



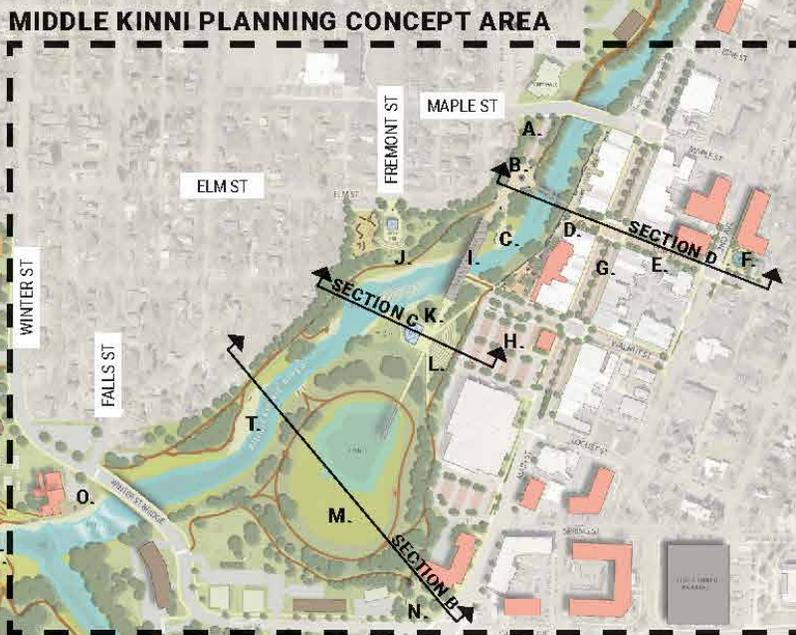
TECHNICAL PROPOSAL FOR PLANNING SERVICES  
**COMPREHENSIVE PLAN WRITING**  
LA CROSSE, WISCONSIN



Prepared by HKGi, SRF Consulting, Emmons & Olivier Resources, & LOCi Consulting  
November 15, 2021

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## Kinnickinnic River Corridor Plan River Falls, Wisconsin



November 15, 2021

Dear Mr. Kuhlman and Members of the Selection Committee,

Comprehensive planning has been one of HKGi's core services, with more than eighty comprehensive plans completed since the firm's establishment in 1982. The staff members assigned to this project have collectively completed more than sixty comprehensive plans for communities in Minnesota, Wisconsin, Iowa, and Michigan. HKGi has also written comprehensive plans for cities that share attributes with La Crosse: population size, river valley and bluff landscapes, historic downtown environments, and fully developed communities emphasizing infill and redevelopment. In particular, we have worked with nearby Mississippi River valley communities—Onalaska, Winona, Lake City, Red Wing, Hastings, and La Crescent—and metropolitan communities like Minneapolis, Saint Paul, Rochester, Duluth-Superior, and the Des Moines area.

Our team's community-centered planning approach means that community input provides the foundation for our planning work and guides us to the values, vision, issues and opportunities that are most important to the community. As a result, the City can expect to receive a highly customized Comprehensive Plan that responds directly and specifically to issues and opportunities unique to La Crosse residents, business owners, and other stakeholders. While we understand the need to include Plan Elements required by WI Statute, we also appreciate the community's interest in addressing emerging topics such as sustainability, neighborhood planning, active living, public health, arts & culture, and accessible government.

For this planning effort we have teamed with **Emmons & Olivier Resources (EOR)** to provide planning expertise for the community's natural resources, utilities, and sustainability needs and with **SRF Consulting** for transportation planning and engineering expertise. Both EOR and SRF have a strong knowledge base about La Crosse through their work in the local community. We have also teamed with **LOCi Consulting** to provide the critical economic market expertise needed to produce creative, data-driven economic development, land use and housing planning elements. We are confident that this team will conduct an inspiring planning process and deliver a creative Comprehensive Plan that provides effective guidance for La Crosse's future growth.

Jeff Miller will serve as the Project Manager for the HKGi team. He brings both breadth and depth of experience, conducting not only comprehensive planning but also focus area/corridor revitalization, housing, and growth area planning for several communities. Jeff brings experience leading HKGi's projects in Onalaska (UDC rewrite and redevelopment planning) and Winona (UDC rewrite and the current comprehensive plan). He is a native of the region, growing up in Wabasha, and knows the Mississippi River valley well.

We are excited about the opportunity to collaborate with the City of La Crosse on this major initiative, and we appreciate the chance to be considered for this project. If you have questions about our proposal or would like to discuss this project in greater detail, please don't hesitate to contact us. We look forward to speaking with you soon.

Sincerely,

**Jeff Miller, AICP**  
Project Manager | Associate

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## STATEMENT OF UNDERSTANDING

### Statement of Understanding and Assumptions

The City of La Crosse's current Comprehensive Plan was completed in 2002. Since that plan was adopted, the City has evolved in many ways and is facing new challenges and opportunities. New development, redevelopment, and public improvements have been planned, designed, and built. Over the years, the City has continued to complete and adopt detailed plans for key areas and corridors, as well as strategic topical plans, including the following:

1. City and County of La Crosse Strategic Plan for Sustainability (2009)
2. Port of La Crosse Harbor and Waterfront Plan (2011)
3. Bicycle and Pedestrian Master Plan (2012)
4. Powell-Hood-Hamilton/Gundersen Lutheran Medical Center Joint Neighborhood and Campus Plan (2013)
5. Riverside North La Crosse Charrette Master Plan (2014)
6. US Highway 53 Corridor Plan (2019)
7. Imagine 2040 La Crosse Downtown Plan (2021)

While the current Comprehensive Plan has been the City's primary long-range planning guide, it has become outdated, less relevant, and lacking contemporary topics over the past 19 years. As the Comprehensive Plan has become less relevant, the City has relied more on a mix of existing specific area/topic plans. The City is looking for an all-new Comprehensive Plan that looks out to the year 2040 and pulls together the directions of all of these specific area/topic plans.

The HKGi team has developed a proposed work plan to guide our consultant team, City staff, elected/appointed officials, and community participants through a process to create the new La Crosse 2040 Comprehensive Plan. This work plan is developed with the following understanding and key assumptions:

1. The City has completed several plans that are integral to the new Comprehensive Plan. These plans will provide a foundation for and could be referenced in the new Comprehensive Plan.
2. The new Comprehensive Plan will need to meet the requirements of WI Statutes Sec. 66.1001, which requires specific Plan Elements and contents for each, but the City also wants the new Comprehensive Plan to incorporate contemporary or emerging topic areas relevant to La Crosse.

3. The City has experienced community engagement efforts in the past that have resulted in low public participation. Instead of relying on people attending traditional public meetings lead by third-party consultant firms, the City has determined that it needs to improve how it reaches out to people and go to where people are. To address this challenge, the City is hiring a media consultant to assist with marketing the Comprehensive Plan project.
4. The consultant team will not be the face of the project, nor the lead in stakeholder meetings, community meetings, or public input meetings, but will participate in these meetings as needed.
5. The consultant team will partner with City Planning staff to lead and prepare presentations for the project steering committee and established City boards and committees.
6. City Planning Staff has facilitated a number of pre-interviews with key people regarding the new Comprehensive Plan and this input will be shared with the consultant team as appropriate.
7. The consultant team is expected to partner with City Planning staff and the project's media consultant to prepare a Community Engagement Plan for the project.
8. Public utilities (sanitary sewer, potable water, and storm water) analysis and planning will be supported by the City Engineering staff with minimal to moderate assistance from the consulting team.
9. City Planning staff feels that the Land Use Element of the current Comprehensive Plan is weak in content. Preparation of the new Land Use Element will be a significant effort, particularly the development of useful GIS-based mapping for existing land use, future land use, natural features, transportation facilities, and community facilities.
10. The City will provide existing conditions data in electronic format suitable for analysis, mapping, and graphic representation where appropriate.
11. City Planning staff, and other staff resources, will be available to participate in team workshops, assist with reviewing and providing feedback into concepts and strategies, and where appropriate providing content not anticipated in this work plan.
12. City Planning staff will assist in coordinating meetings including invitations, meeting spaces, and refreshments where needed.
13. A completed Comprehensive Plan will be adopted within an 18-month timeframe.



## APPROACH & SCOPE

### Community Engagement Approach

The HKGi team is excited to collaborate with City Planning staff and the media consultant on community engagement for the Comprehensive Plan project. We appreciate the City's assessment of previous engagement efforts and determination to do better by bringing in a media consultant and having City staff be the face of the project. HKGi has extensive experience with community engagement, including partnering with community staff and engagement specialists, and we look forward to being a part of the City's multi-pronged and collaborative community engagement team.

Based on our understanding of the City's community engagement approach from the RFP and the Q&A session, we anticipate that the role of the HKGi team will be to bring our comprehensive planning expertise to the engagement process. Thus, HKGi would identify when engagement is needed in the process and what topics need to be addressed. HKGi would then work collaboratively with City staff and the media consultant to determine the most appropriate method and design of the engagement. It is our understanding that City staff will be the face of the project with the media consultant providing marketing assistance and website development for the project.

The HKGi team brings experience with a broad range of community engagement needs and methods and is well suited to provide guidance for the La Crosse Comprehensive Plan project. We will partner with City Planning staff and the media consultant at the beginning of the project to prepare a Community Engagement Plan for the project.

To ensure that community input is gained early and throughout the project's planning process, we propose that community engagement occur at four key points:

- » Engagement phase 1 should occur during the preparation of the Existing Conditions Report and Mapping, Task 2, to enable public



input to inform the identification of current conditions, issues, and opportunities in the community.

- » The second engagement phase should occur in conjunction with the Community Visioning, Task 3, to enable public input into the plan's vision and guiding principles.
- » Engagement phase 3 should occur during the Explore Alternative Growth/Change Scenarios effort, Task 4. Once these alternative scenarios have been identified, it will be very beneficial to have the public weigh in with their preferences for how and where future growth and change should occur.
- » The final phase should occur once there is a complete draft plan document available for community review and comment.

## Relevant Engagement Experience

HKGI's staff members are experienced at designing and conducting engagement campaigns for comprehensive plans and a wide variety of other community planning projects. However, HKGI staff members are also experienced at working with engagement consultants and using the information they collect from community stakeholders to guide community-wide planning efforts. Several recent comprehensive plans authored by HKGI have involved extensive engagement efforts conducted by other consultants.

- » For the award-winning Comprehensive Plan for New Richmond, Wisconsin, the engagement process involved extensive in-depth work by citizen planning task forces, each of which was tasked with developing ideas and visions for a specific topic area such as housing, economic development, resiliency, parks and trails. An engagement consultant directed the work of the task forces and coordinated with HKGI to share results of the community engagement.
- » For the award-winning 2040 Red Wing Community Plan, the City's engagement specialist had initiated extensive engagement across the community prior to the start of the comprehensive plan process. This engagement

## Innovative Engagement Tools

HKGI leverages a variety of innovative engagement tools to ensure that the engagement process is fun, convenient, inspirational, and includes voices from deep into the community.

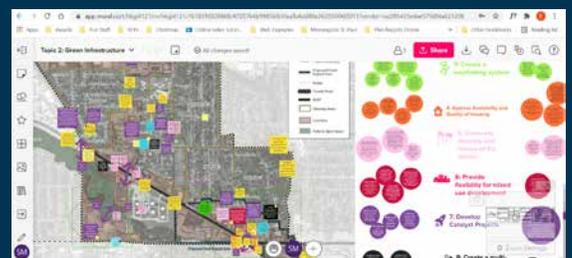
One virtual tool that may be useful to consider is Social Pinpoint, which has proven to be extremely popular with stakeholders because it enables them to leave detailed comments, key their comments to specific locations within the city, post photos, and like or discuss comments left by others. The tool also allows stakeholders to participate at any time.



Example of a redevelopment concept from the St. Louis Park Comprehensive Plan.



Story Maps has been another tool HKGI has used to help inform stakeholders about the planning process and some of the issues that the Comprehensive Plan will address.



MURAL is a robust online tool that HKGI uses extensively to conduct online design workshops, project check-ins with clients, and to collect feedback.

involved a variety of activities and resulted in a wealth of information that HKGi's planners were able to use to build a planning foundation. HKGi conducted extensive analysis of the input received via multiple and diverse engagement techniques. This input included community-wide data as well as targeted population data, e.g. healthy living, schools/youth, walking/biking, and Hispanic/Latino residents. HKGi summarized all of the input data in numerical, narrative, and infographic formats. HKGi continued to work with the City's engagement team to conduct additional, Comprehensive Plan-specific engagement activities.

- » For the St. Louis Park 2040 Comprehensive Plan, HKGi used the input collected by a visioning/engagement consultant as the foundation for beginning the comprehensive planning process. Preliminary engagement by the visioning/engagement consultant established a strong community vision, and that vision and accompanying input provided HKGi's planners with clear guidance for the remainder of the planning process.

## Work Plan

The following tasks comprise our team's proposed work plan for developing a new Comprehensive Plan for La Crosse:

### Task 1 - Project Launch

To launch the project, the HKGi team will conduct project orientation meetings with the City staff team, media consultant, and Steering Committee. We will work with the City Staff team to refine the project process and confirm the project management approach. This meeting will include developing a detailed project schedule with key milestones, establishing recurring project management check-in calls, agreeing on steering committee management, coordinating the stakeholder engagement approach, and determining the GIS database and mapping approach. We will work with City Planning staff and the media consultant to prepare the overall Community Engagement Plan for the project. We can also meet with the media consultant to establish

a project communication protocol and provide basic information about the project approach and schedule.

Orientation will include a community tour with City staff to give the HKGi team the opportunity to view the community's existing conditions. The tour provides the consultant team with valuable context to the issues that are discussed over the course of the kick-off day. HKGi will also use the tour to begin compiling a photo inventory for internal team use and content for the new Comprehensive Plan. Task 1 will also be used to establish the data collection and organization process, Existing Conditions Report, and Plan Elements. Finally, we will conduct a project orientation meeting with the Steering Committee.

### Key Deliverables

- » Detailed project schedule and key milestones; ongoing management/updates to the schedule will occur over the full duration of the project
- » Provide initial project information for the project website and social media
- » Community Engagement Plan
- » Schedule for on-going virtual meetings for project management check-ins (every two weeks) – agendas and follow-up notes as needed
- » Agree on organization of GIS database and mapping
- » Confirm content of the Existing Conditions Report and Plan Elements
- » Community Tour with City Staff

### Meetings

- » Project orientation meetings with City staff, media consultant, and Steering Committee



## Task 2 - Prepare Existing Conditions Report & Mapping (Engagement Phase 1)

The HKGi team will review all relevant background information (plans/policies, studies, data) and summarize findings relevant to the new Comprehensive Plan. For the demographics and economics data, we will prepare a trend analysis and draft 2040 projections for population, households, and employment.

The consultant team will partner with City staff to assemble the GIS database needed for preparing base maps. This data will include current aerial photography of La Crosse. We will use this database to create a series of initial base maps and a project map book.

Community Engagement Phase 1 could occur during Task 2, which could provide public input into the identification of issues and opportunities. We will prepare an Existing Conditions Report to encapsulate this information and align with the Plan Elements of the Comprehensive Plan. This report will include the analysis of findings, issues, and opportunities for each Plan Element.

