine the long-range vision of a comprehensive plan with the functionality of an annual action plan. It can be developed as a stand-alone chart that can be updated by staff on an annual basis so that the comprehensive plan can be a useful tool throughout the coming years.

Meetings and Deliverables:

- *Meetings: up to one (1) meeting with City staff*
- *Deliverable: preliminary draft document*

Deliver the Final Plan – as an Actionable, Coherent Statement, not a “Shelf” Plan

Finalize for the City of La Crosse a robust, design-forward, usable game plan.

Working from a markup from the City, the GRAEF Team will conduct the final edits; at this stage, the level of effort intended to be minor edits of text or slight formatting. The format will facilitate both hard copy and online documents.

Upon final review by the City, the final draft documents will be printed. The GRAEF Team will develop a PowerPoint of up to 20 slides for City staff to share final findings in summary fashion with the Steering Committee and, Common Council for final adoption by the City. The GRAEF team and City staff will be able to refine this schedule during the project initiation to best suit the City's needs.

Meetings and deliverables:

- *Up to two (2) meetings, one (1) City staff, one (1) Plan Commission review meeting*
- *Final document, including three (3) hard copies and digital version of completed plan*
- *The scope includes public meetings as described above as well as aiding staff in the development and facilitation of public engagement. It is understood that City staff lead approval/adoption process with the Common Council with the GRAEF team available for questions.*



Detailed Methodologies

1. Approach to Historic Preservation/Heritage Preservation Plan
2. Approach to Bicycle/Pedestrian Planning
3. Approach to Economic Analysis
4. Approach to Housing, Transportation, Airport, Community Facilities, and Public Utilities

1. Approach to Historic Preservation/Heritage Preservation Plan

In order to develop an implementable and successful preservation plan, the planning process should include the following components:

- **Build on Existing Information:** We will conduct a review of existing documents and previous preservation efforts to establish a set of baseline data that outlines the history of preservation activities in La Crosse, reflects what has already been done, identifies gaps and missing pieces, and forms the basis of the planning process.
- **Stakeholder Input:** The planning process should seek input from city, regional, and state agencies, as well as engage neighborhoods, owners of historic properties, preservation organizations, and other interested members of the public to get their unique perspectives on the plan. Only through meaningful dialogue and input from key stakeholders will an implementable plan evolve.
- **Educational Opportunity:** The plan should seek to build consensus by reaching out to and educating the public. Ownership by the community in the city’s heritage resources results in stewardship of our resources.
- **Balance Between Preservation and Development:** Preservation planning always involves a natural tension between preservation of the old and development for the future. This tension can be a good one, and our team will seek to develop this in a positive way so the result of the plan is a constant, implementable strategy that allows for meaningful historic preservation in a growing, dynamic 21st century city that has pride in its past and great potential for its future.
- **Heritage Tourism and Economic Development:** Historic buildings, districts, and sites are often viewed as obstacles to growth. But historic places should be seen as assets and through educational and heritage tourism strategies can contribute to the community’s economic development.

Developing the Plan

A successful plan is the culmination of an informed planning process. 106 Group will research and develop the preservation plan through key stakeholder participation, based on local, state, and national examples, and in accordance with the Secretary of the Interior’s Standards for Planning and WHS’s online resources for preservation of historic resources. As part of the planning process, 106 Group will implement the following process and tasks.



Review of Existing Materials

106 Group will review a range of in-house materials and those on file with the City departments, particularly Heritage Preservation Commission and Planning & Economic Development, University of Wisconsin La Crosse, online or remotely available information from the Wisconsin Historical Society, and La Crosse County Historical Society. Comparative Preservation Plans from similar communities to La Crosse will also be reviewed.

Engagement & Meetings

106 Group and GRAEF will work with city staff, HPC, and the community to identify issues and opportunities. We will participate in up to two virtual sessions with city staff, HPC commissioners, and/or key stakeholders.

Integration with City's Comprehensive Plan

Our team will review the existing comprehensive plan and will work with the project team and city staff to identify aspects of the preservation plan that should be incorporated into other parts of the city's comprehensive plan. Our work will be incorporated into the overall comprehensive plan. We will work closely with Graef to ensure the preservation plan section works seamlessly with the other sections of the comprehensive plan. We envision the plan will:

- Provide baseline data and provide a background on previous preservation efforts in La Crosse, including successes and failures.
- Develop preservation principles.
- Outline the legislative framework regulating historic resources at the federal, state, and local level.
- Establish clearly defined and implementable goals and objectives.
- Prioritize the goals and objectives.
- Articulate recommendations on integrating preservation planning into the greater planning process for the city.

2. Approach to Bicycle/Pedestrian Planning

In keeping with the City's Municipal Code and Wisconsin Statutes, the City of La Crosse seeks to develop a Bicycle and Pedestrian component as part of its Comprehensive Plan. This element will be led by Community Design Group (CDG).

This component will be based on and update the City's 2012 Bicycle and Pedestrian Master Plan and offer guidance that is visionary, responsive to community needs and aspirations, reflects state-of-the-art best practices for growing biking and walking, and leads to implementation.

The component will build on recent City work and successes and include a careful assessment of current issues including safety, user comfort, counts of actual facility use, and a thorough evaluation of network features, gaps, and barriers.



We will use the information gathered to identify and prioritize “6Es” infrastructure and programming initiatives and projects, including an All-Ages and Abilities biking and walking network offering local and regional connections – as well as innovative and cost-effective education, encouragement, evaluation and enforcement initiatives.

A key goal for this component will be to intertwine with the Comprehensive Plan’s other recommendations, including for land use, economic development, parks, and downtown vitality – to offer an integrated perspective that will expand transportation options to residents, employees and visitors throughout the City, and elevate the role, use and importance of biking and walking in the City’s transportation landscape.

Outcomes:

The Bicycle and Pedestrian component of the Comprehensive Plan will support City of La Crosse goals to:

- Grow its orientation to walking and biking
- Improve safety and comfort for all users
- Identify opportunities to maximize current opportunities for infrastructure improvements
- Guide an integrated set of infrastructure and programming (6Es) approaches
- Increase the number of people using walking and biking in the city as part of their daily lives
- Improve community health, quality of life and enjoyment for all its residents, employees and visitors
- Integrate recommendations with those of other Comprehensive Plan components, including land use, economic development, parks & recreation, and downtown vitality
-

3. Approach to Economic Analysis

This section will be led by SB Friedman.

Review Prior Plans and Reports.

The team’s economic experts will review the current comprehensive plan and other economic development plans to understand the prior goals and conditions within the City.

Conduct Economic Base Analyses

Using EMSI we will analyze key sectors of the City’s labor force and economy and identify growth areas that could attract further investment. We will also use Esri to assess new business formation.

Summarize Findings

Prepare charts and tables summarizing existing economic base conditions.



Plan Publication & Final Executive Summary

SB Friedman will review the draft Comprehensive Plan and Executive Summary documents and provide feedback to GRAEF as they incorporate our findings into the updated comprehensive plan.

4. Approach to Housing, Transportation, Airport, Community Facilities, and Public Utilities

Housing

We expect housing to be a central topic of this plan, a focus of attention by many stakeholders. Housing policy affects who gets to live in La Crosse (through affordability, principally), it determines the appearance and function of neighborhoods, and it helps or hurts job creation in the city. We will document current conditions and trends with data from the City, the American Community Survey, HUD, and the Multiple Listing Service, and then develop projections for housing unit needs over the next 20 years by unit type, tenure, and price. We will review housing-related content in the downtown plan and neighborhood plans, identifying how those plans are consistent (or inconsistent) with city-wide needs. Using feedback collected through stakeholder interviews and community surveys we will describe a vision for the future of the city’s housing and also any impediments to that vision. Goals, policies and actions will address the vision and the impediments, including practical steps to address affordability, quality, and supply challenges.