During Task 2, we will also conduct meetings with appropriate City Department heads and other appropriate agencies (e.g. La Crosse Area Planning Committee, La Crosse County, Port of La Crosse, La Crosse Regional Airport, watershed districts) to compile and evaluate the base maps and existing conditions information. These meetings will also include a review and assessment of the content of each of the Plan Elements in the current Comprehensive Plan (what to keep, what to scrap). A meeting will be held with the Steering Committee focused on presentation and discussion of existing conditions.

### Key Deliverables

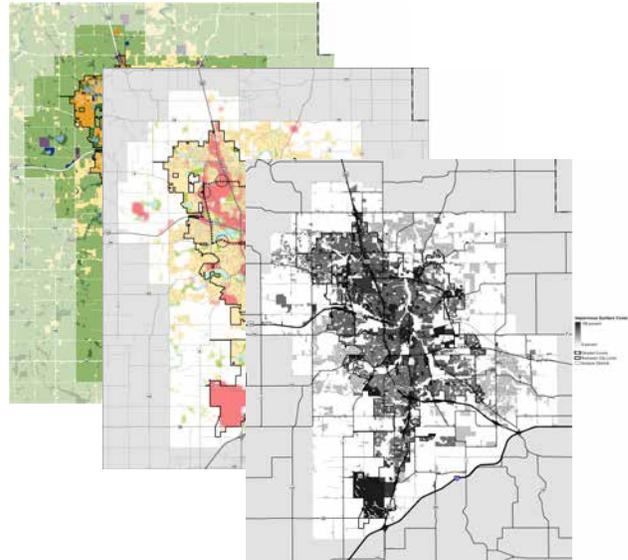
- » Project Map Book
- » GIS map package
- » Excel spreadsheets with compiled data
- » Existing Conditions Report
- » Engagement Phase 1 input summary
- » Assessment of current Comprehensive Plan

Elements' content

- » Summary of input from meetings

### Meetings

- » City staff
- » City Department heads and other appropriate non-city agencies
- » Steering Committee



*A project map book will be one of the deliverables for Task 1. The mapping will be key to understanding current conditions in La Crosse.*

## Task 3 - Conduct Community Visioning (Engagement Phase 2)

It appears that the current Comprehensive Plan's vision is encompassed in a concept plan, six goals, and a set of supporting principles and priorities. Using the Existing Conditions Report, recent area/topical plans, community input from Engagement Phase 2, and supplemental data collected through the planning process, the HKGi team will collaborate with City staff on drafting an updated vision and guiding principles (or equivalent) that will serve as a framework for preparation of the Plan Elements of the Comprehensive Plan. To jumpstart the visioning effort with City staff and the Steering Committee, we will facilitate a high level trends presentation and discussion. The vision and guiding principles will be drafted with an eye towards graphic interpretation and iconic identity that can permeate throughout

the plan document. In conjunction with the visioning process, we will discuss emerging plan elements that the City may be interested in adding to the new Comprehensive, such as sustainability/ environment, neighborhoods, arts and culture, community health (physical and mental), accessible/ transparent government.

### Key Deliverables

- » City Trends Presentation
- » Engagement Phase 2 input summary
- » Preliminary vision and guiding principles (likely to evolve during the project)
- » Identification of additional plan elements to include in the new Comprehensive Plan

### Meetings

- » City staff
- » Steering Committee
- » Plan elements' stakeholder/sub-committee groups
- » Update meetings with Common Council, boards and commissions

## Sustainability and Flooding

As La Crosse transitions from its 2009 Sustainability Plan to a new Climate Action Plan, this Comprehensive Plan process offers a key opportunity to ensure climate and sustainability initiatives continue to receive support from the City's long-term vision. EOR's familiarity with The Natural Step process, training, and adoption of the core principles into company operations will ensure the integration of sustainability throughout the Plan is seamless.

While the City has focused the bulk of its efforts on deploying renewable energy and energy efficiency measures, the 2012 climate adaptation workshop identified flooding as the most significant public concern with climate change. Expanding a network of green stormwater infrastructure is an example that would reflect both the community's values and the strong desire to address and adapt to climate change and resiliency directly. The integration of the City's treatment of various waters – drinking water, wastewater, and stormwater – will support sustainability goals of reducing waste, saving energy, increasing resilience to flooding, and expanding/upgrading City parklands.

## Task 4 - Explore Alternative Growth/Change Scenarios (Engagement Phase 3)

Based on the vision and guiding principles established in Task 3, the HKGi team will facilitate exploration of potential long-term growth, redevelopment, and reinvestment scenarios. The HKGi team will work with City staff to analyze and agree upon projected population, household, and employment growth scenarios. The HKGi team will work collaboratively with the City in a 1 or 2 day charrette format to prepare a series of growth scenarios and focus/sub-area concepts. Growth scenarios will look generally at the entire city. The City's existing and traditional development patterns will be identified, described, and used as foundations for future growth concepts. Potential growth, development, and reinvestment scenarios will be defined looking at the following geographies:

1. Infill Growth – Infill areas are areas within the current city limits and surrounded by existing physical development or areas that have some development constraints. Generally, these areas include overlooked parcels of land that currently lack structures, are not contaminated sites, and are generally ready for development.
2. Redevelopment and Revitalization – These areas generally include underutilized properties with structures on them that require a more extensive effort to accommodate redevelopment and growth potential. These areas may include more detailed assessment of key community districts, corridors, or nodes. Primary factors that we will explore in these areas include:
  - a. Size of area (acres)
  - b. General condition of property and infrastructure serving the property
  - c. Value (particularly the value of the building improvements as a function of the land value)
  - d. Adjacent land uses
  - e. Access to infrastructure, services, and amenities
  - f. Property owners' plans

3. Edge Growth – Growth on the edge includes lands either at the edge of the city limits or in relatively close proximity to the city limits. These areas will be evaluated with the following factors in mind:
  - a. Topographical and natural resource constraints/amenities, e.g. bluffs, wetlands, floodplain
  - b. Existing roadway and utilities capacity
  - c. Known property owner interest/plans
  - d. Existing vacant parcels and platted lots that are already served by infrastructure

Following development of these growth scenarios and concepts, we will conduct Engagement Phase 3 activities to get input on the community's preferences between the alternative growth/change scenarios. Input from the Steering Committee and the stakeholder/sub-committee groups will be critical for evaluating these scenarios.

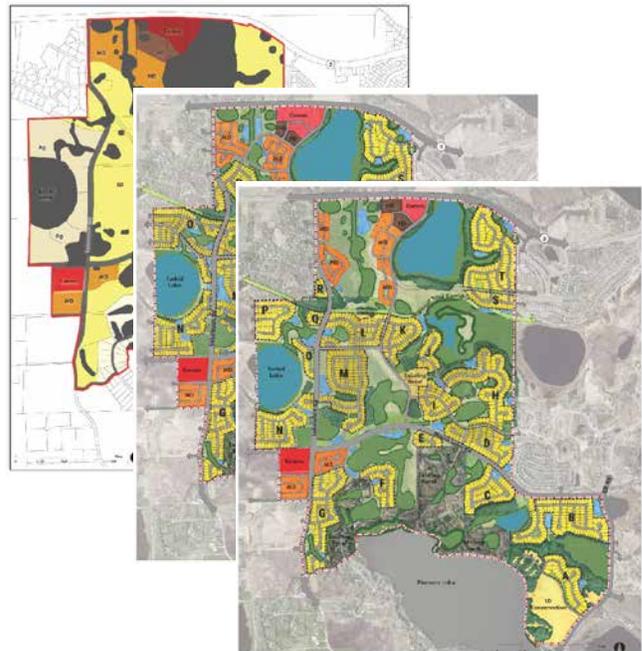
To the degree that any focus/sub-area is part of a previous planning or design project, we will incorporate the results of those plans/studies into the growth concepts. These concepts will explore both physical change areas as well as more programmatic/action plan ideas. Concepts will include a narrative description, general character mapping, precedent imagery, illustrative vignettes, and general feasibility assessment (market, financial, infrastructure). The concepts will be tied to the draft vision and guiding principles.

### Key Deliverables

- » Identification of key growth areas and redevelopment areas
- » Growth scenario and focus/sub-area development concepts (presentation board and online electronic format with narrative, graphics, and data)
- » Engagement Phase 3 input summary
- » Technical memorandum documenting growth/change scenario methodologies and outcomes
- » GIS map package containing analysis and maps highlighting vacant land and underutilized land with redevelopment potential
- » Excel spreadsheets with data and assumptions regarding development potential

### Meetings

- » City staff
- » Steering Committee
- » Plan elements' stakeholder/sub-committee groups
- » Update meetings with Common Council, boards and commissions



*The HKGi team will create growth scenarios and work with the City to explore a wide variety of options and impacts related to each scenario.*

## Task 5 - Converge on the Preferred Future Concept and Plan Element Directions

The consultant team will review and incorporate all community input, including the Steering Committee and the stakeholder/sub-committee groups, into the evaluation of the growth/change scenarios. We will work with City staff, including City Department heads, to identify a preferred future scenario that needs to be refined or a hybrid future scenario that includes aspects of each alternative scenario. We will recalculate the data for the development potential of the preferred future concept. Key directions connected to the preferred future concept will be described and the preliminary vision and guiding principles will be updated as needed. Key plan maps will be updated to reflect the preferred future concept during Task 5, including future land use,

transportation, and utilities/community facilities maps. Since the City of La Crosse is part of a metropolitan area, Task 5 may involve meetings with agencies and jurisdictions in the region impacted by these key directions.

### **Key Deliverables**

- » Preferred future concept (presentation board and online electronic format with narrative, graphics, and data)
- » Technical memorandum documenting growth/change scenario methodologies and outcomes
- » Excel spreadsheets with data and assumptions regarding development potential
- » Key directions, including revised vision and guiding principles

### **Meetings**

- » City staff
- » City Department heads and other appropriate non-city agencies, as needed
- » Steering Committee

## **Task 6 - Prepare Draft 1 of New Comprehensive Plan**

This task includes assembling a full draft of the new plan document. All of the plan elements will be written to meet the WI Statutes requirements and assembled into a new plan document. Any additional emerging plan elements, as determined during Task 3, will also be drafted at this point. The consultant team will develop a new layout for the Comprehensive Plan and work with City staff to refine this layout to meet the community's needs for a comprehensive, effective, and user-friendly document.

### **Key Deliverables**

(2 total rounds of document edits):

- » Draft 1 of full plan document

### **Meetings**

- » Review session with City staff
- » Review sessions with City Department heads and other appropriate non-city agencies, as needed
- » Review session with the Steering Committee

## **Task 7 - Prepare Draft 2 of New Comprehensive Plan (Engagement Phase 4)**

Based on input from City staff and the Steering Committee, we will complete Draft 2 of the plan document for broader public review. Community Engagement Phase 4 will occur during Task 7, which will invite public input on the draft document before it is presented to the Plan Commission and Common Council for adoption.

### **Key Deliverables**

- » Draft 2 of full plan document
- » Summary presentation materials
- » Meetings
- » Plan elements' stakeholder/sub-committee groups
- » Update meetings with the Common Council, boards and commissions

## **Task 8 - Prepare Final Plan and Seek Approvals**

This task includes making final edits and preparing a final plan document to facilitate the City's formal review and adoption process by the Plan Commission and Common Council.

### **Key Deliverables**

- » Edit and prepare final plan document for review and adoption process
- » Final plan document (one digital PDF and three copies of the printed and bound version of the final document)
- » All files in digital form packaged for future use (including maps, charts, tables, etc.)

### **Meetings**

- » Conduct Plan Commission meeting presentation and public hearing
- » Conduct Common Council meeting presentation and adoption

# PROPOSED SCHEDULE

TASK	FEB '22	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN '23	FEB	MAR	APR	MAY	JUN	JUL
Task 1 - Project Launch	Active																	
Task 2 - Prepare Existing Conditions Report and Mapping (Engagement Phase 1)		Active	Active	Active														
Task 3 - Conduct Community Visioning (Engagement Phase 2)					Active	Active												
Task 4 - Explore Alternative Growth/Change Scenarios (Engagement Phase 3)							Active	Active										
Task 5 - Converge on the Preferred Future Concept and Plan Element Directions									Active	Active								
Task 6 - Prepare Draft 1 of New Comprehensive Plan											Active	Active	Active	Active				
Task 7 - Prepare Draft 2 of New Comprehensive Plan (Engagement Phase 4)															Active	Active		
Task 8 - Prepare Final Plan and Seek Approvals																	Active	Active



## FIRM PROFILE

### HKGi

HKGi was established in 1982 to provide community-based planning and landscape architecture services to clients throughout the Upper Midwest.

Park and recreation planning has long been a core service at HKGi, and as recognition of the economic, environmental, and health benefits of well-designed parks, trails, and recreation systems grows, so too does our commitment to providing innovative park planning service to our clients. Our planners and landscape architects bring a wealth of experience and knowledge about the programming, sustainability, community engagement, and operations issues that park and recreation planning projects must address. They also provide skilled project leadership, ensuring that projects stay on budget and on schedule.

Our objective is to help our clients build great places for people to live, work, and play, and we strive to achieve this objective by combining our technical skills and expertise with the local knowledge that only community members and leaders can provide. We use their input about the community's strengths, values, needs and challenges as the foundation for plans, designs, and strategies that prepare them for the future and put them in position to thrive as the community grows and evolves.

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1 Communications Staff



**COLLABORATE**  
**LISTEN**  
**EXPLORE**  
**CREATE**

## SRF Consulting Group

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

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

## Emmons & Olivier Resources, Inc. (EOR)

EOR is a collaborative group of environmental and design professionals passionate about protecting our waters, restoring healthy ecosystems, and enhancing our community's unique sense of place. We are an employee-owned, multi-disciplinary water resource-based firm that specializes in:

- » Water resources engineering, watershed planning & modeling
- » Environmental compliance, biological surveying & restoration
- » Sustainable site design, planning & landscape architecture

EOR was founded in 1996 by Brett Emmons, PE, and Cecilio Olivier, PE, (who joined in 1997) to provide alternative and sustainable approaches to resources management that would provide long-term, holistic solutions. EOR's multidisciplinary team of engineers, scientists, and landscape architects deliver integrated WATER (Watersheds & Water Resources) + ECOLOGY (Ecosystems & Natural Resources) + COMMUNITY (Civil Engineering & Landscape Architecture) services.

## LOCi Consulting

LOCi Consulting LLC was founded by Grant Martin in 2019. The company is dedicated to the belief that location intelligence drives critical strategy for any organization. The firm specializes in helping small- to mid-sized organizations drive effective strategy through demographic, competitive, and geospatial analysis. LOCi Consulting are experts in market feasibility studies, market and portfolio optimization, retail sales forecasting, site selection, trade area definition, and customer segmentation.



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## PROJECT TEAM

### Key Personnel

#### HKGi

**Jeff Miller, AICP**, will serve as the Project Manager of the HKGi Team. He has been a planner for two decades and brings substantial experience conducting planning in river communities such as Red Wing, Winona, Onalaska, Stillwater, Chaska, and Fergus Falls. He is also experienced at addressing a broad range of issues including land use, historic preservation, downtown revitalization, housing, economic development, and zoning.

**Brad Scheib, AICP**, Vice President with HKGi, will serve as the Principal in Charge and will be responsible for overall QA/QC. He has nearly thirty years of experience and has contributed to more than fifty comprehensive plans as planner, project manager, and principal in charge.

**Rita Trapp, AICP**, will serve as the lead planner for housing, parks and open space, and implementation planning. She has nearly two decades of broad-based planning experience with expertise in all of the elements of comprehensive planning, including implementation of land use to zoning regulations.

**Lance Bernard**, will serve as the Lead Planner for a variety of topics including land use, transportation, utilities, community facilities, and intergovernmental coordination. Lance has seventeen years of planning experience and brings a real passion for helping community members develop a future vision and identify the tools they can use to achieve that vision.

**Bryan Harjes, PLA, LEED AP**, will provide Urban Design leadership and will contribute to land use, redevelopment, and neighborhood planning components. He has over twenty years of urban design experience and brings a combination of creativity and critical thinking skills that enable in-depth exploration of planning ideas.

**Jody Rader, PLA**, will provide community engagement and parks and open space planning expertise. She has a dozen years of community design experience and emphasizes equity, public health, connectivity, and quality of life for all.

#### SRF Consulting

**Paul Chellevoid, AICP, GISP**, will serve as the Project Manager for SRF's Transportation Planning work on the project. Paul has eighteen years of experience and brings significant experience working with the City of Lacrosse and on comprehensive plans in the state of Wisconsin.

**Stephanie Falkers, AICP**, will provide engagement and technical graphics leadership as well as QA/QC services for the transportation-related planning component. Stephanie brings more than ten years of experience and has contributed to comprehensive plans for Oconomowoc and Jefferson County and is currently leading the Vision Plan Update in Glendale.

#### Emmons & Olivier Resources

**Brett Emmons, PE, P.Eng. ENV SP, LEED AP**, will provide Civil Engineering leadership for the project

and will also provide QA/QC services for EOR's work on the project. Brett has more than thirty-four years of experience and under his leadership EOR has become a regional leader in sustainability planning.

**Camilla Correll, PE**, will provide engineering leadership for Water Resources and Sustainability planning. As a partner at EOR she brings more than twenty-four years of experience developing water resources management plans throughout the region.

**Jay Michels, CPESC, NGICP**, will lead the planning effort for Stormwater Management and Erosion Control. He has more than four decades of experience and his work has emphasized Low Impact Development and pollution prevention.

**Mike Majeski** is a Natural Resources Specialist and will provide technical expertise related to stream, ravine, wildlife, and water resources assessment, conservation and restoration. His twenty-plus years of experience includes a wide variety of

### LOCi Consulting

**Grant Martin** will provide Market and Economic Development expertise to this project. His work will provide a solid, data-based foundation for the comprehensive planning process and will help shape the land use, neighborhoods and housing, and economic development components of the Comprehensive Plan.

## Organizational Chart - Planning Team



# TECHNICAL EXPERTISE

**80+** Comprehensive Planning Processes

HKGi has written more than 80 comprehensive plans for communities throughout the Upper Midwest, including:

- » Minnesota
- » Wisconsin
- » Iowa
- » Michigan
- » North Dakota

We use the knowledge we have gained from our work to serve our clients and help them find the right mix of initiatives and implementation strategies that work best for their communities.

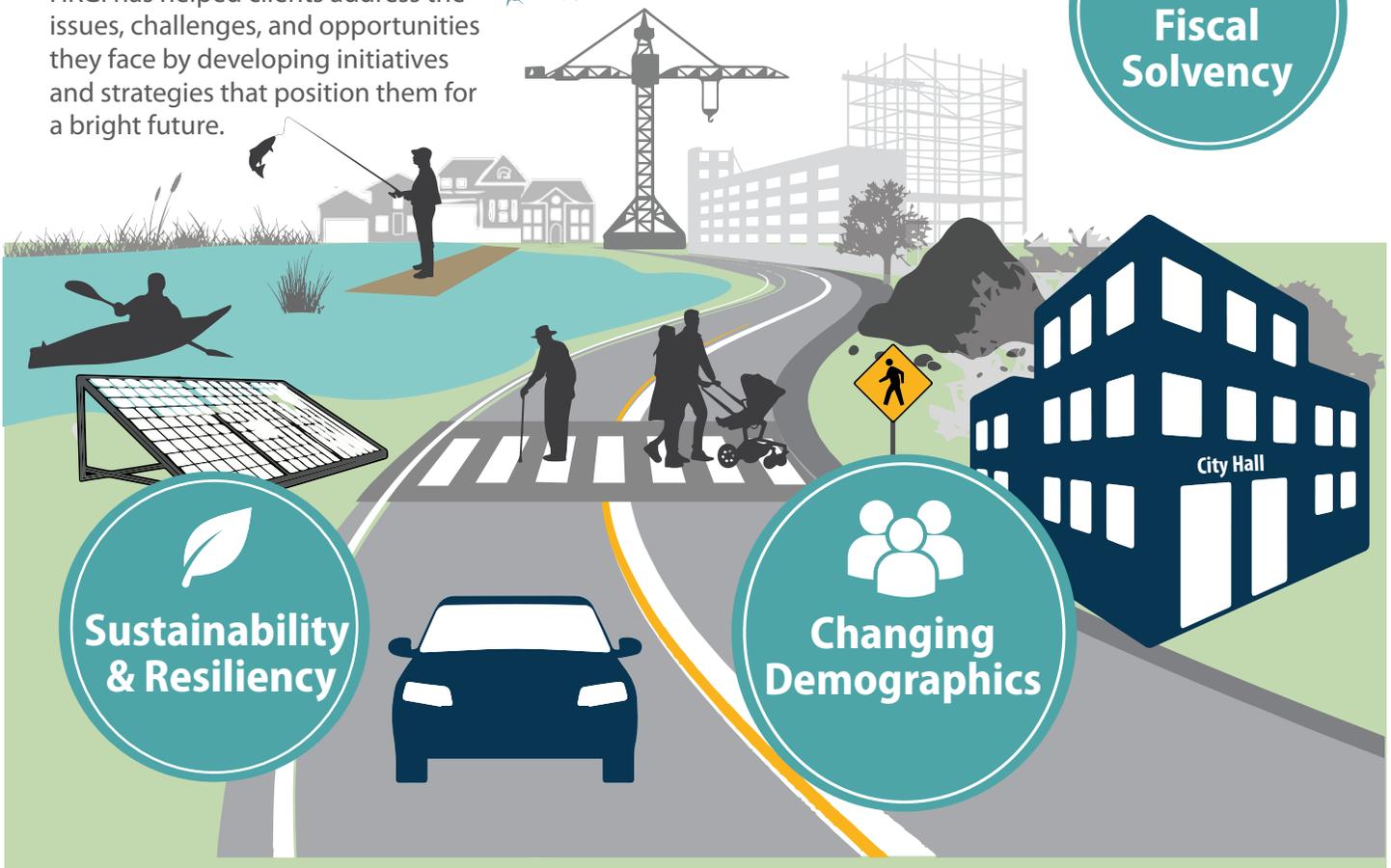
Quality of Place

Housing & Land Use

Economic Development

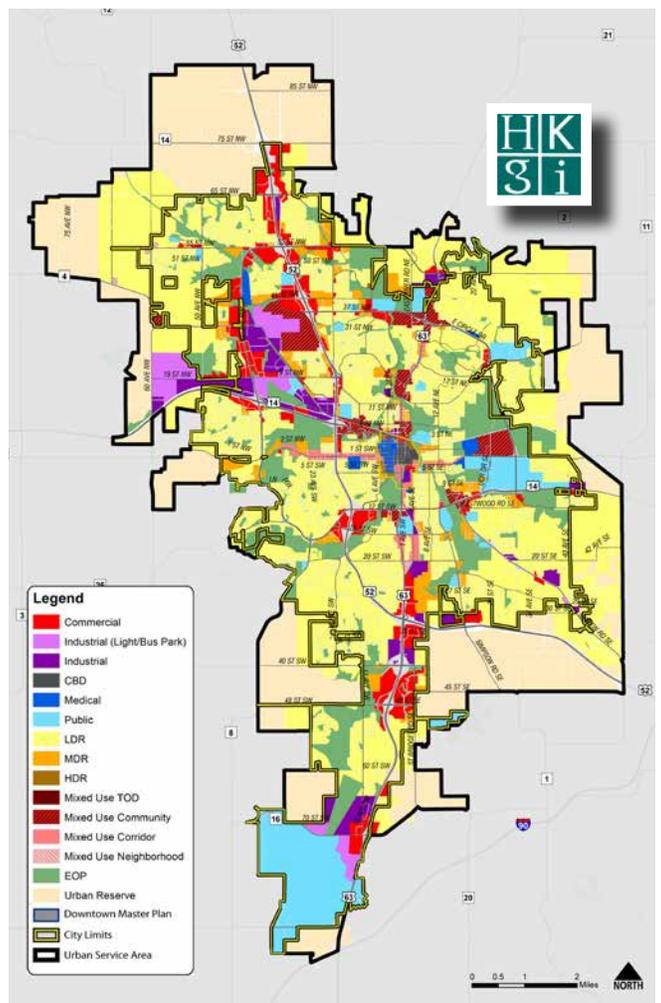
Fiscal Solvency

HKGi has helped clients address the issues, challenges, and opportunities they face by developing initiatives and strategies that position them for a bright future.



# SCENARIO SUMMARY

	Current Conditions	Continuation of Trends	Alternative Approach	
		"Dispersed Growth"	"Compact Growth"	
	Trends Scenario assumes continuation of recent growth trends and policies	vs.	Multiple Nodes/ No edge growth	Supernodes/ Limited edge growth
<b>2040 GROWTH: POPULATION, JOBS, AND HOUSEHOLDS</b>		50,000 new jobs	50,000 new residents	23,000 new housing units
<b>PARKS PER CAPITA</b>		32 acres per 1,000 residents		
<b>DAILY VEHICLE MILES TRAVELED (VMT)</b>	2.8 million VMT	4.4 million VMT 53% increase from current	4.1 million VMT 46% increase from current	4.1 million VMT 46% increase from current
<b>DAILY VEHICLE HOURS TRAVELED (VHT)</b>	92,000 VHT	155,000 VHT 67% increase from current	145,000 VHT 57% increase from current	143,000 VHT 54% increase from current
<b>LANE MILES OF HEAVILY CONGESTED ROAD</b>	6	100	75	86
<b>LANE MILES OF SEVERELY CONGESTED ROAD</b>	0	24	15	12
<b>ACCESS TO HIGH FREQUENCY TRANSIT</b>	20% of residents, 50% of jobs	27% of residents, 42% of jobs	48% of residents, 77% of jobs	53% of residents, 81% of jobs
<b>DOWNTOWN ACCESS MODE SHARE (TRANSIT ONLY)</b>	Current: 10% Goal: 23%	Current: 10% Goal: 23% Future: 14%	Current: 10% Goal: 23% Future: 23%	Current: 10% Goal: 23% Future: 23%
<b>ANNUAL TRANSIT OPERATING COSTS</b>	\$46 per capita \$3.24 per trip	\$51-\$177 per capita \$2.77-\$5.41 per trip	\$141 per capita \$4.36 per trip	\$107 per capita \$3.32 per trip
<b>ANNUAL TOTAL TRANSPORTATION COSTS</b>		\$422-\$510 per capita	\$488 per capita	\$459 per capita



The HKGi-led team established a baseline set of projected outcomes based on the continuation of current growth trends. Outcomes from alternative development scenarios were then compared to the “trends” scenario in order to identify the key policy decisions that would help the City accommodate projected growth while still meeting its goals for transit access, automobile use reduction (top left), and land use and conservation strategies (land use map top right).

## Comprehensive Plan

Rochester, Minnesota - HKGi led a large multi-disciplinary consultant team through a 24-month comprehensive planning process to prepare Rochester for a period of anticipated strong residential and employment growth. Rapid expansion of the City’s employment base downtown required the consultant team to not only explore transportation solutions to traffic congestion issues, but also required strong land use and housing plans to help moderate the need for new roads and parking structures.

Planners on this project were also challenged to find ways to incorporate active and healthy living principles into the plan—an important principle for a community that is viewed as a national health care leader and innovator. The location-based land use approach used by HKGi defined areas for preservation of current development patterns, areas in which redevelopment and infill will be likely, and areas in which new growth should occur.

HKGi developed design standards that will promote transit-supportive development and, just as importantly, encourage strong place making and compact development patterns that will encourage bicycling and pedestrian activity as well as transit use.

## HIGHLIGHTS

Extensive scenario-based planning and analysis to help the community understand the impacts of various decisions throughout the planning process

Created an extensive map book to facilitate greater understanding of current conditions and impacts of various development and land use scenarios

## REFERENCE

Sandi Goslee, Principal Planner  
Rochester-Olmsted Planning Dept.  
507-328-7133  
goslee.sandi@co. olmsted.mn.us

**DOWNTOWN RIVERFRONT SITE**



**2040 Red Wing Community Plan**

Red Wing, Minnesota - The 2040 Community Plan for Red Wing is filled with action items that will help the community address a variety of challenges related to land use, economic development, redevelopment, and housing. The community's extensive vision also enabled the planning team to address wide-ranging issues such as lifelong learning, public health, and connectivity and accessibility.

In addition to an award-winning engagement campaign programmed and conducted by the City and HKGi, the planning process featured an intense 4-day design charrette in which HKGi's staff members created redevelopment plans for opportunity sites across the city. Concepts addressed downtown redevelopment, residential and commercial redevelopment for several sites across the community, and ideas for reinvigorating and updating some of the city's parks and public spaces.

HKGi has also conducted redevelopment, streetscape, and park planning and design for the City of Red Wing. Many of these projects are intended to leverage Red Wing's unique landscape as a quality of life amenity that can attract new residents and employers to the community.

**HIGHLIGHTS**



2019 MN APA Award for Excellence in Engagement

Addresses affordable housing and growth within a geographically constrained community

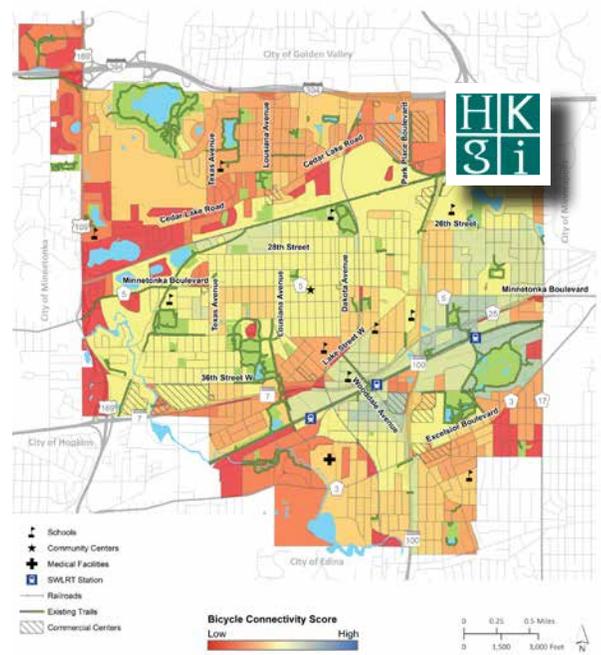
Land use and urban design policies address development complications due to bluffs and river frontage

Extensive community engagement conducted prior to and as part of the comprehensive planning process

**REFERENCE**

Michelle Liese, Community Engagement Specialist  
 City of Red Wing  
 651-385-3618  
 michelle.liese@ci.red-wing.mn.us





## Comprehensive Plan Update

St. Louis Park, Minnesota - HKGi led the update to this inner-ring city's comprehensive plan and shepherded the plan through the Metropolitan Council's review and approval process. HKGi's work included facilitating community engagement; incorporating input from a previous community visioning initiative; providing land use, housing, parks, resilience, and economic development planning services; and writing and coordinating report assembly and production.