Transportation

The Transportation element must be developed in coordination with land use and economic development policy, taking into account the close relationships among those topics. MSA will start with a review and understanding of the various adopted plans and recent planning efforts addressing transportation, including the Transportation Vision Charrette (2015), the South Ave Multimodal Assessment (2018), the Safe Routes to School Plan (2020), and plans adopted by the La Crosse Area Planning Committee (LAPC) (we expect that planning for bike and pedestrian transportation is a high priority and the plan will incorporate a specific section with that focus). We will also review adopted neighborhood, small area, and downtown plans to identify transportation projects and policies. We will interview and coordinate with Municipal Transit (MTU), the Street Department, the Parking Utility, the La Crosse Area Planning Committee and other agencies as identified. Existing conditions will be described with data provided by the City and supplemented as appropriate from US Census Bureau and State of Wisconsin sources. Community engagement activities will include a variety of discussion topics and survey questions related to transportation practices and preferences. Transportation policy will be developed with an eye to consistency with adopted plans, though may in some cases identify (and call out) desired departures from prior plans based on public preferences and/or best practice innovations related to issues like safety, personal mobility, or technological change.



La Crosse Regional Airport

The La Crosse Airport is an asset to the City and the region, supporting business development, tourism, and transportation flexibility for residents. It is also a land use planning challenge, to maintain resident safety and consistency with height and use restrictions. MSA will review the adopted land use plan (2011), Chapter 8 of the Municipal Code (updates in 2016), and any other current plans maintained by or for the airport to identify limitations affecting land development in the City. We will interview the Airport Director and City Planning staff regarding issues and opportunities related to airport operations, and seek public feedback on policy issues if appropriate. Policy related to the airport will generally seek to protect and promote its operational capacity, in balance with neighborhood livability and environmental protections.

Community Facilities

Community facilities and services to be addressed in this element include public safety resources, schools, and a wide variety of structures and the activities they support, from City Hall to public works facilities (Park and Open Space resources will be addressed in a separate section). MSA will review capital improvement plans and strategic plans and interview public works staff to identify issues and opportunities to be addressed in the plan.

The various facilities and their uses will be described and mapped. Coordination with the La Crosse School District will be a critical component of this process, and we anticipate both interviews and possibly joint meetings with staff and elected officials from the City and the School District to explore issues and opportunities related to the success of each and the relationship between the City and District. Public engagement efforts and policy development will focus on opportunities to enhance quality of life in the City and within specific neighborhoods through strategic investments and cooperative use arrangements for various facilities. We will also watch for and explore opportunities for regionalized services and intergovernmental collaborations, such as the ongoing efforts of the La Crosse Fire Department.

Public Utilities

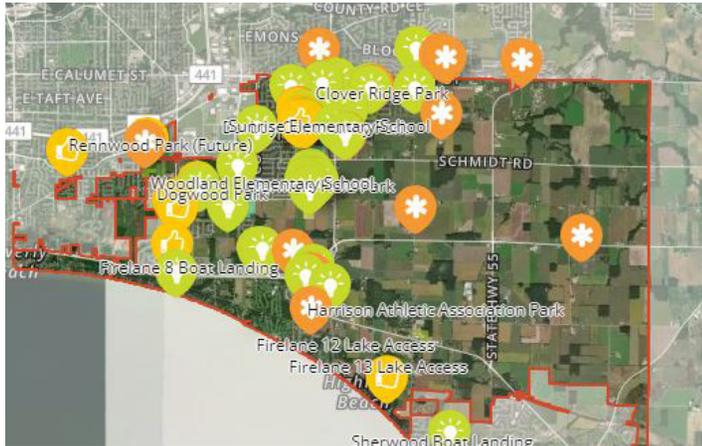
Public utilities and services to be addressed in this element include water, wastewater, solid waste, energy and communications services. Though often not visible and taken for granted, these are critical services essential to the function and livability of the community. MSA will review capital improvement plans and facility plans, and interview public works staff to identify issues and opportunities to be addressed in the plan, including a focus on constraints to outward and infill growth and development. Existing conditions will be described and mapped as appropriate with data available from the City and its utilities. Some of these systems are shared with other municipalities, or represent opportunities for regionalized services; we will explore and consider policy related to such opportunities as appropriate.

Drag to comment >

 My Favorite Spots in Harrison

 New Park Activity Idea

 New Park Location Idea



We offer a unique community engagement platform that allows community members to post feedback via an online virtual forum. This enables stakeholders who might be unable to attend workshops in-person to provide input, allowing us to reach traditionally hard-to-reach constituents and better structure recommendations based on wide representation from the community.



COMMENT ON THE MAP

Add comments to the map!
Click the button below to access the interactive map for Harrison's CDRP Update process.

[See Project Map](#)



TAKE THE SURVEY

Take the survey!
Click the link below to take the Village of Harrison's Park and Recreation Planning survey. The results will help guide the planning process & future investment.

[Take The Survey](#)



READ THE 2014-2019 PLAN

Want to learn more?
Read the 2015-2019 Comprehensive Outdoor Recreation Plan document by clicking the link below.

[Read the Plan](#)

GIS / Mapping



GRAEF recognizes that GIS plays an essential role in your community. Cartographic services, asset management, community outreach, and accompanying analysis all aid by helping you make informed decisions, produce daily results, and plan for the future. All of this will save your community money.

GRAEF also recognizes that no two communities are alike. Our GIS specialists have the ability to identify and embrace those differences and provide simple, intuitive solutions. GRAEF GIS specialists are well-versed in the latest GIS techniques including the use of state-of-the-art equipment and software. With technical expertise and outside-the-box creativity, we can provide a wide range of GIS services for your community.

GRAEF is committed to helping communities collect, manage, visualize, and analyze their data in ways they never knew existed.

GRAEF GIS staff work with key stakeholders to help communities make informed decisions.

- Cartographic Services and Analysis
- GPS Services
- Document / Asset Management
- 3D Modeling
- Web-Based Mapping
- Community Outreach Web Portals
- Education and Training

Schedule

	Feb '22	Mar '22	Apr '22	May '22	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23	Apr '23
1 Discovery															
a Project kick-off meeting with City Staff; revise and finalize scope of work and timeline	█														
b Evaluate Existing Plans, Extract Relevant Info and Unfinished Actions	█	█													
c Data Collection and Collaboration with City Departments	█	█	█												
d Develop the Community Participation Plan	█	█													
e Meet and Collaborate with Media Partner	█	█													
f Design & launch Social Pinpoint Engagement Website	█	█	█												
g Support City Staff to initiate Community Participation Plan	█	█	█	█	█	█									
h Evaluate Existing Maps and GIS Data	█	█													
2 Craft the Plan Foundation															
a A Place to Call Home (fulfills Intro & Summary, Issues & Conditions, Housing, & Cultural Resources)		█				█	█	█	█						
b A Place to Prosper (fulfills Econ. Devt. & Ag. Resources)		█				█	█	█	█						
c A Place to Admire (fulfills Land Use, Transp. & Airports, Nat. Resources, Urban Design, & Parks/Open Space)		█				█	█	█	█						
d A Place for the Long Term (fulfills Utilities, Comm. Fac., Intergovt., Downtown)		█				█	█	█	█						
e A Place to Make Change (fulfills Implementation)								█	█						
3 Elements Beyond the Statute															
a Create the Heritage Preservation Plans (a) & (b)		█	█	█	█	█	█	█	█	█					
b Work with Bicycle and Pedestrian Committee to design & integrate updated goals for the Bicycle and Pedestrian Plan					█	█	█	█	█						
c Integrate recommendations from the Climate Action Plan and infuse resilience recommendations										█	█	█			
4 Infuse the Good Stuff															
a Evaluate and Reflect the Action Landscape through Economic Conditions										█					
b Prepare Government Services, Utilities, and Intergovernmental Synopsis									█	█	█				
c Identify Capital Improvement and Resource Expenditure Considerations											█	█			
d Create and Update GIS Maps											█	█			
5 Curate La Crosse's Robust, Design-Forward, Usable Game Plan															
a Draft Comprehensive Plan and Revise Based on City Staff's Feedback											█	█	█	█	
b Prepare Final Draft Plan for City Adoption and Distribution															█
c Attend Common Council Meeting and Answer Questions															█
d After Adoption: Date Stamp the Final Plan for the City															█
e Transfer GIS/Mapping Data to City															█
6 Project Management															
a Regular Progress Meetings with City Staff & Comp Plan Steering Committee, including written updates	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

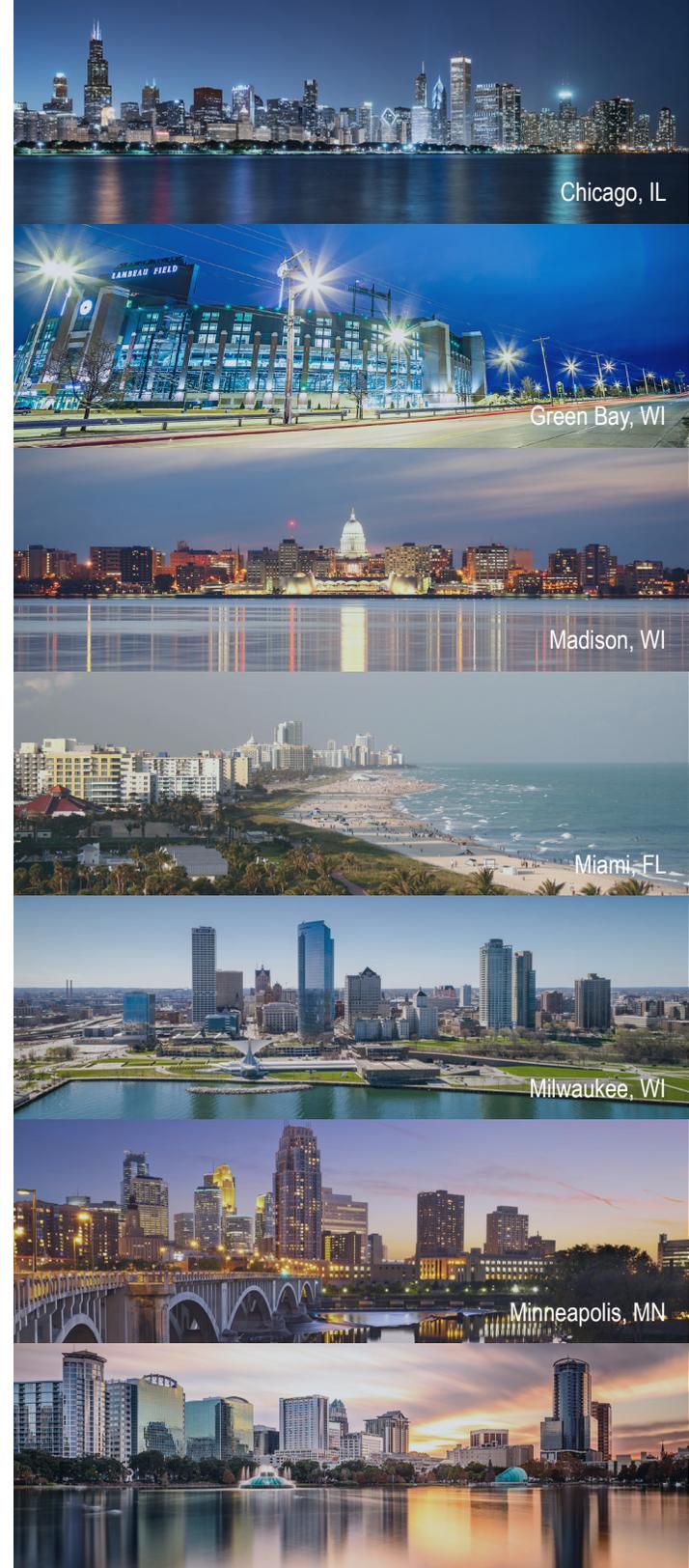


our core purpose

To improve the physical environment for the benefit of society in a sustainable manner.

GRAEF is a multi-discipline, planning, design, and engineering firm dedicated to serving public and private clients throughout the United States. For 60 years, our ability to excel has been driven by integrity, quality, and our commitment to customer service. GRAEF began as an individual partnership structural engineering firm in 1961. Today, with more than 270 employees in eight offices in the Midwest and Florida, GRAEF offers our clients a full range of consulting services.

GRAEF is ranked in Engineering News-Record (ENR) Top 500 Largest Design Firms and is ranked 28th in Building Design + Construction's (BD+C) list of the nation's Top Engineering-Architecture firms.



Chicago, IL

Green Bay, WI

Madison, WI

Miami, FL

Milwaukee, WI

Minneapolis, MN

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**WE PROVIDE
QUALITY
CONSULTING
SERVICES IN:**

Planning + Urban Design

Economic Development

Landscape Architecture

Structural Engineering

Site/Civil Engineering

Traffic/Transportation Engineering

Environmental Engineering

Surveying + Field Services

Sustainable Design

Mechanical Engineering

Electrical Engineering

Plumbing/Fire Protection Engineering

Commissioning



SB Friedman Development Advisors (SB Friedman) is a specialized real estate, community and economic development, and public-private finance advisory firm based in Chicago. Founded in 1990, we work closely with our clients to:

- » Evaluate development potential;
- » Project market and financial feasibility;
- » Identify innovative public-private development solutions; and
- » Prepare implementable development strategies and policies.

Our firm is recognized as one of the few consulting companies that truly understand both the public and private perspectives on development issues. We have expertise in market and economic analysis related to a wide variety of development types, including residential (both market rate and affordable), retail, office, entertainment, senior housing, mixed-use facilities, industrial, and research and development facilities. We ascertain real estate market trends, competitive position, market niche and concept, absorption and pricing, development conditions, physical requirements, configuration and integration of uses and users, and tenant mix and leasing parameters. Particular attention is paid to the demographic and economic changes underlying market demand.

SB Friedman has extensive experience in development financing and has assisted numerous municipalities throughout the Midwest with underwriting for public-private transactions. This is particularly relevant in today's credit constrained economic environment where the public sector may need to be involved in facilitating high-impact development.



Downtown Master Plan
Manitowoc, WI



For nearly 30 years, 106 Group has guided the planning, management, and interpretation of natural, historical, and cultural resources. Built on the belief that communities are strongest when they evolve with a rooted sense of their own authentic heritage, we've developed innovative solutions to document resources and uncover powerful stories. Our company-wide commitment to preserve history and culture is the connecting thread that weaves through our diverse portfolio. 106 Group is a Small Disadvantaged Business (SDB) and a certified Disadvantaged Business Enterprise/Woman-owned Business Enterprise (DBE/WBE).

106GROUP



Cultural Heritage Planning

- Master Planning
- Strategic Planning
- Preservation Planning
- Tourism Planning
- Community Engagement



Cultural Resource Management Planning

- Archaeology
- Tribal Consultation
- Architectural History
- Risk Assessment
- NHPA & NEPA Compliance



Interpretation & Exhibit Design

- Interpretive Planning
- Exhibits
- Waysides & Wayfinding
- Digital Experience Design
- Universal Design & Accessibility



**LEADERSHIP IN MULTIMODAL
TRANSPORTATION PLANNING**

Safe, comfortable, connected,
and inviting transportation
networks addressing the needs
of people of all ages and abilities
- and increasing access, safety,
and convenience for people
walking, biking and enjoying
their communities.



**LEADERSHIP IN
MULTIMODAL
TRANSPORTATION**



**PROACTIVE + EFFECTIVE
COMMUNITY ENGAGEMENT**



**BUILDING QUALITY OF LIFE
THROUGH PLACEMAKING +
COMMUNITY PLANNING**

Community Design Group (CDG) is a planning and design firm specializing in bicycle and pedestrian planning, community visioning and engagement, and placemaking and urban design.

Active since 2001, CDG is recognized for its people-centered, asset-based approach that infuses a community health and Active Living perspective through all of its work.

CDG's work responds to a community's unique history, context and circumstances to offer cost-effective, implementable recommendations that respond to community needs and vision and help make cities more healthful, vital and prosperous places.

CDG's community-centered approach engages clients, residents and stakeholders in meaningful consultation and develops consensus toward solutions and implementation.

FIRM FACTS

- » Established 2001
- » Twenty years providing services throughout the Midwest (MN, WI, ND, IA) and also internationally in Mexico and Peru
- » Based in Saint Paul, MN

SPECIALTY AREAS

- » Bicycle and Pedestrian Planning
- » Community Planning, Placemaking and Urban Design
- » Community Visioning and Engagement

CERTIFICATIONS

CDG is a 100% Hispanic-owned small business and holds current certifications as a Small Business Enterprise and Minority Business Enterprise (SBE, MBE, DBE).

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 consists of:

- 8 American Institute of Certified Planners (AICP)
- 2 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

Core Services

Below is a sample of the services that MSA's Planning + Design Studio offers.