More than 1,500 people provided input via nearly forty community meetings and online and social media engagement methods. Their input led to an emphasis on key issues such as racial equity, housing, resiliency and climate action, and enhanced pedestrian and bicycle connectivity. The Racial Equity chapter amplifies the topic and establishes policies and strategies to ensure implementation progress occurs. Planners also developed specific strategies to improve access to much-needed housing.

HKGi also developed the Plan by Neighborhood, which involved more detailed planning for all 35 of the City's neighborhoods. This part of the planning process inspired and empowered neighborhood voices to address localized needs and issues.

## HIGHLIGHTS

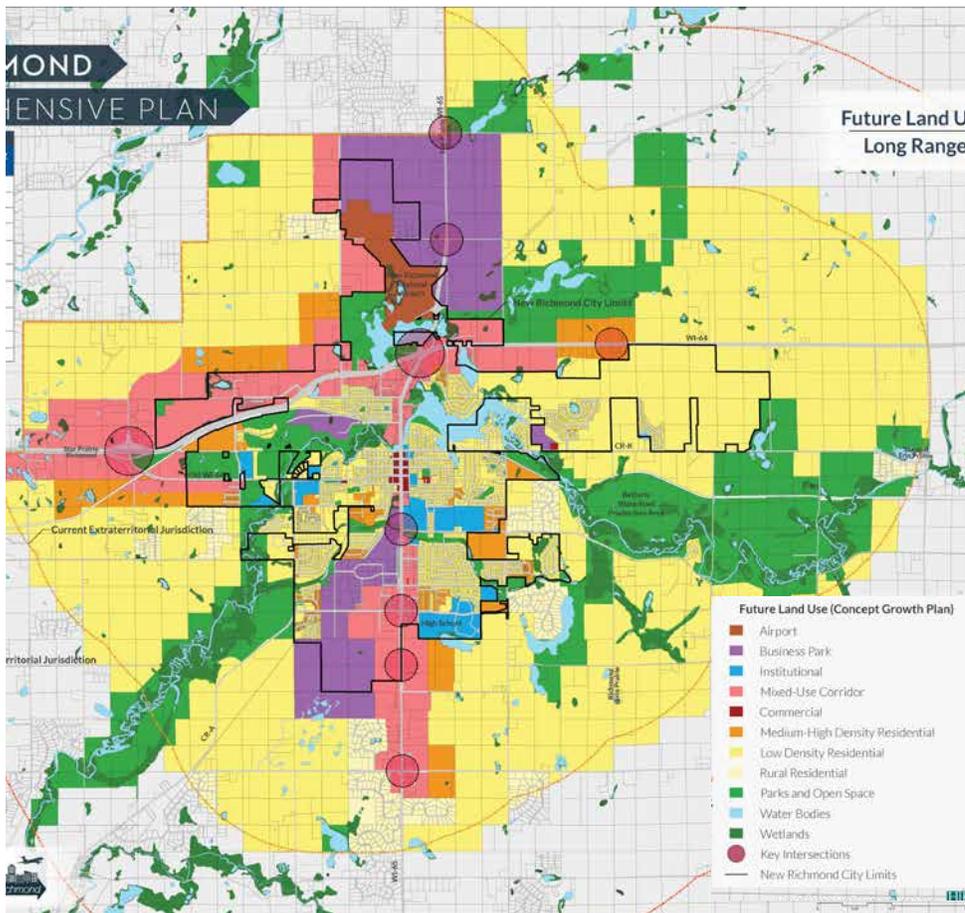
Planning deliverables include final Comprehensive Plan and Plan by Neighborhood documenting neighborhood-level planning for 35 official city neighborhoods

Resiliency, climate action, housing, racial equity, and multi-modal transportation planning received emphasis throughout the planning process

Redevelopment focus areas were the subject of increased planning and engagement efforts

## REFERENCE

Meg McMonigal, Senior Planner (ret.) formerly with City of St. Louis Park 612-505-8644

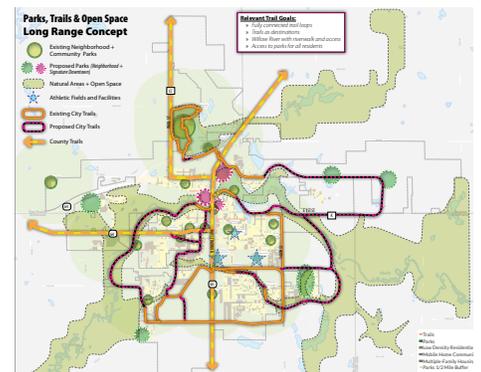


The comprehensive plan addresses several key issues that the community is expected to face in the near future. These issues include preservation of the river corridor in New Richmond's long term growth areas (above), identification of a parks, trails and open space network to provide better biking and pedestrian access throughout the community (bottom right), and downtown redevelopment concepts that capitalize on the Willow River as a recreational resource (top right).

## Comprehensive Plan

**New Richmond, Wisconsin** - Working with an engagement facilitator and several community-based topic area focus groups, HKGi provided planning leadership for land use, downtown redevelopment, growth area, and park/trail/open space planning. The award-winning plan provides the City with tools and strategies to assist future implementation efforts.

The opening of a new bridge connecting Minnesota's northeastern metropolitan area to New Richmond is expected to lead to growth of the city's western highway corridor in the coming years. This plan will guide growth in this area and more broadly identifies potential gateway improvements throughout the community. The plan also identifies conservation efforts the City can undertake to protect the Willow River not only in the City's growth areas, but also in the downtown, where the river might provide an attractive location for natural resource and outdoor recreation related economic development. Other development initiatives contained in the plan include leveraging the community's technical and vocational educational resources for work force training and to attract new entrepreneurs to the community.



## HIGHLIGHTS



2019 WI APA Innovation in Planning Award

Parks, trails and open space planning has been a key component of the planning process, particularly for New Richmond's growth areas and its downtown.

Proposed trails are sought to increase connectivity and to provide better biking and pedestrian access in the downtown area.

## REFERENCE

Beth Thompson, Community Development Director  
City of New Richmond  
715-246-4268  
bthompson@newrichmondwi.gov



## Comprehensive, Downtown, & Growth Area Planning

**Chaska, Minnesota** - In recent years HKGi has provided leadership and planning expertise on several significant community projects in Chaska, which lies on the southwestern edge of the Twin Cities. Projects have included the 2010 Comprehensive Plan, Historic Downtown Master Plan, and Southwest Growth and Development Plan as well as downtown streetscape improvements, downtown signage ordinance, land use planning studies, and park planning.

The Comprehensive Plan focuses on key initiatives such as revitalizing downtown; planning for transportation infrastructure changes; creating a sustainable growth land use pattern; greater connectivity; and preservation of the Chaska Greenbelt. The Downtown Master Plan expands on Comprehensive Plan concepts with a more detailed focus on redevelopment strategies, historic preservation, connectivity, and market positioning strategies. The Growth Area Plan provides a realistic and flexible roadmap for growth in the 1,800-acre area immediately west of downtown. The Plan is designed to balance growth in both households and jobs, and was crafted in a way that would contribute to the strength of Chaska's historic downtown area.

## HIGHLIGHTS

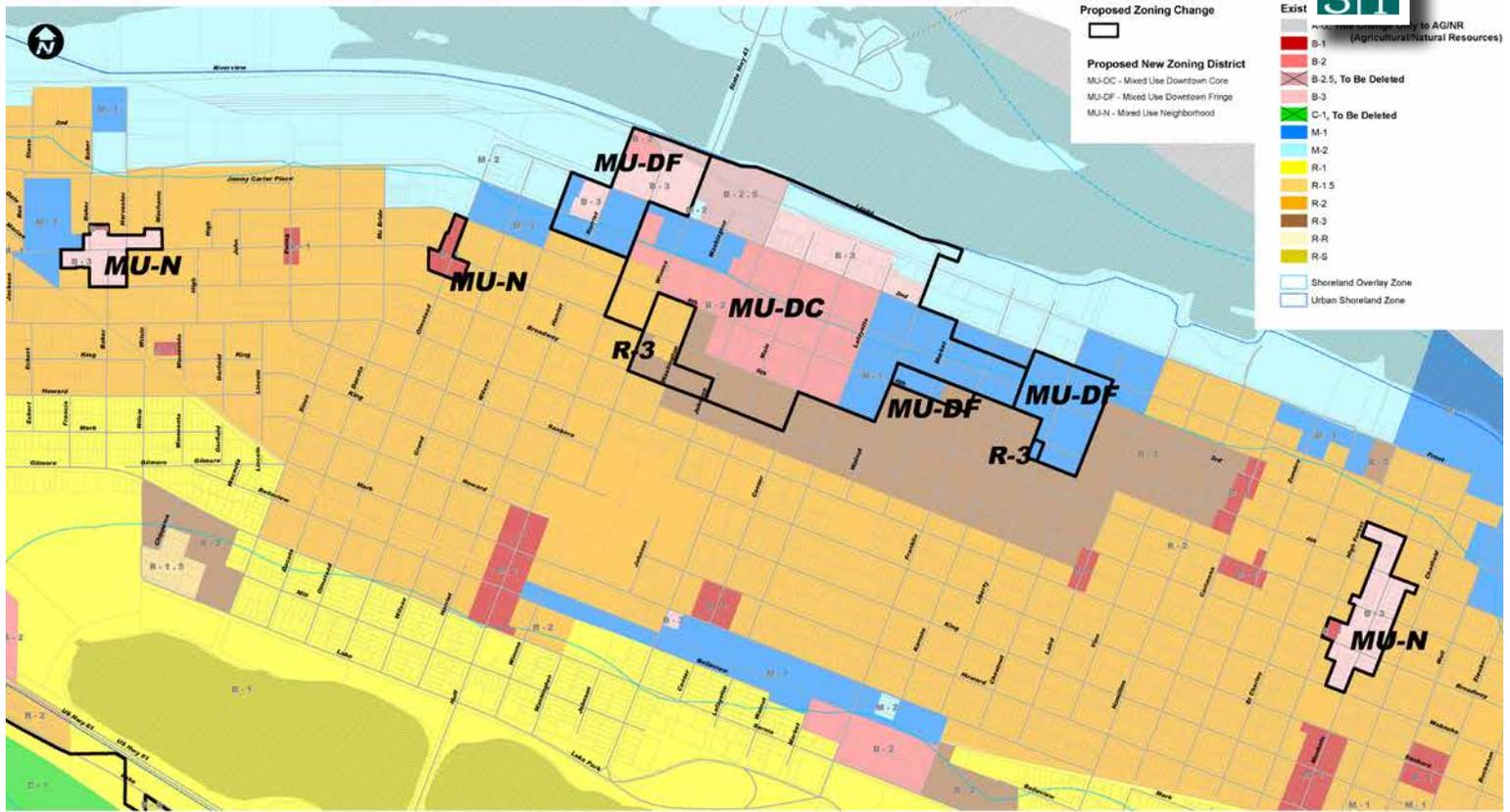


MN APA 2014 Planning in Context for the Downtown Signage Design Guidelines

MN APA 2017 Success Stories in Implementation for the Downtown Master Plan

## REFERENCE

Kevin Ringwald, Director of Planning and Development  
 City of Chaska  
 952-448-9200  
 kringwald@chaskamn.com



No map was compiled from a variety of sources. This information is provided with the understanding that conclusions drawn from such information are solely the responsibility of the user. The GIS data is not a legal representation of any of the features depicted, and any assumption of the legal status of this map is made by the user.

Nov. 2, 2017

## Unified Development Code Rewrite and Comprehensive Plan

Winona, Minnesota - HKGi is currently leading Winona's Comprehensive Plan process, which follows the firm's work conducting a review and rewrite of the City of Winona's subdivision code, zoning code and map, and site plan ordinance to modernize the code in accordance with the City's 2007 Comprehensive Plan. HKGi worked with City staff over the course of the two year project to combine the different components into a Unified Development Code. In addition to conducting the analysis, writing draft and final code versions, and presenting to the Planning Commission and City Council, HKGi also led an extensive public participation process to ensure that members of the public had a voice throughout the planning process.

Project objectives included the creation of the Unified Development Code; incorporation of form-based and design standard strategies for downtown Winona; inclusion of illustrations and graphics in the code to facilitate a better understanding of code requirements; establishment of mixed-use zoning districts and regulations; and consideration of Winona's natural setting and its impact on greenfield development.

### HIGHLIGHTS

Converted a traditional zoning code to a new Unified Development Code

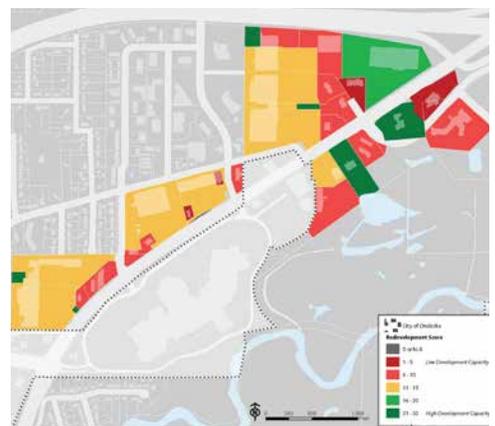
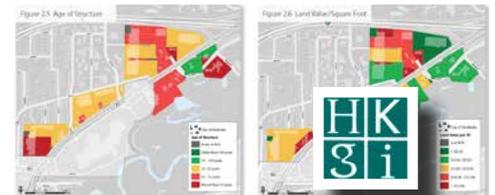
Created new mixed use districts for downtown and neighborhood commercial nodes

Uses a graphics-based approach to illustrate and demonstrate topics such as building design and site standards.

Executive summary clearly and concisely communicates key topics and revisions

### REFERENCES

Carlos Espinosa, City Planner  
City of Winona  
507-457-8250  
cespinosa@ci.winona.mn.us



Redevelopment opportunities (top left) identified by HKGi and the potential to link redevelopment projects to infrastructure improvements (bottom left). HKGi also used several factors to create redevelopment scores for each parcel in the study area (top and bottom right).

## Redevelopment Planning & Unified Development Code Rewrite

Onalaska, Wisconsin - HKGi provided redevelopment planning expertise to help the City of Onalaska and its stakeholders develop common goals for the Highway 16 corridor and the downtown area. For the Highway 16 corridor, HKGi's work will help the City better prepare for the eventual transition of the Valley View Mall in neighboring La Crosse to new uses.

For both redevelopment studies, HKGi conducted an analysis of current transportation and development conditions, high level market analysis and a retail gap analysis for the Highway 16 regional commercial center. HKGi created redevelopment scores for individual parcels in both project areas to help the City understand which properties offered the best opportunities for near-term redevelopment.

In a separate project, HKGi led the rewrite of the City's Uniform Development Code. The project's objectives included making the UDC easier to understand and use; ensuring that the code meets state statutes and reflects the direction of the 2016 comprehensive plan; and includes a modernization of development standards to encourage high-quality, context-sensitive development.

## HIGHLIGHTS

- High level market analysis
- Scenario-based planning used to analyze potential redevelopment directions
- Redevelopment site scoring to identify best opportunities
- Identify phasing and infrastructure improvement considerations
- New code allows more mixed-use development and facilitates creation of new housing and new housing types in the community

## REFERENCE

Katie Aspenson, Planner  
 City of Onalaska  
 608-781-9590  
 kaspenson@onalaskawi.gov



## Oconomowoc Comprehensive Plan 2050

*Oconomowoc, Wisconsin*

SRF assisted the City of Oconomowoc, (population 16,500), with a full update to its 2010-2030 Comprehensive Plan. This 15-month effort identified a city vision statement, and updated goals, objectives, and policies that informed future land use decisions. Recent planning studies along with municipal code updates were integrated into the updated plan. The finalized plan, which covered nine topic areas, described a desired future for the community over the next 30 years.