- 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

South Milwaukee Comprehensive and Downtown Plan Update

City of South Milwaukee | South Milwaukee, WI



In 2014, the City of South Milwaukee recognized a need to update not only its comprehensive plan, but also its economic development and downtown strategies. The GRAEF team worked closely with the City’s staff, Plan Commission, Downtown Advisory Committee, and Common Council through 2016 to create a customized action plan to jump-start community revitalization. The City and GRAEF have since created a Downtown Guide, executed a Downtown Revitalization Grant program, created / amended / extended 3 TIDs, and secured \$2.45m in economic development grants to the City.

Plan Emphasis

South Milwaukee’s Comprehensive and Downtown Plan Update combined an overall approach to each neighborhood, district, and corridor with a major focus on downtown redevelopment.

Innovation

The plan used GRAEF’s “neighborhood-district-corridor” approach to identify historic areas needing preservation, environmental features that added value along the Oak Creek riverwalk, new lakefront properties, and industrial area redevelopment.

Revised Land Use Process

A major outcome was the revision of the future land use plan. An innovative format provided many opportunities for mixed use as well as rapid change in uses in order to accommodate new investment opportunities.

Reference:

Patrick Brever
Assistant City Administrator / Economic
Development
Director, City of South Milwaukee



Award: 2012 APA-WI Award for Planning
This innovative, award-winning plan addressed the combined future of Waukesha's downtown along with three critical urban neighborhoods. It contains not only a broad vision but detailed action plans with recommended physical interventions.

Reference:
Maria Pandazi
Deputy Director, Community
Development, Waukesha
mpandazi@waukesha-wi.gov
262 / 524 3750

History

Waukesha was once an historic resort community with one of the most charming and intricate downtowns in Wisconsin. Today, it represents the type of community that forms the backbone of the urban Midwest – a mid-tier city with all of the requisite components to create a great urban place for the next generation. This plan builds on Waukesha's recent successes and points the way toward a major urban renaissance for the next generation.

Goals

The plan establishes the overall vision for the Downtown and establishes nine key goals regarding the creation of complete streets, residential diversity, economic vitality, revitalization of three neighborhoods and creating memorable arterial pathways.

Implementation

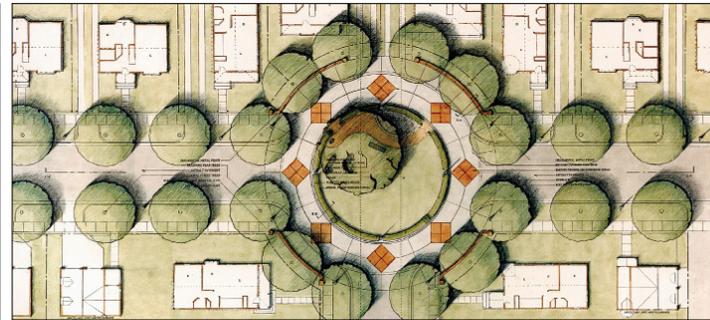
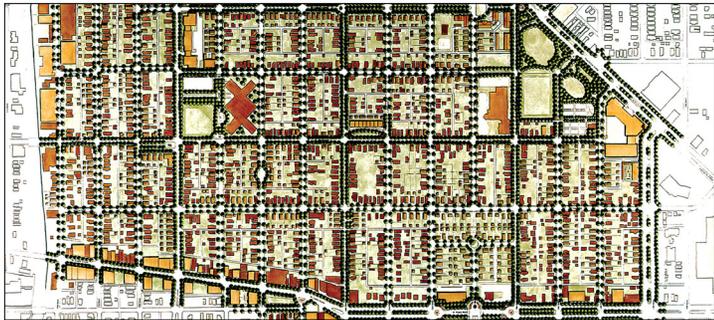
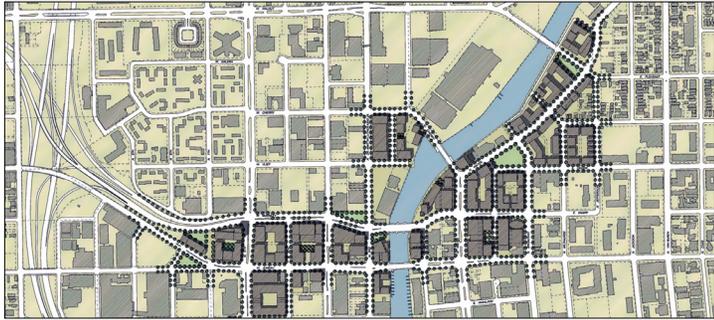
The plan includes detailed urban design concepts linked to the goals and an specific implementation plan addressing the roles and resources of multiple city agencies and the private sector.

Complete Streets "Master Plan"

A key component of the plan is the integration of new development with details for pedestrian, bicycle, and vehicular circulation. The first step in implementation has been the creation of a comprehensive street master plan.

Planning and Design for Milwaukee

Relevance to La Crosse: A strong comprehensive plan must include both a big picture as well as the detailed “pieces of the puzzle.” For the City of Milwaukee, GRAEF has completed numerous planning components for neighborhoods, districts, public places, and environmental corridors. We have done this in other cities and can do the same for La Crosse.



Like La Crosse, Milwaukee’s planning requires an understanding of how each piece of the puzzle fits together. GRAEF planners and designers led these projects (left to right, top to bottom): District plan for the Park East Corridor; neighborhood plan for the Northwest Side; neighborhood plan for Midtown; housing development for City Homes; river restoration and park for the Kinnickinnic River; reviewing plans for the Kinnickinnic River; watershed planning and park development for Pulaski Park; revitalization of Burleigh Street; working with the neighbors for Fond du Lac and North.



Reference:

Rocky Marcoux
Commissioner of the Department of City
Development (former), Milwaukee
marcouxm4@gmail.com
414 / 323 9659

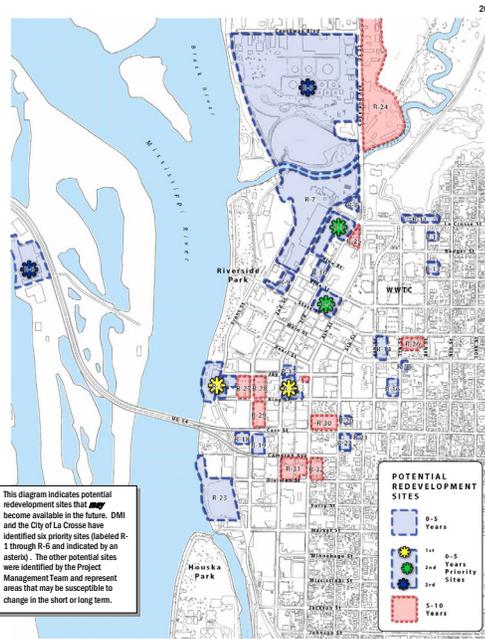


Fig. 6.3-Potential Redevelopment Sites

LA CROSSE CITY VISION 2020 MASTER PLAN



Fig. 6.4-TIF Investment

LA CROSSE CITY VISION 2020 MASTER PLAN

LA CROSSE CITY VISION 2020 MASTER PLAN

LA CROSSE CITY VISION 2020 MASTER PLAN

The City Vision 2020 Master Plan is one of three separate planning efforts that have occurred simultaneously in the Spring of 2004. A Downtown Historic District Preservation Plan authored by URS inc. and a Downtown Marketing Study completed by Interact Communications have paralleled and dovetailed with the City Vision 2020 process in order to create three separate but interrelated plans. At each of the three public meetings held to gather public input, each of the three plans was presented and discussed in order to enhance the sense of interrelatedness between the plans.

Downtown Master Plan

City of Manitowoc, Wisconsin



SB Friedman worked as part of a consulting team to prepare a master plan for Downtown Manitowoc, Wisconsin. Our role included market assessment analyses to inform the development program and plan.

The City engaged our team to prepare a master plan intended to guide the scale and scope of anticipated future development and identify the public improvements needed to support it.

SB Friedman conducted market assessments to inform the plan's apartment, office and retail development potential.

Results: The development program, based on SB Friedman's analysis, was used to inform the Downtown framework plan and implementation strategies and phasing. The final plan was adopted in December 2018.

Subsequently, the City purchased 20 acres of land from the CN Railroad. Recent major investments in the downtown include: the opening of the PetSkull brewery in the former Manitowoc Iron & Metal Company building; and the approval of the River North Apartments, the first new downtown apartment project in decades.

City of Rochester Preservation

Rochester, MN



106GROUP



106 Group assisted the City of Rochester, Minnesota by working with the Historic Preservation Commission to develop a list of properties eligible for local designation and help the newly established Historic Preservation Commission (HPC) navigate development pressures converging around historic properties.