The Comprehensive Plan Update consisted of a variety of public engagement techniques that enabled feedback from over 1,250 residents. SRF successfully hosted three “meet people where they are” pop-up events at a community movie night “Ocomicon”, Farmers Market, and a Touch a Truck event. SRF staff interacted with residents at these events and collected almost 200 responses to questions. Discussions with residents focused on recreational activities and pedestrian connections, accessibility of Lac La Belle and Fowler Lake, entertainment activities for residents, affordability of housing, and condominium development. In addition to in-person meetings, two surveys were developed to gather information and opinion; one for the general public, and one specifically for the high school age population. Each survey had over 400 responses.

A 13-member Steering Committee guided the development of the Comprehensive Plan and provided valuable feedback and review of all materials throughout the planning process. The community is expected to grow by almost 2,000 residents by 2040. As the City plans for this growth, focus areas identified by the Committee included: infill and redevelopment of gateway areas into the community, amount of workforce and senior housing, affordability of housing, future road extensions, and downtown area parking.

Oconomowoc’s final product is a concise compilation of important and relevant plan elements. Short, medium, and long-term goals, policies, and actions were identified. Population and employment projections, land use opportunities and constraints, future land use map, growth concept plan, and an implementation plan were included in the final deliverable. This user friendly plan is easy for the public to understand, and contains numerous graphics, charts, and maps. The final plan is accessible across numerous social media platforms and referenced on a regular basis by City staff and residents of Oconomowoc.



This project was a 2019 Wisconsin APA finalist for Planning Excellence-Best Practices.

SRF Consulting Group

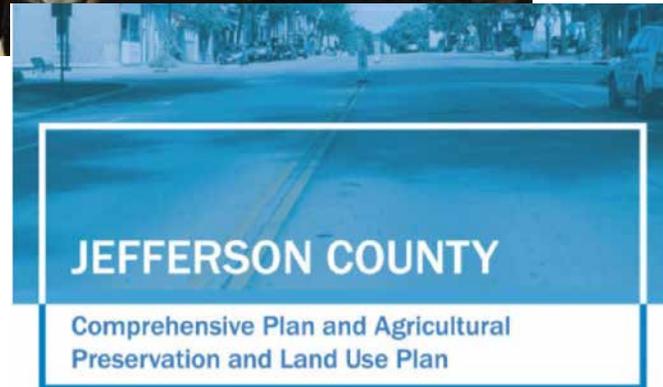
### REFERENCE

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

3



Notifications	Project Web Page	Events	<b>1</b> Youth Government Day	<b>6</b> Steering Committee Meetings
	Social Media Posts and Ads		<b>1</b> Department Head Meeting	<b>1 on 1</b> Coordination with County Staff
	Press Releases		<b>7</b> Focus Groups	<b>2 days</b> Meet with town, village, city staff
	26,000 Direct Mailings to Households		<b>2</b> Agricultural Preservation Meetings	<b>3</b> Online Surveys
	QR Code Posters		<b>8</b> Public Regional Meetings/Open Houses	



## Jefferson County Comprehensive Plan

*Jefferson County, Wisconsin*

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

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

SRF worked with the 35-member Agricultural focus group, members of the University of Wisconsin-Extension, and other farming stakeholders on carefully planning the 15-year growth boundaries across the county.

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

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

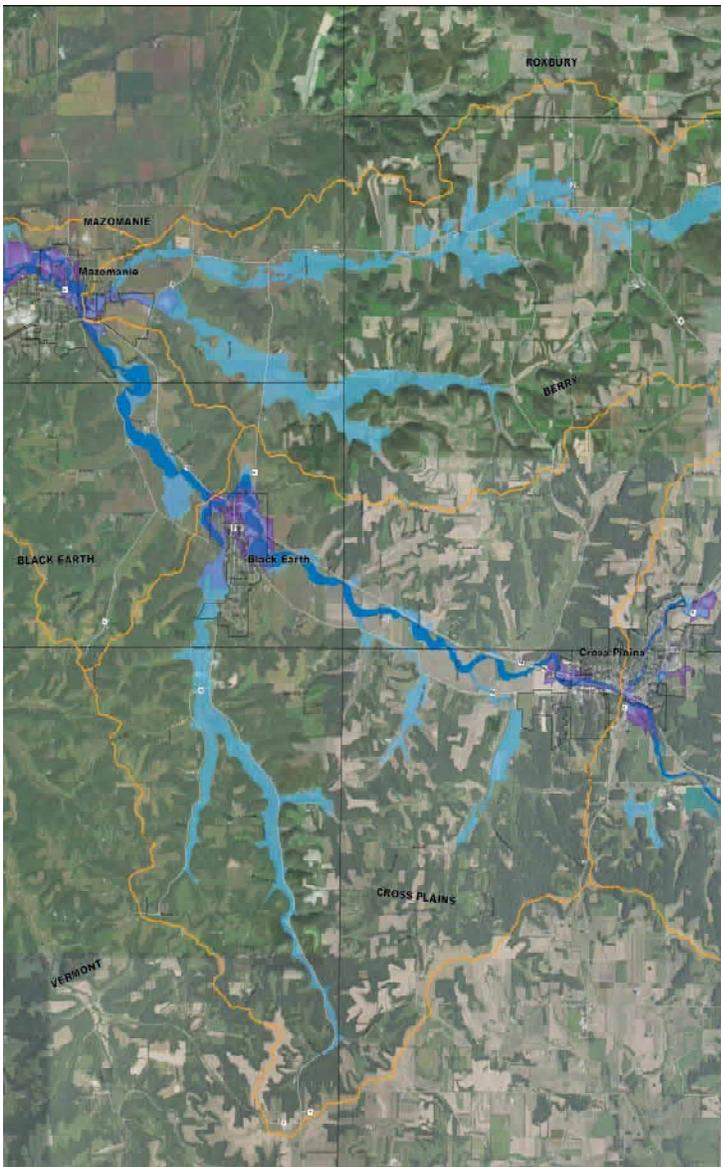
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### REFERENCE

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



Image credit Groundswell Conservatory



## Black Earth Creek Watershed Green Infrastructure Plan

**Date:** On-going  
**Location:** Madison, WI  
**Client(s):** Capital Area Regional Planning Commission

### Summary

EOR is assisting in the development of a systematic plan to implement green infrastructure (GI) in a largely rural & agricultural watershed within the Driftless Area. The goal is to identify projects & practices that will provide flood protection, water quality benefits to a trout stream, and recreational, economic, and ecological benefits to the watershed.

EOR and its team partners, are developing a GI Plan that describes flood hazards, evaluates flood risk and vulnerability, and identifies cost-effective implementation strategies. The planning process has involved engaging local units of government (villages & townships), residents, riparian landowners, farmers and local businesses through the development of an ArcGIS Hub site, community events and meetings.

### Client Benefits

- Plan will provide LGUs the direction needed to better manage stormwater runoff and improve the quality of downstream resources.
- Identifies GI strategies and agricultural BMPs needed to address water quantity and quality concerns specifically identifying the practices that are most likely to be implemented by those living in the watershed.



## Burnsville Sustainability & Comprehensive Plan Update

**Date:** 2017-2019  
**Location:** Burnsville, MN  
**Client(s):** City of Burnsville

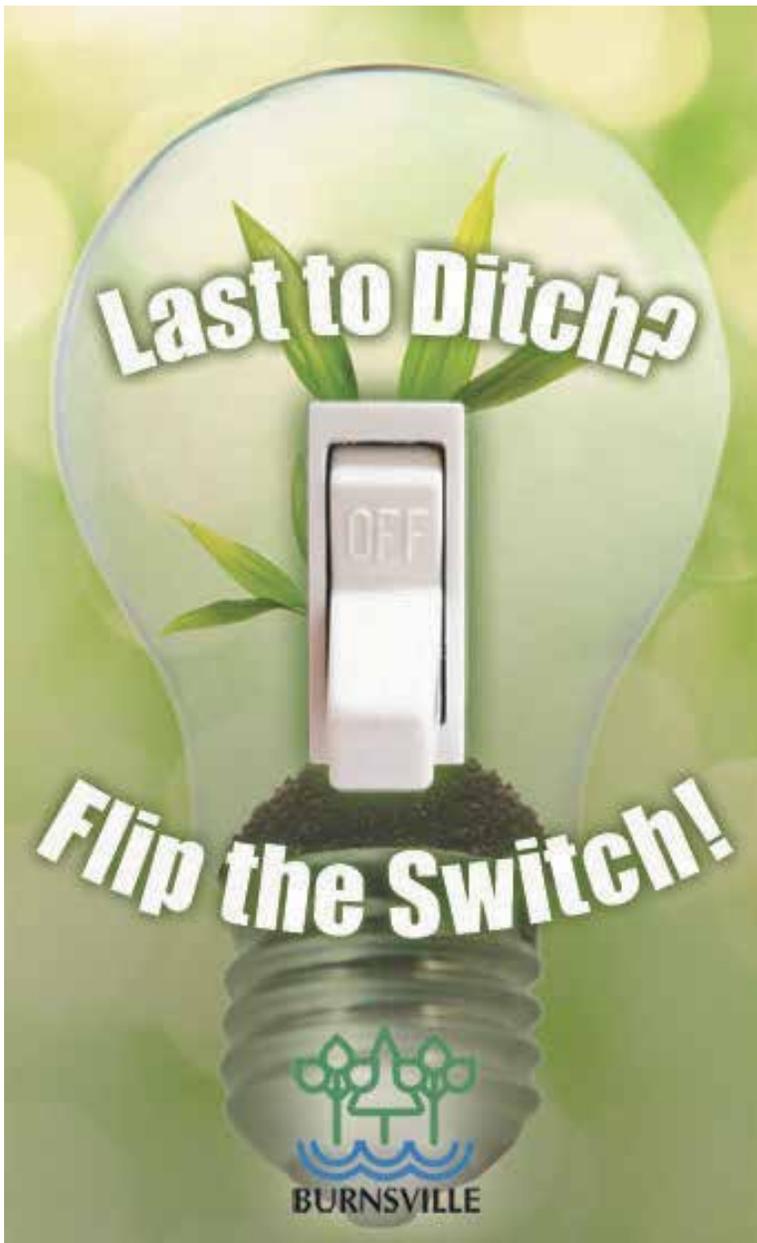
### Summary

EOR has returned to the City of Burnsville 10 years after the successful completion of their first Sustainability Guide Plan to update and refine the plan for the next 10 years and beyond. The 2009 Comp Plan was the first of its kind for a Twin Cities community to incorporate sustainability throughout the plan. It has helped the City to plan and implement multiple energy saving and water quality improving projects over the past 10 years. With the current plan update the city aims to be even more ambitious and effective with their sustainability goals. Stormwater and open space management were also revisited to incorporate new LID/GI concepts to address historic flooding issues and water quality concerns in local lakes.

The Burnsville Sustainability Plan includes baseline statistics, future goals, implementation strategies, performance indicators, and estimated costs in each of 10 Focus areas. Focus areas include Greenhouse Gas Emissions, Climate Adaptation, Land Use, Transportation, Water, Buildings, Food, Community Health, Solid Waste, Fleet, and Renewable Energy.

### Client Benefits

- Implemented programs have already provided many cost and energy savings for the City.
- MN Environmental Initiative finalist for Community Sustainability Award.
- US Conference of Mayors finalist in the City Livability Awards citing specifically the City's efforts in developing and implementing sustainability actions.





## La Crosse Coupled Storm Sewer & 2D Street Flooding Model

**Date:** 2014-2017  
**Location:** La Crosse, WI  
**Client(s):** City of La Crosse

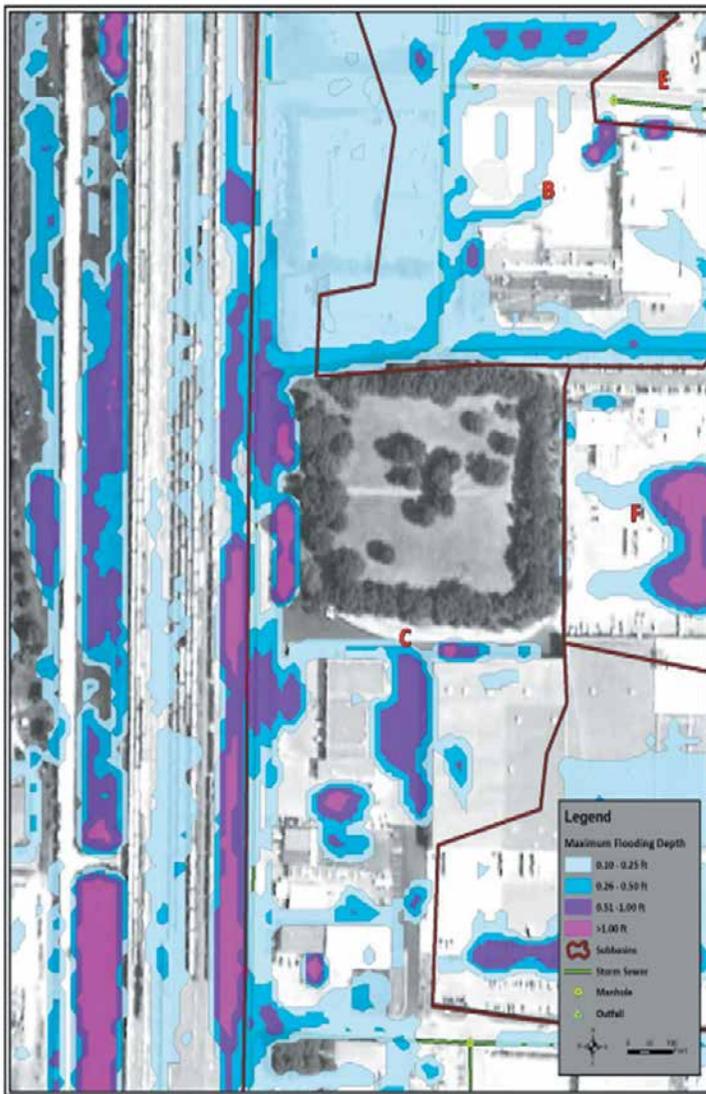
### Summary

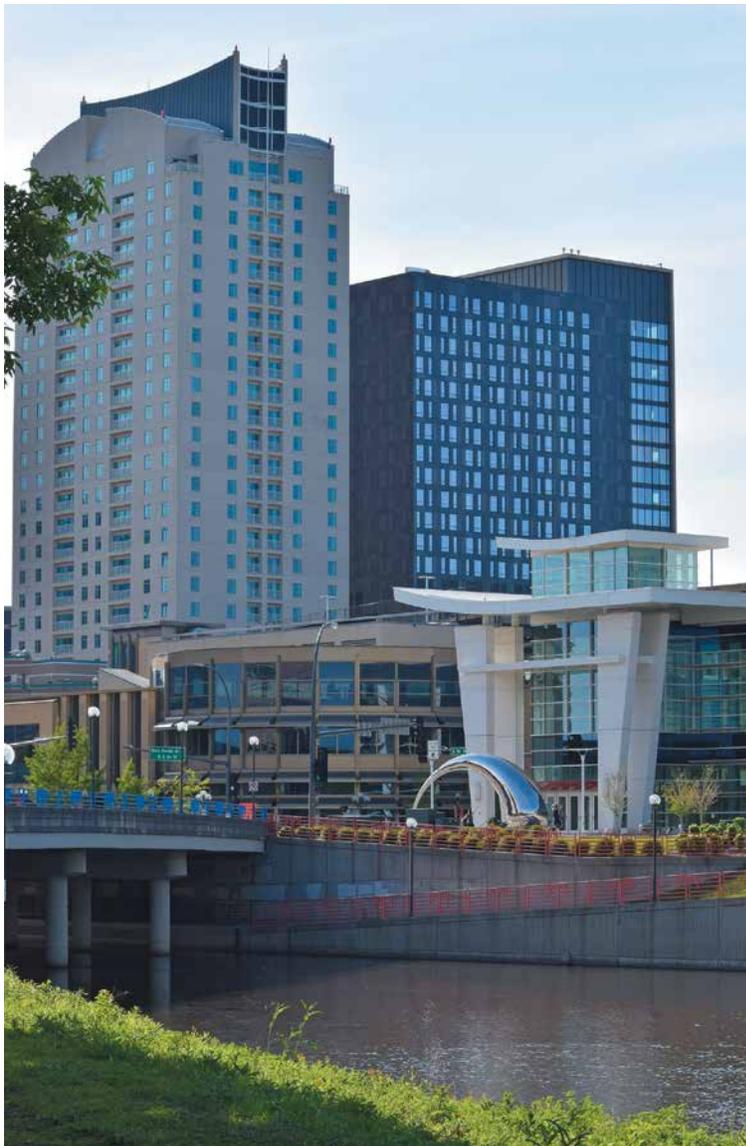
La Crosse has experienced persistent stormwater street flooding due to urban expansion and sewer capacity limitations. City-wide stormwater models were developed by EOR staff working as Montgomery Associates, before that firm merged with EOR. The models link a two-dimensional FLO-2D model of streets and other surface drainage with an EPA SWMM model of the subsurface storm sewer network. This allowed understanding where sewer overflows occur and how surface water spreads across the flat landscape.