Our historians completed a historic resources inventory for over 300 properties and evaluated the significance of those properties based on previously established local criteria. We conducted archival research and developed five new historical contexts as part of this effort. We also worked with city staff and the HPC to move forward with a realistic ordinance that will help navigate historic preservation issues in the future.

We successfully helped our client navigate local media attention while focusing our work on the legal requirements. Our work also contributed to a larger comprehensive plan update that the City undertook to best position itself for long term success and flexibility in anticipation of significant growth, particularly related to the Destination Medical Center (DMC).

Preservation Planning

Placemaking

Stakeholder Engagement

Strategic Planning

Preservation as Economic Engine

Award Winning

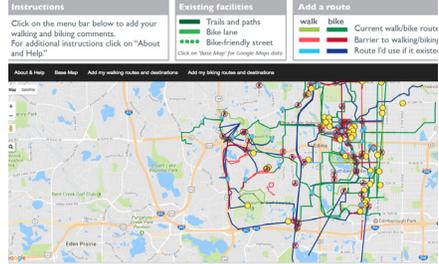
Cultural Tourism

EDINA PEDESTRIAN AND BICYCLE MASTER PLAN

Edina, Minnesota



EDINA PEDESTRIAN AND BICYCLE MASTER PLAN



Edina's new Pedestrian and Bicycle Plan focuses on building an "All Ages and Abilities" walking and biking network - an ambitious goal for this fully-developed first-ring suburban community.

Known for its high quality of life and its forward-thinking approaches to sustainability and resident empowerment, Edina sought to develop a non-motorized network that would allow residents and visitors to walk and bike to school, work, parks, shopping and community destinations using facilities that are safe, comfortable and inviting to the majority of its population.

The plan strongly articulates a holistic "6Es" framework, with additional initiatives addressing education, encouragement, enforcement, measurement and evaluation, and equity - setting the city on its path to continuing success.

CDG developed the city's first bicycle plan in 2007 and was hired for this key 2018 update based on the successful implementation experience of that first plan (more than 40 miles of new bike facilities in the city since its adoption).

COULEE VISION 2050



La Crosse, WI



The La Crosse Area Planning Committee (LAPC) is the designated Metropolitan Planning Organization (MPO) for the La Crosse-La Crescent metro area, which covers three cities, two villages and 11 towns and townships across two states. In 2012 the LAPC hired MSA as part of a consultant team to help create a 40-year vision for transportation outcomes across the region. MSA planners focused on land use policies and outcomes while transportation specialists from URS Corp focused on transportation and transit policies and outcomes.

Though the LAPC had not previously been involved with land use policy in the region, the planning process revealed a need for a regional policy shift on land use and development patterns. Stakeholders across the region supported minimal road-building and more robust transit systems, neither of which are likely feasible unless the region can develop more compactly over time, with more infill and less dispersed development.

After adopting Coulee Vision 2050, including a vision statement and specific policy guidelines addressing transportation and land use issues, LAPC again selected the MSA/URS team in 2013 to help implement that vision through more detailed planning. While URS worked on the Metropolitan Transportation Plan, MSA planners facilitated a series of efforts working toward municipal boundary agreements, which had been identified as a vital step toward improved development planning across the region. These efforts included a survey of elected and appointed leaders across the region, a regional workshop about boundary agreements, encouragements to pass resolutions in support of intermunicipal cooperative agreements, and facilitation of direct talks among neighbors.

Your Primary Project Connections



Ed Freer RLA

Principal-in-Charge



Over the course of his professional career, Ed has built a significant and award-winning portfolio in waterfront design, landscape architecture, historic architecture, and planning projects throughout the U.S. He is highly accomplished at facilitating a consensus vision and broad stakeholder support for urban design and redevelopment initiatives. Ed has served as a resource member to many civic task forces and professional panels and as a member of national design juries. He has been an urban design resource for the Mayors Institute on City Design, Urban Land Institute and AIA Community by Design. Ed also participates as a local professional practitioner in academic programs at the University of Wisconsin - Madison (Landscape Architecture, College of Human Ecology, and Capstone Course in Civil Engineering) and the University of Wisconsin - Milwaukee (Urban Design and Planning).

City of La Crosse, La Crosse County and Port of La Crosse, Harbor & Waterfront Plan (2011 - City of La Crosse and La Crosse County) – La Crosse, WI

Principal waterfront planner for development of a waterfront plan for the management and use of both the Mississippi and Black Rivers. The plan provided an overview of existing uses and investigated current trends to projecting long term opportunities for the Port. Transportation systems, recreational use and environmental concerns were all integrated into holistic recommendations for future growth and public access to the community's most cherished resource - its rivers.

Riverside North Development Charrette (2014 - City of La Crosse) – La Crosse, WI

Senior urban designer/waterfront planner working with a multidisciplinary charrette team developing sustainable neighborhood development plans for a 68-acre former brownfield site at the confluence of the Mississippi, Black and La Crosse Rivers. Ed was responsible for presenting community wide educational sessions, lead the waterfront planning efforts and was a senior design member of the core charrette team. The plan, utilizing the innovative National Charrette Institute Charrette process, will provide a complementary gateway to downtown, linkages to adjacent neighborhoods and fill missing regional trail gaps.

Mary Kramer

Project Manager



Mary Kramer has a broad range of experience in both the public and private sectors. Her experience ranges from comprehensive and master planning projects with small, land planning and design firms; to transit facility development and corridor planning with Chicago's transit agencies. Her specific land planning work includes neighborhood corridor planning, streetscape planning and design, comprehensive planning, urban design, design guideline development, historic preservation district research and development, and planned development review. Her specific transit planning background includes BRT corridor planning, transit facility capital planning, multi-disciplinary team coordination and engagement, communication/signage design, transit-oriented development, and design guidelines.

Inter-Disciplinary Coordination & Engagement

Mary has extensive background working on multi-disciplinary teams developing long-term planning efforts and capital improvement projects. She aided in the design development of transit facilities working along-side State and local Department of Transportation officials, other transit agency representatives, and community leaders. She coordinated agency-wide inter-disciplinary teams of planners, architects, engineers, graphic designers, and project managers to coordinate and develop capital improvement projects. She's also had experience with community charrette visualization, preparation, and facilitation.

Mapping & Design Visualization

Mary's experience in mapping and visual representation of planning efforts is broad. She has experience in freehand conceptual design and perspective drawing for neighborhood site plans, corridor plans, corridor streetscape elements, and community identifiers. She also has experience creating location and physical planning analyses and conceptual site design for capital projects and neighborhood plans using ArcGIS and Adobe Illustrator. She's also completed demographic corridor studies using ArcGIS to visually identify key neighborhood statistics.

Downtown Master Plan, Village of Lisle, Illinois – Developed downtown master plan for this west suburban Chicago community. Plan elements included area analysis and identification of potential land uses and real estate redevelopment opportunities, general master plan recommendations, design guidelines, and implementation priorities.

Brianna Fiorillo

Secondary Project Manager



Brianna Fiorillo has a broad range of experience in the public and non-profit sectors including the New Hampshire Public Utilities Commission Sustainable Energy Division, where she managed a statewide grant program for solar PV, and the NH Local Energy Solutions Workgroup, where she worked with dozens of cities and towns to implement energy and sustainability projects. She also worked with the Sustainability Institute at the University of New Hampshire, the oldest endowed, university-wide sustainability program in US higher education, where she was a member of the Energy Task Force. Brianna's specialty is incorporating clean energy, energy efficiency, and clean tech into the planning and development process and assisting local community groups with diverse sustainability projects. Brianna is an experienced communicator in all forms of media and has organized and conducted various public relations projects and campaigns as well as presentations at meetings, conferences, and industry events.

Community Engagement

Brianna has extensive experience in community engagement and public participation including presenting at town meetings, preparing briefs for decision-makers, conducting focus groups, executing educational events and programs, stakeholder outreach strategies, and techniques for engaging business leaders.

Mapping & Design Visualization

Brianna has experience using a variety of mapping and other digital technologies to produce compelling visual images and achieve desired goals. These include maps, diagrams, tables, charts, and infographics.

Energy Policy

Brianna is an accomplished energy policy analyst and utilizes this experience to aid communities in understanding and navigating the complex world of the energy and utilities industry. Her past work has included revising net metering rates, developing electric vehicle charging rates and make-ready programs, evaluating energy efficiency programs and goals, grid modernization, and overall energy grid resiliency and energy independence.