The analysis identified gray infrastructure upgrades, such as larger pipes, for cost-effective flood relief of some intersections and streets. Green infrastructure practices, such as permeable pavement and infiltration practices, were found to have potential flood reduction benefits over larger areas, reducing the need for additional gray infrastructure improvements.

### Client Benefits

- Created model as a tool for the City to understand complex flooding problems and prioritize solutions.
- Assessed flood reduction benefits of gray vs green infrastructure investments in specific parts of the City.





## Rochester Comprehensive Surface Water Mgmt Plan

**Date:** On-going  
**Location:** Rochester, MN  
**Client(s):** City of Rochester

### Summary

EOR is assisting the City of Rochester in the development of its Comprehensive Surface Water Management Plan (CSWMP). This Plan will facilitate a more strategic, collaborative and fiscally responsible approach to stormwater management.

EOR and its partners (Freshwater and Perkins and Will) are working with city staff from various departments to explore the vision and needs for the CSWMP. The Plan will address issues related to sustainability, environmental equity, asset management planning and climate resiliency by exploiting and prioritizing the surface water and groundwater management needs of today and the future.

The City will incorporate issues related to social equity and environmental justice such as flood hazard risk and stormwater investments as a key element of the CSWMP.

### Client Benefits

- This CSWMP will provide the City with direction needed to meet the MPCA's MS4 Phase II Permit requirements and make progress toward waste load allocations derived from TMDLs for the South Fork Zumbro River and its tributaries.
- By engaging representatives from related departments, a more robust CSWMP is being developed, promoting fiscal responsibility and consensus among city staff.
- By taking the impacts of climate change into consideration, the city will develop a CSWMP that will create a more equitable and resilient community accounting for its natural assets and grey/green infrastructure.

# APPENDIX: PERSONNEL RESUMES



## Jeff Miller

AICP

Associate

 612.252.7123

 jmillier@hkgi.com

Jeff will serve as the **Project Manager**. In this role he will provide leadership for the comprehensive planning process and direct the work of the consultant planning team. He will serve as the primary point of contact for the City of La Crosse.

Jeff is a veteran consulting planner who emphasizes the integration of diverse perspectives into the planning process, facilitating a broader understanding of the issues and opportunities communities face and the potential strategies the community can use to achieve its future vision. Jeff is valued by clients for his outstanding listening and communication skills, his thoughtful approach, and his emphasis on providing outstanding client service. He has been recognized for conducting outstanding planning projects in communities such as Red Wing, Chaska, and St. Louis Park (MN) and has provided communities such as Onalaska and Winona with redevelopment planning and zoning ordinance revision services.

### Relevant Project Experience

- » Redevelopment Area Planning & Uniform Development Code/Zoning Ordinance Update | Onalaska, WI
- » Comprehensive Plan and Uniform Development Code Rewrite | Winona, MN
- » Comprehensive Plan | Burnsville, MN
- » Comprehensive Plan and Downtown Master Plan | Chaska, MN
- » Comprehensive Plan | Red Wing, MN
- » Comprehensive Plan and Neighborhood Plans | St. Louis Park, MN
- » Zoning Ordinance Revisions | Johnston, IA
- » West Side Flats Redevelopment Plan | Saint Paul, MN

**Years of Experience: 21**

### Education

Master of Planning, University of Minnesota  
B.A., Economics, St. Olaf College, Northfield, MN

### Registration

American Institute of Certified Planners,  
Certification #025995

### Awards

- 2019 MN APA Excellence in Community Engagement Award - Red Wing 2040 Community Plan
- 2017 MN APA Success Stories in Implementation Award - Chaska Downtown Master Plan
- 2017 MN APA Context in Planning Award - Eliot School Site Reuse Study - St. Louis Park, MN
- 2014 MN APA Planning in Context Award - Chaska Downtown Signage Design Guidelines
- 2007 MN ASLA Merit Award for Private Landscape Design - Chevalle, A Country Estate - Chaska, MN
- 2002 MN APA Outstanding Plan Award - Northwest Corridor Planning and Design Framework





## Brad Scheib

AICP

Vice President

 612.252.7122

 bscheib@hkgi.com

Brad will serve as the **Principal in Charge** for this project, providing oversight and quality assurance services to ensure that the planning team conducts a planning process that helps the City achieve its objectives for the project and results in an action-oriented plan that can help the community achieve its development goals.

Brad has provided leadership and service for community planning initiatives throughout his career, and he has been at the forefront of the firm's efforts to continually monitor and enhance its approach to leverage new technologies and methods.

Brad's primary project experiences include comprehensive planning, neighborhood redevelopment master planning, transit-oriented development, and regulatory tools. He is a native of Iowa and uses his experience growing up in rural and small-town Iowa to inform his approach to community planning.

### Relevant Project Experience

- » Comprehensive Plan | New Richmond, WI
- » Sub-Area Plan and Zoning Ordinance Update | Greenville, WI
- » Comprehensive Plan 2040 | Rochester, MN
- » Comprehensive Plan | Red Wing, MN
- » Comprehensive Plan (3) | Johnston, IA
- » Comprehensive Plan | Waukee, IA
- » Comprehensive Plan (2) | Woodbury, MN
- » Comprehensive Plan | Victoria, MN
- » Red River Corridor Master Plan | Moorhead, MN
- » Downtown East/North Loop Master Plan and Rezoning Study | Minneapolis, MN

**Years of Experience: 27**

### Education

B.S., Community and Regional Planning - Iowa State University

Minnesota Real Estate Certificate - Prosource Educational Services

Form-Based Codes Institute Certificate of Completion

### Registration

American Institute of Certified Planners - Cert. #013665

### Awards

2019 WI APA Innovation in Planning Award - Comprehensive Plan for the City of New Richmond

2019 MN APA Excellence in Community Engagement Award - 2040 Red Wing Community Plan

2015 MI APA Daniel Burnham Award for a Comprehensive Plan - Comprehensive Plan for the City of Ironwood

2015 MN APA Planning in Context Award - Moorhead River Corridor Master Plan

2010 MN Preservation Award and 2010 MN-ASLA Merit Award for Planning and Research - Red Wing Downtown Action Plan





## Rita Trapp

AICP

Associate

 612.252.7135

 rita@hkgi.com

Rita will contribute her Implementation Planning knowledge and expertise to this project. Her role will be to ensure that recommendations for implementation strategies will be technically feasible and will reflect the planning direction contained in the updated Comprehensive Plan.

Rita's experience developing planning documents is informed by her significant amount of experience translating planning direction into enforceable policy language, and reviewing land development proposals for their compliance with local zoning ordinances and design guidelines. This experience has provided her valuable insights into how to create action-oriented implementation strategies that achieve the community's planning goals while minimizing unintended results.

Her work has included zoning ordinance rewrites and revisions in Onalaska and Winona and comprehensive planning in a variety of communities.

### Relevant Project Experience

- » Uniform Development Code/Zoning Ordinance Update | Onalaska, WI
- » Unified Development Code Rewrite | Winona, MN
- » Comprehensive Plan Update | Woodbury, MN
- » Comprehensive Plan, Growth Area Planning, and Zoning Ordinance Amendments | Lindström, MN
- » Comprehensive Plan and Zoning Ordinance Revision | Maplewood, MN
- » Zoning & Subdivision Ordinance Update | Johnston, IA
- » Zoning Ordinance Update | Roseville, MN
- » Zoning Ordinance Revisions | St. Louis Park, MN

**Years of Experience: 19**

### Education

B.S., Land Use Geography and Economics,  
University of Wisconsin-Eau Claire

### Registration

American Institute of Certified Planners -  
Cert. #021555

### Awards

2018 MN APA Excellence in Community  
Engagement Award - Chanhassen Parks and  
Recreation System Plan

2017 National APA President's Council  
Leadership Award

2009 ASLA-MN Honor Award for Planning  
and Research - Saint Paul Park and  
Recreation Vision Plan





# Lance Bernard

## Project Manager

 612.252.7133

 lance@hkgi.com

## Years of Experience: 17

### Education

B.S. Community Development/Urban Affairs,  
St. Cloud State University

### Memberships/Affiliations

Legislative and Law Committee Co-Chair  
for the Minnesota Chapter of the American  
Planning Association

### Engagements

Shared Parking: How Does it Work? –  
Railvolution Conference, Denver, Colorado  
(2017)

TOD and Districtwide Parking Forum –Metro  
Transit (2016)

Comprehensive Planning and Public Health  
Community Workshop – City of Eau Claire,  
Wisconsin (2013)

Integrating Public Health Into the Planning  
Process Trainings– Minnesota Department  
of Health (2009 – 2011)

Lance will provide **Land Use Planning** leadership for this project and will also contribute to broader planning addressing neighborhoods, housing, multi-modal transportation, economic development and other community planning topics.

With a broad portfolio of planning experience, Lance brings a passion for community and transportation planning to his work. During his planning career he has touched on all aspects of planning, including comprehensive plans, long-range transportation plans, parking studies, and downtown master plans. In his work Lance uses his data collection and analysis skills to ensure that planning initiatives have a strong evidence-based foundation, and he emphasizes creating plans that include clear and effective implementation strategies.

## Relevant Project Experience

- » High Cliff to Fox Cities Connection | E. Central Wisconsin RPC
- » Comprehensive Plan | Waukee, Iowa
- » Comprehensive Plan | Stillwater, MN
- » Comprehensive Plan | Victoria, MN
- » Comprehensive Plan | Richfield, MN
- » Comprehensive Plan | Inver Grove Heights, MN
- » Shape Stearns 2040 Comprehensive Plan | Stearns County, MN
- » Pier D Small Area Plan | Duluth, MN
- » Portland and 66th Land Use Plan | Richfield, MN
- » Penn Avenue Corridor Study | Richfield, MN
- » Bicycle-Pedestrian Plan | Washington County, MN
- » Bicycle-Pedestrian Plan | Woodbury, MN





## Bryan Harjes

PLA, LEED AP

Vice President

 612.252.7124

 bryan@hkgi.com

Bryan will provide **Urban Design** leadership for this project, especially the integration of land use, transportation, parks and open space, redevelopment, and economic development elements to ensure that connectivity, access, and functionality issues are considered fully during the planning process.

Bryan's involvement in numerous award-winning projects attests to his expertise and creativity as an urban designer. He emphasizes high quality solutions that fulfill community needs such as enhancing connectivity and promoting sustainability and market and fiscal viability.

He brings creativity, an ability to lead and facilitate idea generation, and strong critical thinking skills to his project work. His ability to listen to ideas and transform them into drawings enables participants to envision and evaluate a range of potential development scenarios.

### Relevant Project Experience

- » Redevelopment Area Planning | Onalaska, WI
- » Sub-Area Plans | Greenville, WI
- » Comprehensive Plan | Red Wing, MN
- » Comprehensive Plan | Inver Grove Heights, MN
- » Comprehensive Plan Update | Johnston, IA
- » Comprehensive Plan | Victoria, MN
- » Comprehensive Plan | Waukee, IA
- » Penn Avenue Revitalization Plan | Richfield, MN
- » Bassett Creek Valley Master Plan and Linden Yards Concept Plan | Minneapolis, MN
- » Merle Hay Road Gateway Redevelopment Plan | Johnston, IA
- » Complete Streets Study | Red Wing, MN

**Years of Experience: 21**

### Education

Master of Landscape Architecture and  
Bachelor of Environmental Design,  
University of Minnesota

### Registration

Landscape Architect, Minnesota, License No.  
42954

### Awards

2021 ASLA-MN Honor Award for Planning  
and Urban Design - Minnehaha Parkway  
Regional Trail Master Plan

2018 ASLA-MN Merit Award for Planning  
and Urban Design - St. Louis River Estuary  
National Water Trail Master Plan - Duluth-  
Superior

2016 AIA Minneapolis Preservation Award  
- Minnehaha Park Refectory Renovation,  
Minneapolis

2015 ACEC-MN Engineering Excellence  
Honor Award - Buffalo Commons, Buffalo,  
MN

2014 APA-IA Innovation in Economic  
Planning and Development Award - Merle  
Hay Road Gateway Redevelopment Master  
Plan, Johnston, IA





## Jody Rader

ASLA, PLA

Landscape Architect

 612.252.7136

 jody@hkgi.com

Jody will provide Urban Design services for the Comprehensive Plan and will focus on ensuring that planning initiatives capitalize on opportunities to improve sustainability, public health, connectivity, and accessibility. She is committed to conducting community planning and design that promotes quality of life for all, and she understands the ways in which design impacts and enhances community vibrancy and functionality.

Jody is an outstanding communicator and excels at developing design solutions that incorporate stakeholder input and address key concerns and project objectives. She is currently leading the planning process to develop a multi-modal trail connection from the Fox Cities to High Cliff State Park in the Lake Winnebago area of Wisconsin. She also provided urban design services for the Kinnickinnic River Corridor Master Plan in River Falls.

### Relevant Project Experience

- » High Cliff to Fox Cities Connection | E. Central Wisc. RPC
- » Kinnickinnic River Corridor Master Plan | River Falls, WI
- » Bicycle and Pedestrian Plan | Farmington, MN
- » Minnehaha Parkway Regional Trail Master Plan | Minneapolis, MN
- » Pedestrian and Bicycle Plan | Washington County, MN
- » Comprehensive Plan | St. Louis Park, MN
- » Downtown Planning | Stillwater, MN
- » Comprehensive Plan | Maplewood, MN
- » Comprehensive Plan | Inver Grove Heights, MN
- » Downtown Redevelopment Study | Golden Valley, MN
- » District 1 Neighborhood Plan | Clive, IA
- » Downtown & Riverfront Master Plan | Fergus Falls, MN

**Years of Experience: 11**

### Education

Master of Landscape Architecture, University of Minnesota

B.S. Architecture, University of Minnesota

### Registration

Landscape Architect, Minnesota  
License No. 57311

### Awards

ASLA Student Honor Award

College of Design Student Excellence and Scholarship Award

HUD Innovation in Affordable Housing Finalist

### Professional Activities

Member of ASLA and Association for Community Design

Bike Walk MN 2018 Conference, Presenter

ASLA-MN Executive Committee, Student Chapter Liaison, Step-Up Chair and WILA (Women in Landscape Architecture) Co-Chair

ASLA-MN Step-Up Intern Program Chair

Represent ASLA-MN at planning, and design related conferences

Guest reviewer for the College of Design at the University of Minnesota and Dunwoody Institute Architecture Department





## Beth Richmond

### Planner

 612.252.7145

 beth@hkgi.com

### Years of Experience: 3

### Education

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

B.A., Political Science, College of St. Benedict  
(MN)

Beth will provide Planning Support for the Comprehensive Plan process and will be involved in nearly all phases of planning.

Beth provides general planning services to several of HKGi's municipal clients and has proven to be a skilled, knowledgeable, and efficient planner who provides her clients with outstanding service for the review of development proposals, ordinance writing, and planning communications. In addition to general planning services, Beth assists with comprehensive planning, grant writing, and zoning ordinance writing and amendments.

Her experience includes In a very short time Beth has become a seasoned professional who is skilled at working with clients and presenting important information to community boards, commissions, and decision makers. She has a strong working knowledge of planning practices and trends.

### Relevant Project Experience

- » Uniform Development Code/Zoning Ordinance | Onalaska, WI
- » Sub-Area Planning and Zoning Ordinance | Greenville, WI
- » Comprehensive Plan | St. Francis, MN
- » Housing Study | Grand Marais, MN
- » Comprehensive Plan | Greenfield, MN
- » Shape Stearns 2040 Comprehensive Plan | Stearns County, MN
- » General Planning Services and Zoning Ordinance Updates | Shoreview, MN
- » General Planning Services | Lindström, MN
- » General Planning Services | Stillwater, MN





## Trey Rouse

### Planner

 612.252.7137

 trey@hkgi.com

### Years of Experience: 1

### Education

Bachelor of Science, Community and Regional Planning, Iowa State University

Trey will provide Planning Support for the Comprehensive Plan including data collection, mapping, engagement materials, and report assembly.

Trey recently earned a community and regional planning degree from Iowa State University. Prior to joining HKGi he conducted aviation planning and municipal planning for private consulting firms. While working as a planning consultant he contributed to comprehensive and downtown revitalization planning projects for Iowa communities. In this role he also engaged with stakeholders and clients.

As a student he provided municipal planning services to two Iowa cities, working with permitting, surveying, and construction monitoring officials. As a research assistant at Iowa State, he provided support for faculty research on the relationship between health and the built environment.

### Relevant Project Experience

- » District 1 Neighborhood Plan | Clive, IA
- » Growth Area Plan | Hutchinson, MN
- » Zoning & Subdivision Ordinance Update | Johnston, IA
- » Land Use Plan | Kanabec County, MN
- » Hwy. 25/10 Interchange Planning Study | Sherburne County, MN
- » General Planning Services | Shoreview, MN
- » Economic Development Strategic Plan | Woodbury, MN
- » Park and Recreation System Plan | Wright County, MN
- » West End District Redevelopment Plan | Red Wing, MN
- » Comprehensive Plan | Sauk Rapids, MN
- » General Planning Services | Lindström, MN



Grant Martin, Principal, will lead the **Market Analysis** and make key contributions to the development of plans related to land use, housing, and economic development.

With his strong background and experience in market analysis and site selection, he will review key indicators such as occupancy rates, lease rates, and other market data to develop a framework that will drive actionable strategy for city leaders. Grant will also develop dashboards or other tools to allow city leaders to visualize trends and to see the city's performance relative to comparable communities or the region as a whole. He will also outline procedures and processes so that those tools can be easily updated and maintained by the city into the future.

Grant Martin has over 15 years' experience conducting market research studies and providing critical recommendations for real estate uses. An excellent communicator, Grant effectively drives strategy through a combination of deep market understanding and thorough data analysis. He has presented meaningful and actionable recommendations to CEOs and CFOs, corporate real estate committees, city councils and economic development boards, and industry associations. Grant understands that clients need tailored, cost-effective methodologies that drive true value for their organizations.

For over 10 years, Grant developed and led new store forecasting strategy, property portfolio optimization, and location-based analytics for Target Corporation. Most recently as Director of Regional Market Analysis, Grant and his team owned the geographic infrastructure and provided key data and market intelligence that drove successful location strategy for the organization. His analytic team conducted location-based studies on sales, guest segmentation, competitive impacts, and other areas critical success. Grant also developed methodology, forecasted new stores, and coordinated market review trips with C-Suite level executives. He frequently presented new store proposals and market strategy to Target's executive leadership team.

Previously, Grant was Director of Market Research at Clifton Larson Allen, where he consulted with senior living and healthcare clients, estimating demand and providing strategic recommendations. He also conducted a wide variety of research for real estate uses at Maxfield Research Inc., including studies for multifamily, single-family, office, industrial, hospitality and mixed-use projects.



## Grant Martin

### Principal

 651.888.8464

 grant@lociconsult.com

### Years of Experience: 17

### Licenses

Real Estate Broker, Minnesota

### Professional Organizations

International Council of Shopping Centers -  
North American Research Group

Minnesota Shopping Center Association

Minnesota Commercial Association of  
Realtors





## Stephanie Falkers, AICP | Planner

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

*Steph will serve as the public engagement and graphics lead. She will assist with developing the technical content and responsible for QA/QC of all project deliverables.*

### Areas of Expertise

- Project Management
- Public Engagement
- Community Planning
- Climate Change
- Community Visioning
- Implementation

### Education

Bachelors of Landscape Architecture, North Dakota State University, 2010

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

### Certification

American Institute of Certified Planners #027118

### Project Experience

#### Comprehensive Planning Experience

Stephanie has led the development of a number of comprehensive, land use and growth management plans throughout the Midwest. Through these projects she has led stakeholder outreach, public engagement, land use analysis, goal and policy development, visioning efforts, and plan element development, including transportation and infrastructure system plans.

**Oconomowoc 2050 Comprehensive Plan, Oconomowoc, Wisconsin.** Stephanie served as the lead planner for the Oconomowoc 2050 Comprehensive Plan. Through this effort she assisted the City with public engagement strategies, data collection, meeting facilitation, plan element analysis, and drafting of the draft and final document.

**Jefferson County Comprehensive Plan and Agricultural Preservation & Land Use Plan, Jefferson County, Wisconsin.** Stephanie recently assisted Jefferson County with the update of these two important documents. As the first county in Wisconsin to adopt an Agricultural Preservation & Land Use Plan, this document serves an important role within the county. The SRF team utilized a public engagement strategy that engaged the public on both plans, and complete analysis that considered the results of both plans to build long term consensus and plans that supported each other.

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

**Otter Tail County Long-Range Strategic Plan, Otter Tail County, Minnesota.** Stephanie recently led the development of the Otter Tail County Long-Range Strategic Plan. This effort was the county's first land use planning process since the 1970's, and utilized public and stakeholder engagement to identify the topics that should be analyzed in this document. Stephanie led the facilitation of these exercises, which determined the plan's six elements – Resilience, Economy, Land Use, Public Infrastructure, Parks and Trails, and Natural Resources.

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

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

**City of Glendale Vision Plan Update, Wisconsin.** Stephanie is currently leading the update to Glendale's Vision Plan. This effort focuses on initial public engagement efforts to understand the opportunities and challenges for the future of the city. The resulting document will set a vision and goals to guide future decision making.





## Paul Chellevoid, AICP, GISP | Planner

Paul is a Senior Planner/Project Manager with 18 years of experience working on transportation and environmental projects across the Midwest. He is a certified planner (AICP) and licensed Geographic Information Systems Professional (GISP). Paul has served as Project Manager for several successful and recently completed municipal and County Comprehensive Plans. In addition to his Community Planning resume, Paul serves as the Funding and Grants Services Practice Center Leader for SRF, a program that has delivered over \$1 billion in funding for our clients and their projects.

*Paul will serve as the sub consultant Project Manager tasked with developing the Transportation chapter of the City of La Crosse Comprehensive Plan.*

Paul has in-depth understanding and background working in the La Crosse Region on a variety of transportation projects. Most recently, Paul led County, City of La Crosse Parks and Engineering, La Crosse Harbor, and La Crosse Airport staff, in developing the \$11 million French Island Safety and Mobility Improvements 2021 RAISE Grant. Through his involvement with WisDOT's Traffic Forecasting Section, Paul has led the development for all the future year socioeconomic data (households, and employment) inputs for the state of Wisconsin's travel demand models. Over the last ten years, he has led dozens of Regional Planning Commission (RPC) and Metropolitan Planning Organization (MPO) meetings including several with the La Crosse Area Planning Committee MPO and West Central Wisconsin Regional Planning Commission.

### Areas of Expertise

- QA/QC
- Intergovernmental Cooperation
- Transportation Planning
- Demographic Analysis
- Funding and Grants

### Education

Bachelor of Geography, University of Wisconsin-Oshkosh, 2001

### Certifications

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

Geographic Information Systems

Professional (GISP) No. 67465,

GIS Certification Institute, 2011

### Project Experience

**City of Oconomowoc Comprehensive Plan 2050 Update, Wisconsin.** Served as Project Manager for the 15-month Comprehensive Plan Update. Conducted numerous project meetings with city staff, steering committee, elected officials, and led several public engagement activities including traditional meetings and pop-up events. Over 1,250 residents provided feedback throughout the development of the Comprehensive Plan.

**Jefferson County Comprehensive Plan and Agricultural Preservation and Land Use Plan, Wisconsin.** Served as Project Manager for the 24-month project in the development of rewrites of two separate documents, the Comprehensive Plan, and Agricultural Preservation and Land Use Plan. Was responsible for conducting, leading, and presenting at 70 meetings with a variety of stakeholders, elected and appointed officials, steering committee, county department staff, and Jefferson County residents. Led the county through the DATCP certification and adoption process.

**City of Waukee Comprehensive Plan (2050) Update, Iowa.** Was responsible for preparing the transportation section of the comprehensive plan for Iowa's most rapidly growing community. Tasks included an evaluation and documentation of the city's existing conditions, researching emerging trends, and providing recommendations for future roadway functional classification. Discussions focused on innovative strategies and technologies, including integrating autonomous vehicles as well as new topics that support safe and efficient mobility solutions for all users.

**Village of Hartland Comprehensive Plan and Comprehensive Outdoor Recreation Plan (CORP) Update, Hartland, Wisconsin.** Served as Project Manager for the Comprehensive Plan and the Comprehensive Outdoor Recreation Plan updates. The 15-month process consisted of numerous public engagement activities, surveys, Steering Committee Meetings and on-site inventories/data collection. The final version of the Comprehensive Plan Update reduced the document size from 400+ pages to 120 pages.

### Relevant Transportation Experience within the La Crosse Region:

- La Crosse BUILD Grant Feasibility Study 2020 (City, County, LAPC, Amtrak, WisDOT, La Crosse Regional Airport)
- La Crosse French Island 2021 RAISE Grant (City of La Crosse, Parks Department, Engineering Department, La Crosse Harbor)
- La Crosse County – Origin-Destination Study
- South La Crosse Transportation Study
- CTH SN – CTH OT Alpine Lane Environmental Scan and CEC
- Southern Bluffs Elementary School – Safe Routes to School
- Various La Crosse MPO Travel Demand Model Updates (City, County, LAPC)





## Chris Brown, AICP | Planner

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

Creating a community that supports people of all ages, abilities, incomes, and backgrounds starts with equitable access to employment, shopping, and recreational destinations by modes other than driving.

*Chris will serve as the multimodal planner tasked with creating safe and comfortable spaces, corridors, and networks for walking, rolling, bicycling, and accessing transit to achieve that vision and shift the focus of La Crosse’s transportation network toward a more prosperous and resilient future.*

### Areas of Expertise

- Pedestrian & Bicycle Planning (including Safe Routes to School & Vision Zero)
- Long Range Transportation Planning
- Corridor Planning
- Traffic Operations Analysis
- Safety Analysis
- Transportation Demand Management
- Freight Planning
- Campus Planning
- Land Use & Comprehensive Planning
- Grant Writing
- Community Engagement

### Education

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

Master of Business Administration, University of Colorado Denver, 2018

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

### Certifications

American Institute of Certified Planners #32325

### Project Experience

**Dakota County Pedestrian Crossing Study – Dakota County, Minnesota.** Chris is supporting a county-wide study of pedestrian crossings to develop guidance that informs county (and local) staff, elected officials, and the public of when, how, and why to implement or improve crossings of county roadways. This data-driven process includes a before and after study of five crossings using temporary treatments (i.e., demonstration projects) to develop localized guidance and approaches for Dakota County’s roadways. The final guidance will also consider national research of applicable examples and best practices, guidance documents, and standards.

**MnDOT Safe Routes to School Engineering Studies – Minnesota.** Chris managed seven Safe Routes to School Engineering Studies across Minnesota, which included the following locations: Saint Paul, Lakeville, Edina, Richfield, Bemidji, Red Wing, and Mahanomen. Chris organized the existing conditions analysis and development of issues and alternatives, as well as managed the production of planning-level conceptual designs and cost estimates. He was the lead author for each report and ensured that graphically pleasing and accessible documents were created. Key areas of focus that Chris analyzed for these studies included pedestrian and bicycle infrastructure improvements using the latest state and national guidance, traffic operations and safety, and parking lot design to improve drop-off/pick-up and circulation. Moreover, placemaking opportunities were also considered as a part of the broader upgrades to create joyful spaces for children to walk, roll, or bike.

**Mankato/North Mankato Area Planning Organization (MAPO) Long Range Transportation Plan Update – Mankato, Minnesota.** Chris worked closely on the long-range transportation plan by researching the MAPO communities, producing GIS maps, and analyzing the transportation system through various quantitative and qualitative sources. He participated in community outreach around the Mankato/North Mankato region to understand the community’s priorities for their transportation future and facilitated focus group discussions. Chris formulated the future transportation networks and implementation plan, while ensuring that the final plan reflected the community’s vision. Chris was the lead author of the document.

**2040 Comprehensive Plans – Wayzata & Rogers, Minnesota.** Chris supported both community’s Comprehensive Plans by updating each report to align with the Metropolitan Council’s requirements. Specifically, he produced sections related to land use and housing, as well as served as the lead reviewer for transportation items within both comprehensive plan documents



## Select Project Experience

### Watershed Management and Comprehensive Planning/ Analysis (flooding, water quality and resource protection)

#### *Comprehensive Plan Update - Sustainability & Water/Natural Resources*

City of Burnsville, MN / Project Manager

Brett led the EOR team as they worked with the city to update its Land-use Guide Plan and System Plans for the next 30 years. City challenges included a 90% developed community, changing climates, and the ever increasing expectations of its residents for green spaces and sustainability initiatives. EOR previously developed an internal sustainability plan for the City (the first-of its kind in the region) including a sustainability matrix based on a community-wide approach. This matrix is used to guide all aspects of city policy and decision-making. Recently, 'Stormwater and Open Space Management' sections were revisited to incorporate new LID/GI concepts to address historic flooding issues and water quality concerns in local lakes. In using this process, the City's Comprehensive Plan was the first-of-its kind in the region to incorporate sustainability throughout the plan. Integration of a wide aspect of issues including energy, waste prevention and recycling, water use, and transportation.