John Schwichtenberg GISP, GIS

GIS



Jon brings 27 years of experience in Computer Aided Drafting and Design (CADD) and Geographic Information Systems (GIS) related work, with a focus in strategic vision, technology innovation, Technical Services and delivering quality projects to clients. Jon is responsible for the development of CADD and GIS at GRAEF, both internally and externally for clients. His experience includes working with local, county, state and federal government agencies, as well as private companies and industries in respect to CADD and GIS. Jon has experience in many aspects of CADD and GIS, including base standardization (libraries, templates, guidelines, etc.), needs assessments, system design and integration, mapping, survey, global positioning systems (GPS), data development, cartography, analysis, database design and implementation, software development, hardware configuration and many other aspects of CADD and GIS.

Shawano Lake Sanitary District, GIS and GPS Services, Shawano, WI – Project Manager/Senior GIS Specialist:

Performed GPS services for the utility, collecting sanitary and water system locations. Completed mapping from the GPS locations and several old as-builts. After the mapping was complete, it was integrated into a simple desktop GIS system, along with ties to a Microsoft Access Database structure for accurate maintenance and operations attribute data collection and record keeping. County and regional GIS data was added to the system to allow for quick access to property ownership and many other data layers of information.

Village of Ellsworth, GIS Services, Ellsworth, WI – Project Manager/Senior GIS Specialist:

Performed GIS services for the Village. Completed mapping from CAD files, aerial photography and several old files. After the mapping was complete, it was integrated into a simple desktop GIS system, along with ties to a Microsoft Access Database structure for accurate maintenance and operations attribute data collection and record keeping. A zoning data layer was created for the Village Clerk to maintain, for ongoing zoning issues/changes. The Village later purchased a GPS unit. We configured the unit and trained staff on its use. The Village is currently working on locating all of the facilities.

Alex Halverson

Sustainability and Resilience



Alex's experience is rooted in developing systems-based solutions to complex problems. For over seven years, his drive for solving these complexities has allowed him to develop an impressive slate of experiences, spanning a diverse array of fields, providing him unique perspectives. This experience is spread across such disciplines as land management, conservation ecology, business development, and social innovation. His passion lies in finding solutions that enhance the financial and environmental sustainability of both the built and natural environments. Alex is keen on understanding the needs and wants of stakeholders because he understands the importance of finding equitable solutions that provide as much benefit to all parties involved.

Project Leadership

Alex was responsible for planning, launching, and managing the City of Denver's most successful bird conservation project, Lights Out Denver. In this capacity, he created all manuals for training, volunteering, and project implementation, managed a robust volunteer team, and brought together several stakeholder groups to find solutions to make Denver a more bird-friendly city. He has also managed international wildlife conservation projects.

Community Engagement

Alex has extensive experience leading community engagement initiatives in both the public and private sectors, spanning several countries. In these experiences, he's delivered formal presentations to key stakeholders, written both internal and external documents, developed and delivered educational programming, and administrated focus groups.

Dominic Marlow

Urban Design and Land Use



Dominic's experience sits at the intersection of urban planning and architectural design, ranging from research and demographic studies to spatial planning, mapping, and architectural rendering. Following his Master's in City Design, Dominic has developed environmentally focused research on hydrological and stormwater planning and its intersection with the physical environment, social benefits, and the vibrancy of public spaces. Dominic's work seeks to manage the complexities of systems in the physical environment to improve public spaces and help cities become adaptable to new or unforeseen changes. He is passionate about using design as a communication tool to help cities and communities envision the future they want to build.

Urban Design

Dominic received his Master of City Design from the University of Illinois at Chicago College of Urban Planning and Public Affairs where he has since specialized in sustainability and green stormwater infrastructure planning to prevent localized urban flooding problems and improve water quality. He has worked to develop site specific recommendations for streetscape and placemaking improvements which create walkable and diverse landscapes that reflect local character and culture.

Development Guide and Analysis, West Central Association, Chicago, IL – Contractor: Independently produced a comprehensive catalogue of real estate development, public infrastructure investments, capital improvements, and demographic trends for the West Central Community Area of the City of Chicago to facilitate planning for future investment and development in the neighborhood. The guide includes a historical analysis that guides the form-based codes and public way design for the former meat packing and manufacturing district, data visualization to bring key insights into demographic and economic trends, and an inventory of ongoing real estate and capital investments in a centralized, user-friendly guide for public audiences and future investors.

Stephanie Hacker AICP, LEED AP

PM Advisor / Quality Control



Stephanie's experience spans comprehensive and master planning, economic development and market assessment, public participation strategies, municipal code review, neighborhood revitalization, grant writing, and ongoing services for urban, suburban, and rural communities. At the core of Stephanie's work lies her dedication to building a central vision and establishing systems that kick-start physical and systems change. She cares deeply about using urban design and planning to enhance the nexus of community and neighborhood vitality, public health, and the triple bottom line (environment, equity, economics). Stephanie works with business, nonprofit, and government clients to implement vital enhancements in our physical and social environment.

Comprehensive, Master, & Strategic Planning

Stephanie has served as project manager for many projects at GRAEF, including the Transform Milwaukee Strategic Action Plan for the Wisconsin Housing and Economic Development Authority. She has provided management for a variety of plans and scales, including comprehensive plan and code revision processes for towns, villages, cities, and indigenous nations across the state of Wisconsin. These planning efforts required the management of structured public participation plans, community survey analyses, mapping and data gathering, plan composition, and team coordination including subconsultant management.

Economic Development

Stephanie's leadership in structuring development deals, creating planned unit developments and generating market demand, building teams and securing major funds for those teams have led to economic development and job creation to the tune of \$1m-\$2m per 'project'. Stephanie has tied her grant expertise with economic development via successful federal government funding applications for job creation and workforce development, via securing commitments from philanthropic organizations to create commercial and industrial activity to overcome vacancies, and via generating dollars for public placemaking and downtown destinations.

Antonio Rosell PE, AICP



Antonio Rosell is the founder and Director of Community Design Group. A Civil Engineer and Urban Planner with twenty-five years of professional experience, he provides leadership, innovation and best-practices in bicycle and pedestrian planning and community participation to facilitate consensus-building and project implementation. He has led over one hundred bicycle and pedestrian planning and design projects throughout the Midwest, providing a best practices-based approach for making Active Transportation a safe, normal and fun part of daily life for people of all ages and abilities. He was recognized as "2015 Planner of the Year" by the Minnesota Chapter of the American Planning Association.

Oak Creek (WI) Safe Routes to School (SRTS) Action Plans: Worked closely with the Oak Creek Engineering Department to develop Safe Routes to School Action Plans for all nine elementary and middle schools in the City. Focused on implementation, the project was funded by Wisconsin DOT.

Fitchburg (WI) Bicycle and Pedestrian Plan: An ambitious "6Es" plan to take Fitchburg's walk/bike orientation to the next level, using a full range of infrastructure and programming approaches to develop a robust walking and biking network that facilitates safe and inviting "All Ages and Abilities" Active Transportation.

Walk/Bike Planning for Medium-Sized Communities: Medium-sized communities have unique and specific issues to address when working to develop successful walk/bike networks. In addition to his experience working in larger cities and regional plans, Antonio has led development of walk / bike plans for cities similar in size to La Crosse, including:

- » Edina (MN - 51,800) Pedestrian and Bicycle Master Plan - Project Leader
- » Brooklyn Park (MN - 80,400) Pedestrian and Bicycle Master Plan - Project Leader
- » Chaska (MN - pop. 26,400) Pedestrian and Bicycle Master Plan - Project Leader
- » Brooklyn Center (MN - pop. 30,900) Active Living Study - Project Leader

Walk/Bike Planning for Larger Cities and Regions: Walk/bike planning in larger cities and regions includes important considerations related to network design, safety and coordination with other transportation networks with higher traffic volumes, community engagement, equity, and larger-scale planning. Consideration of these issues brings benefits when planning in smaller communities as well. Antonio brings extensive experience working at this scale, including:

- » Three Rivers Park District West Metro Regional Trails Study - Project Leader
- » MnDOT Statewide Bicycle Plan (MN Statewide)
- » MnDOT Safe Routes to School (SRTS) Planning (MN Statewide) - Developed over one hundred walking and biking plans for schools over four funding cycles
- » Metropolitan Council Bicycle System Master Study (MN Twin Cities Region)

Geoff Dickinson AICP



Geoff is a real estate and economic development advisor with expertise in market and financial feasibility, economic development strategy, public-private finance partnerships, special taxing district establishment, and project implementation advisory services.

His experience includes advising the City of Racine on the potential development of a City-owned event center and privately-owned hotel downtown, and leading a market analysis to inform a redevelopment framework plan for a large, waterfront site. He has also led a market analysis to inform policy regarding the use of sales tax revenues to support economic development in Pinellas County, Florida. Geoff is a Series-50 Qualified Municipal Advisor Representative.

Water Street Market Assessment • Racine, WI

Led a market analysis to inform a redevelopment framework plan for a large, City-owned, formerly industrial, riverfront site.

Downtown Event Center & Hotel: Development Advisory Services • Racine, WI

Advised the City of Racine on the potential development of a City-owned event center and privately-owned hotel.

Downtown Master Plan • Manitowoc, WI

Led market assessments to inform a master plan's apartment, office and retail development potential in downtown Manitowoc.

"Plan, Preserve, Play" Development Plan • Nebraska

Leading the research of existing conditions and aspirational comparables to inform development recommendations that foster tourism within three regions of Nebraska.

Downtown Strategic Analysis • Milwaukee, WI

Conducted a strategic review of the development climate in downtown Milwaukee, Wisconsin, and assisted in developing a framework for evaluating proposed projects for the City.

Market Assessment and Tax Incremental Feasibility Study • Wauwatosa, WI

Conducted a market assessment and prepared tax increment financing projections for the Milwaukee County Research Park; evaluated the competitive position of the research park and determined capture potential for various market segments.

Michael Lampi



Michael leverages his background in economic impact analysis, transportation policy and planning, and economic development to conduct market analyses, financial reviews of projects, and fiscal impact analyses. His experience includes conducting a market

analysis for residential, retail and commercial uses of a downtown-adjacent city-owned site in Racine, Wisconsin, as well as conducting an economic analysis, including a retail and office market assessment, and identification of key redevelopment sites and funding strategies as part of a strategic master plan for the Downtown Davenport Partnership in Davenport, Iowa.

Water Street Market Assessment • Racine, WI

Conducted a market analysis to inform a redevelopment framework plan for a large, City-owned, formerly industrial, riverfront site.

Downtown Event Center & Hotel: Development Advisory Services • Racine, WI

Assisted the City of Racine in analyzing the financial feasibility of developing a City-owned event center and a privately-owned hotel in downtown Racine.

Strategic Downtown Master Plan • Davenport, IA

Conducting an economic analysis, including a retail and office market assessment, and identification of key redevelopment sites and funding strategies as part of a strategic master plan for the Downtown Davenport Partnership.

Comprehensive Plan Update • Libertyville, IL

Analyzed demographic trends and conducted a market analysis for retail, residential, office and industrial products as part of an updated comprehensive plan for the Village of Libertyville.

Comprehensive Plan Update • Mundelein, IL

Analyzed demographic trends and conducted a market analysis for retail, residential and industrial products as part of an updated comprehensive plan for the Village of Mundelein.

90 North District Financial Deal Review • Schaumburg, IL

Reviewed a request for financial assistance for a mixed-use, multi-phase project in Schaumburg, Illinois, on the former Motorola headquarters site; providing market-driven insight and analysis to aid in redevelopment.

Anne Ketz



Anne's career in cultural resources management, planning, and archaeological investigation extends over 40 years and three continents. A recognized leader in guiding clients through the maze of federal, state, and local preservation legislation,

Anne's diplomacy has brought successful resolution to complex and controversial projects. Since founding the 106 Group in 1992, she has worked with a broad range of stakeholders, including community activists, planners, and American Indian leaders. Anne has authored hundreds of cultural resources and historic preservation reports and papers. Her presence and commitment to the profession is further demonstrated through public speaking, scholarly publications, school programs, and training for volunteers and interns.

Principal in Charge | Saint Paul African American Historical and Cultural Context, MN (2016-2017)

Oversaw a community-led historical and cultural context study of Saint Paul's rich African American history, to set the stage for future preservation efforts and cultural and economic development opportunities. Facilitating Advisory Group and Community Workshops.

Principal-in-Charge | Rochester Preservation Plan, MN (2014-2015)

Oversaw completion of historic resources inventory, five historical contexts, evaluation of significance of properties, and worked with city to strategize presentations for HPC hearings, City Council and community meetings. Responsible for QA on multiple cultural resource deliverables.

Principal-in-Charge | St. Paul Historic Preservation Plan, MN (2009)

Provided overall guidance for the city's first historical preservation plan including setting agenda, goals, and managing logistics for task force and public meetings. Actively sought balance between pressures of economic development and property owner concerns with historic preservation best practices that were ultimately incorporated into the City's comprehensive plan.



Saleh Miller



As a senior-level architectural historian, Saleh is adept at completing all levels of survey and documentation to support clients' fulfillment of Section 106 requirements and support preservation planning needs. Saleh is highly regarded as a principal investigator, and her recommendations have a proven record of concurrence from State Historic Preservation Offices. A skilled project manager, Saleh routinely manages complex architectural history projects to successful completion, on time and within budget.

Project Manager & Principal Investigator| State Capitol Cultural Resources Assessment and Historic Context, MN (2020-present)
Oversaw completion of a literature review and archaeological assessment, historic context, and research design for the Minnesota State Capitol Area to inform future planning and development within this significant historic area.



Steve is a published historian, with a PhD in American & Canadian Studies from the University of Nottingham, England, whose work focuses on built environments of the United States. He brings skills in researching neglected histories, such as the removal of a Freedpeople's settlement from what became Chimborazo Park in Richmond, VA, to his work in cultural resources. His doctoral thesis entitled "A Central Park of their Own: Urban Parks and the New South Movement, 1865-1920," was an extensive study of historic landscapes located in cities of the U.S. South that pays particular attention to their cultural and social significance. Steve is a skilled researcher and excellent communicator whether speaking at community events, teaching students in the classrooms, or writing for academic journals.



Jason Valerius, AICP



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. Jason serves as the Past President of the Wisconsin Chapter of the American Planning Association.

Comprehensive Plan, Sun Prairie, WI
Project manager of the process of updating the City's Comprehensive Plan, including a multifaceted outreach process to involve residents typically underrepresented in community planning and policy development. Facilitated monthly discussions with a 20-member steering committee to explore a wide variety of topics and seek consensus on community policy direction.

Joint Comprehensive Plan Update, Waunakee and Westport, WI
Project Manager, responsible for all client coordination, public engagement design and implementation, and policy development for all plan components.

Coulee Vision 2050, La Crosse, WI
Led development of 40-year plan for transportation improvements and coordinated land use and development policy in collaboration with URS Corp. and the La Crosse Area Planning Committee (LAPC). Responsible for the design and coordination of the public engagement process across the region, including outreach to the general public, issue-specific focus groups, and the elected leadership of every town, village and city in the La Crosse, WI-La Crescent, MN Urbanized Area.

La Crosse Area Boundary Agreements, La Crosse County, WI
Facilitated a process of relationship-building and discussions around land use, development, annexation and service collaborations among all of the cities, villages and adjacent towns in the La Crosse area, including discussions among the Cities of La Crosse and Onalaska and the Towns of Shelby and Medary. Participated in ongoing discussions between La Crosse and Shelby in pursuit of a boundary agreement.



Stephen Tremlett, AICP, CNU-A



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.

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.

2032 Comprehensive Plan, Burlington, IA
Provided design standards, land use policies and designed the plan layout.

Commercial Design Standards Handbook, La Crosse, WI
Prepared a design standards handbook to assist in the implementation of standards that guide the performance and appearance of development in the commercial, public, planned development, and light industrial zoning districts.

Downtown Design Standards & Sign Ordinance Rewrite, Wisconsin Dells, WI
Managed the project, developed the content, and presented draft materials to the Design Review Commission.

Becky Binz, AICP



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.

Comprehensive Plan, Sun Prairie, WI

Responsible for data collection, existing conditions analysis and presentation, and policy development for several plan elements, including housing, transportation and community facilities.

West Baraboo Comprehensive Plan, West Baraboo, WI

Responsible for all existing conditions analysis and documentation, plan policy and document development.

Waunakee-Westport Joint Comprehensive Plan Update, Waunakee and Westport, WI

Responsible for all existing conditions analysis and documentation, plan policy and document development.

Baraboo River Corridor Plan, Baraboo, WI

Assisted with the development of a multi-jurisdictional Baraboo River plan including meeting facilitation, data collection, and plan development.

Blufflands Recreation and Conservation Plan, La Crosse, WI

Assisted with the development of a regional development plan for land conservation and recreation enhancements in the blufflands around La Crosse.

Rock River Stormwater Group Education, Janesville, WI

Increased social media presence by creating engaging educational content. Created print and web-based materials for stormwater management outreach.

Brian Huibregtse, PE, PTOE



Brian's expertise includes project management and design engineering for transportation and traffic projects. Project experience includes urban design, traffic signal design, intersection control evaluations, public involvement and all aspects of the WisDOT design

process. He has also been lead design engineer for a variety of projects similar to W. Court Street. Brian has been one of MSA's lead engineers focusing on ADA compliance. He has given multiple presentations to public and private section engineers on current ADA compliant practices and curb ramp design.

Downtown Transportation and Corridor Study, Verona, WI

Served as a traffic engineer for the planning team. Developed microsimulations, analysis, and intersection design for multiple intersection alternatives and street network alternatives.

Riverwest Drive, Duluth, MN

Served as the principal traffic engineer for revisions and updates to a partially completed Intersection Control Evaluation and traffic signal design plans for a proposed traffic signal system on T.H. 23 (Grand Avenue).

Westside Transportation Impact Fee, Sun Prairie, WI

Assisted the City with updates and policy for their transportation impact fee which was established to fund infrastructure investments already made by the City. The fee was based on trips generated as development occurred on the west side of the City.

Downtown Janesville Roadway Design, Janesville, WI

Was project manager for the design and of Milwaukee Street in downtown Janesville. Project required extensive public outreach to balance the needs of multiple stakeholders. Curb ramps, terraces, and sidewalks were all brought up to ADA compliance. Project included a new storm sewer system that required additional consideration as the project was adjacent to the Rock River.

Lincoln Avenue Roadway Design, Two Rivers, WI

Lead the project team for this urban arterial design project. As part of the design, final plans included varying width terraces that were intened to balance the need of parking and the reduction is storm water runoff.

Jeremy Roberts, PE



Jeremy has more than 20 years of experience as both a project manager and lead inspector for a variety of airport projects. His design experience for airport and highway projects serves the full range of client types including the Federal Aviation Administration

(FAA), WisDOT, WBOA, county and local governments. He has performed all aspects of design from initial planning through final plan delivery.

Appleton International Airport – Multiple Projects, Appleton, WI*

Phase II South General Aviation Ramp. Design and resident engineer for large concrete ramp expansion.

Taxiway 'N' Extension and Runway 12-30 Rehabilitation. Design and resident engineer for a new taxiway and concrete repairs on runway. This project also constructed an aerated biofilter to treat stormwater from the terminal apron ramp.

Airfield Signage Replacement. Resident engineer for airfield signage replacement and runway guard light installation including underground electrical.

Taxiway 'B' South Reconstruction. Design and resident engineer for the reconstruction of the south half of Taxiway 'B' and the east side service road.

Entrance Roads / Parking / Service Area. Design and resident engineer to expand and reconfigure the existing access and parking for customers at the airport. The project was done in phases and normal parking activities had to be maintained throughout the project. Terminal and Cargo Apron Expansion. Design and resident engineer for a ramp expansion 200' to the west of the existing ramp near the terminal gates inside the airport. This is a concrete ramp built according to FAA standards. Part of this project also expanded the Air Cargo Apron for FedEx.

Northwest Maintenance Hangar Site. Design engineer for a large airline hangar with site challenges that included utilizing existing airfield pavements and large elevation differences between access road and parking lot.

Fee Schedule & Total Cost

1	Discovery	\$ 53,734
a	Project kick-off meeting with City Staff; revise and finalize scope of work and timeline	\$ 4,857
b	Evaluate Existing Plans, Extract Relevant Info and Unfinished Actions	\$ 4,064
c	Data Collection and Collaboration with City Departments	\$ 10,994
d	Develop the Community Participation Plan	\$ 7,575
e	Meet and Collaborate with Media Partner	\$ 4,584
f	Design & launch Social Pinpoint Engagement Website	\$ 4,448
g	Support City Staff to initiate Community Participation Plan	\$ 11,658
h	Evaluate Existing Maps and GIS Data	\$ 5,554
2	Craft the Plan Foundation	\$ 89,321
a	A Place to Call Home (fulfills Intro & Summary, Issues & Conditions, Housing, & Cultural Resources)	\$ 17,486
b	A Place to Prosper (fulfills Econ. Devt. & Ag. Resources)	\$ 19,122
c	A Place to Admire (fulfills Land Use, Transp. & Airports, Nat. Resources, Urban Design, & Parks/Open Space)	\$ 29,039
d	A Place for the Long Term (fulfills Utilities, Comm. Fac., Intergovt., Downtown)	\$ 16,086
e	A Place to Make Change (fulfills Implementation)	\$ 7,588
3	Elements Beyond the Statute	\$ 62,160
a	Create the Heritage Preservation Plans (a) & (b)	\$ 31,632
b	Work with Bicycle and Pedestrian Committee to design & integrate updated goals for the Bicycle and Pedestrian Plan	\$ 26,990
c	Integrate recommendations from the Climate Action Plan and infuse resilience recommendations	\$ 3,538
4	Infuse the Good Stuff	\$ 30,444
a	Evaluate and Reflect the Action Landscape through Economic Conditions	\$ 14,650
b	Prepare Government Services, Utilities, and Intergovernmental Synopsis	\$ 3,532
c	Identify Capital Improvement and Resource Expenditure Considerations	\$ 4,856
d	Create and Update GIS Maps	\$ 7,406
5	Curate La Crosse's Robust, Design-Forward, Usable Game Plan	\$ 46,928
a	Draft Comprehensive Plan and Revise Based on City Staff's Feedback	\$ 26,410
b	Prepare Final Draft Plan for City Adoption and Distribution	\$ 15,780
c	Attend Common Council Meeting and Answer Questions	\$ 1,414
d	After Adoption: Date Stamp the Final Plan for the City	\$ 1,784
e	Transfer GIS/Mapping Data to City	\$ 1,540
6	Project Management	\$ 15,860
a	Regular Progress Meetings with City Staff & Comp Plan Steering Committee, including written updates	\$ 15,860
Fee Estimate for Comprehensive Plan		\$ 298,447

Hourly Rates

TEAM MEMBER	PROJECT ROLE	RATE
Ed Freer	Waterfront Design	\$175
Stephanie Hacker	Implementation	\$185
Mary Kramer	Urban Design	\$140
Brianna Fiorillo	Research & Engagement	\$126
Jon Schwichtenberg	GIS / Mapping	\$175
Alex Halverson	Resilience & Natural Recourses	\$111
Dominic Marlow	Parks & Open Space	\$111
Jason Valerius	Intergovernment & Housing	\$185
Stephen Tremlett	Downtown Planning	\$135
Becky Binz	Utilities & Facilities	\$115
Jeremy Roberts	Airports	\$180
Brian Huibregtse	Transportation	\$180
Antonio Rosell	Bike & Ped	\$135
Anne Ketz	Cultural Resources	\$210
Saleh Miller	Historic Preservation	\$185
Steve Gallo	Historian & Researcher	\$100
Geoff Dickinson	Economic Analysis	\$280
Michael Lampl	Economic Conditions	\$210

Deliverables



- 1 visioning “SWOT” public open house
- 3 neighborhood-level focus groups (held same day, during the neighborhood-level work)
- 2 department-level working meetings (held same day, during the systems work)
- 1 final draft presentation to Plan Commission
- Ongoing text and photos for website updates at key milestones, to be used by City staff on a Comprehensive Plan page on the City’s website
- Holistic draft implementation framework and action plan
- Map/graphic/GIS updates
- Electronic copy of the first draft comprehensive plan update for city review
- Electronic copy of the second draft comprehensive plan update for public review
- Electronic copy and three (3) hard copies of the final draft comprehensive plan update for adoption
- After adoption, an electronic copy of the final comprehensive plan update with the adoption date listed