#### *Rochester Surface Water Management Plan - CSWMP (on-going)*

City of Rochester / Senior Technical Advisor

Currently providing technical oversight in the development of city-wide H&H modeling guidance and updates to an existing SWMM model to assess surface water management under existing and future conditions. Collaborating with the project team to engage City staff and stakeholders and incorporate comments into the plan.

#### *Regional Sustainability Plan*

St. Cloud Greater Metro Area, MN / Project Manager

Currently working to develop a sustainability plan for St. Cloud and its surrounding communities. Responsible for coordinating this effort among the many communities within the Greater St. Cloud Metro Area and the integration of a wide variety of issues including energy, waste prevention and recycling, water use, and transportation.

#### *Bemidji State University Climate Action Plan*

Bemidji, MN/Project Manager

Led a team of consultants in the preparation of BSU's greenhouse gas (GHG) emissions inventory & Climate Action Plan. As a signatory of the American College & University President's Climate Commitment BSU is to be carbon neutral by 2050. The GHG emissions inventory and Climate Action Plan identifies strategies which were grouped under the following headings: Energy Conservation & Efficiency; Waster & Recycling; Transportation Renewable Energy; Water Quality & Water Conservation; and Native Vegetation. The plan gets BSU to within 16% of the carbon neutrality goal and takes an adaptive management approach to achieving the remaining balance understanding the new technologies will become available within the next 40 years.

#### *West Side Flats Master Plan and Development Guidelines*

St. Paul, MN / Senior Engineer

Leading the engineering for stormwater and sanitary sewer capacity evaluation, to develop a plan and preliminary sizing for infrastructure needs. Utilized several innovative green infrastructure techniques in an urban river-front setting, such as stormwater harvesting and irrigation use, rain gardens, underground storage, site amenities, and infiltration. Developed prototype street cross sections for various settings to incorporate green infrastructure (GI) in constrained sites. Integrating stormwater treatment with GI to develop more vibrant and appealing urban landscapes, including multi-use parks and streetscapes.



### Brett H. Emmons

PE, P.Eng.  
ENV SP, LEED AP

Principal, Civil &  
Water Resources  
Engineer

Brett H. Emmons is a founding principal of EOR with 34 years of experience in Civil and Water Resources Engineering. Natural resources management, preservation, and planning – with an emphasis on innovative stormwater management techniques – has been his specialty. Brett has been instrumental in developing EOR as a regional leader in low impact design and sustainability planning.

Brett has led the planning and design of various projects ranging from small residential efforts to large multi-million dollar projects. He is experienced in leading project teams involving multiple consultants, public interest groups, and various government committees at every jurisdictional level.

#### Education

1986 Bachelor of Science  
in Forest Sciences  
University of Illinois

1993 Master of Sciences in Civil  
and Environmental Engineering  
University of Wisconsin

#### Professional Registration

#25053 MN Professional Engineer: civil

#36866-6 WI Professional Engineer: civil

#20642 IA Professional Engineer: civil

#11963 SD Professional Engineer: civil

#252040 AB Professional Engineer

#100540346 ON Professional Engineer

#### Professional Affiliations

AWRA American Water Resources Assoc.

ASCE American Society of Civil  
Engineers

ISI Institute for Sustainable  
Infrastructure

#### Areas of Expertise

Hydraulic/Hydrologic Modeling  
Watershed Management + Design  
Natural Resources Management  
Regulatory Issues and Public  
Involvement

## Select Project Experience

### Water Resource Management Planning

#### ***Rochester Surface Water Management Plan***

City of Rochester / Lead Planner and Project Manager

Camilla is the project manager and lead planner for the City of Rochester's Comprehensive Surface Water Management Plan and is spearheading the planning strategy and process with city staff and the other consultants on the team. Applying an integrative planning process, Camilla is managing multiple streams of action to ensure the generation of rough systems modeling, mapping, and calculations which are used for early goal setting. These goals are subject to stress-testing and refinement as the city learns more about the capacity of existing systems and the needs of stakeholders and the community. In this capacity, Camilla facilitates meetings with multiple teams including the steering team, departmental team, asset management committee, and the Community and Technical Advisory Committee. She manages the various streams of action to make sure the technical pieces and modeling efforts are completed on schedule and the team is innovating on inclusive stakeholder engagement.

#### ***Prior Lake-Spring Lake 2020-2029 Watershed Mgmt. Plan***

Prior Lake-Spring Lake Watershed Dist./Project Manager & Primary Author

Responsible for leading the development of the PLSLWD's fourth generation watershed management plan. Development of this Plan is unique in that none of the District's Managers or Staff were involved in the development of the last Plan. While this metropolitan watershed has clear issues related to flooding and water quality, it was decided that this planning process should take a step back to evaluate all of the potential water resource related issues facing the District. As a result, this planning process used the Zonation Tool (ZT) to assess natural resource features and land use plans in making decisions about priority issues and concerns. Use of the ZT has resulted in greater emphasis being placed on recreational value, wildlife habitat and the protection/restoration of streams and drainage systems.

#### ***Lino Lakes Surface Water Management Plan***

City of Lino Lakes / Project Coordinator

Developed a Local Surface Water Management Plan that incorporated novel resource-based approaches that balanced development needs while providing a framework for the City to maximize its economic, environmental and social returns. EOR assisted the City in the development of planning districts based on subwatersheds and incorporated this framework into the city's Comprehensive Plan. The Lino Lake LSWMP leveraged past plans and combined all of the special area planning districts into a cohesive document at minimal cost.

#### ***Cannon River 1W1P (on-going)***

Dakota County / Project Manager and Primary Author

Developing a Comprehensive Watershed Management Plan for a watershed that drains approximately 1,460 square miles of predominantly agricultural land. This One Watershed, One Plan is being developed to meet legislation that permits the State of Minnesota's Board and Water Soil Resources to allow comprehensive plans, local water management plans, or watershed management plans to serve as substitutes for one another; or to be replaced by a comprehensive watershed management plan. Development of 1W1P results in prioritized, targeted and measurable implementation plans by conducting an extensive public engagement process and using prioritization tools that highlight restoration and protection needs.

#### ***Adapting Minnesota Shoreland BMPs for Climate Change***

Minnesota Pollution Control Agency / Modeling Coordinator

Participated in a Minnesota study to investigate changes caused by climate change on shoreline aquatic plant survivability and provide practical recommendations for future shoreline vegetation management. This project was conducted with in partnership with the Univ. of Minnesota and was funded by the Clean Water Act Section 319 Grant Program. Camilla led an effort to model the potential effects of climate change on stream and lake hydrology using XP-SWMM.



**Camilla  
Correll**  
PE

**Partner  
Water Resources  
Engineer**

Camilla Correll is a Water Resources Engineer with 24 years of experience who specializes in stormwater infiltration, integrated watershed management, and sustainable engineering design.

Camilla's detailed knowledge and extensive experience in the development of various watershed management plans, watershed rulemaking, and application of low impact development techniques have allowed her to successfully implement innovative stormwater and watershed management plans, all supported by her rigorous scientific approach and thorough research.

Her excellent communication skills & ability to facilitate and led large, multiple interest group discussions have led to her success as an efficient project manager for EOR.

### Education

- 1995 Bachelor of Civil and Environmental Engineering, University of Wisconsin
- 1997 Master of Civil and Environmental Engineering, University of Wisconsin

### Professional Registration

- #43990 MN Professional Engineer: civil
- #39480-6 WI Professional Engineer: civil

### Professional Affiliations

- 2008 Minnesota Climate Adaptation Partnership
- 2002-2004 Minnesota Green Roof Council

### Additional Training

- 2002 P8 Urban Catchment Modeling
- 2004 Green Roof Design 101
- 2005 Using the Source Loading and Management Model for Urban Stormwater Management
- 2006 Green Roof Design 201

### Areas of Expertise

Hydrologic/Hydraulic Modeling  
Watershed Management + Plans  
Sustainable Engineering Design  
Watershed Rule Making  
Surface Water/Groundwater Interaction

## Select Project Experience

### Manual, Policy, and Program Development

#### ***Minimal Impact Design Standards (MIDS), Community Assistance Package (CAP)***

MN Pollution Control Agency through Washington Conservation District, Saint Paul, MN / Project Manager

Project lead in the development of this guidance document that includes model ordinances, checklists and program development training materials to help communities achieve the MIDS performance goals based on treatment of the 90th percentile storm using LID practices for stormwater volume control and pollutant removal. Has led projects in dozens of communities throughout Minnesota, Wisconsin, Iowa and Ontario utilizing the CAP a framework for stormwater policy and program development.

#### ***Library Lake Restoration Project***

Beaver Dam Lake Management District / Project Manager

In 2009, the Beaver Dam Lake Management District and the City of Cumberland, Wisconsin set out on a bold new journey to reconnect the city with the lake that it had turned its back on for decades. Jay has been leading the EOR Team that began with the development of a master plan that includes parks, boardwalks and scenic overlooks, but more importantly disconnects 13 storm sewers that were dumping hundreds of tons of sediment and phosphorous into the waters through the extensive use of LID practices to capture, filter and infiltrate runoff before discharge to the lake. As a part of this effort EOR has developed Lake Management Plans that include extensive modeling efforts, a Citywide Stormwater Management Plan, concept plans and grant applications to secure funding through the WDNR, permit applications, final plans, construction documents and construction management for dozens of retrofit and dredging projects that are ongoing.

#### ***Storm Lake Stormwater Management Assistance***

City of Storm Lake, Iowa / Project Manager

Since 2012, EOR has been working closely with the City of Storm Lake, Iowa to resolve localized flooding issues and improve water quality from stormwater runoff. This effort began with a training program on Low Impact Development and Green Infrastructure taught by Jay and sponsored by the Iowa Economic Development Authority. The next week, Jay and the EOR Team met with city officials which started a new era in stormwater management in the city that has grown across the state. EOR's involvement began with a planning effort to identify potential projects with concept plans and modeling to determine their feasibility and funding sources. At the same time, the city adopted and implemented an effective stormwater ordinance base on the MIDS Community Assistance Package. In 2015, the city was awarded \$8.6 million in Federal funding for design and construction for a number of projects identified in these studies. In all, EOR has worked closely with city staff to secure over \$11 million in Federal, State and private funding for construction of these projects. In 2017, our effort was rewarded with the State of Iowa identifying Storm Lake as its model city for stormwater management.

#### ***Poplar River Restoration Project***

Lutsen, MN / Project Manager

Lead the design and construction teams for this precedent setting project to redirect the flow of the Poplar River in an effort to eliminate the impact on a near vertical 700' long, 100' high red clay slope known as the Mega Slump. This approach included toe protection, bendway weirs and live willow staking. Thanks to the coordinated effort of the design and construction teams, the project was brought in well under budget and has resulted in the very rare delisting of the Poplar River from the Minnesota Impaired Waters List.



**Jay Michels**  
CPESC, NGICP  
Stormwater Management & Erosion Control Specialist

Jay Michels is a Certified Professional in Erosion and Sediment Control with over 40 years of experience in construction management, stormwater management and erosion and sediment control.

The emphasis of his work is in Low Impact Development and stormwater pollution prevention. His experience in planning, design, and construction management includes projects ranging from residential and commercial development to shoreline and streambank stabilization; from highway and golf course construction to prairie and wetland restoration.

Jay has also served as a program adviser to a number of communities and agencies in the development of stormwater policy and programs. He is a proven leader and an outspoken advocate for stormwater and erosion and sediment control education. He is a key member on any project which involves the need for well - coordinated public outreach and educational program campaigns.

Jay is also a successful grant writer and grant administrator having coordinated over \$5,000,000 in grant funding for the project design and construction and development of educational programs.

#### **Professional Certification**

- Certified Professional in Erosion and Sediment Control
- National Green Infrastructure Certification Program

#### **Professional Affiliations**

- MN Erosion Control Association
- MN Seeding Contractors Assoc.
- Int'l Erosion Control Assoc.

#### **Areas of Expertise**

- Erosion and Sediment Control
- Stormwater Management
- Low Impact Development
- Education and Outreach



## Select Project Experience

### Water/Natural Resources Assessment & Restoration

#### ***Trout Habitat & Fish Passage – Valley Creek***

Afton Land Limited / Fluvial Geomorphologist

Conducted a stream assessment and directed improvements to a 4,000-ft reach of Valley Creek to reintroduce instream habitat and improve fish passage through former impoundments along the creek. The design afforded upstream fish passage via installation of rock step-pools downstream of a historic mill/water diversion dam.

#### ***Restoration Audit & Evaluation***

MN Department of Natural Resources / Fluvial Geomorphologist

Completed third party evaluations of three stream rehabilitation projects on Minnesota North Shore streams. Critiqued project approach and outcome and presented white paper and anecdotal findings to the state audit panel comprised of leading industry professionals.

#### ***Trout Stream Restoration – Southeast Minnesota***

Minnesota Trout Unlimited / Project Manager

Conducted geomorphic assessments, developed construction plans, obtained permits, and supervised construction of habitat improvement projects in ten area trout streams across Winona, Wabasha, and Fillmore counties. The projects included bank shaping and floodplain re-connectivity, reestablishment of a low flow channel, riffle and pool enhancements, restoring native riparian vegetation and pollinator habitat, and creation of oxbow wetlands, vernal pools, slack water refugia, and brush piles for non-game species.

#### ***Unique Species Management Planning***

Brown's Creek Watershed District / Biologist

Conducted wildlife surveys and documented unique species along the Brown's Creek corridor in eastern Minnesota. This information was used to prioritize activities in the watershed district's watershed management plan.

#### ***Aquatic Invasive Species Management Planning***

Comfort Lake-Forest Lake Watershed District / Biologist

Projects included invasive plant management, carp management, and invasive species monitoring. Important roles in the project included field assessments, treatment recommendations, and implementation of biological control measures to target purple loosestrife using beetles and weevils.

#### ***Trout Habitat Preservation Project***

Brown's Creek Watershed District / Hydrologist

Conducted infiltration monitoring over an 18-year period to determine system performance and longevity. Work included infiltration analysis, report writing, and vegetation maintenance using prescribed burns and invasive species removal.

#### ***Nemadji R. Watershed Restoration & Protection Strategy Stressor ID***

Minnesota Pollution Control Agency / Hydrologist & Biologist

Implemented a large-scale monitoring network to measure water quality and flow to determine biotic stressors in impaired streams. Work also included geomorphic surveys, bank erosion analysis, and an assessment of beaver dam impacts on water quality.

#### ***Brown's Creek Impaired Biota TMDL***

Brown's Creek Watershed District / Fluvial Geomorphologist

Conducted a geomorphic assessment of a trout stream to determine channel stability, bank erosion rates, and sediment loading to identify biotic stressors to fish and macroinvertebrates.



**Mike  
Majeski**

**Natural  
Resources  
Specialist**

Mike has 20 years of experience as a conservation biologist and project manager designing and overseeing stream and ravine restoration projects. His focus on wildlife and water resources has included rare species surveys, biological sampling & monitoring, pollinator habitat restoration, invasive species detection & management, and implementing diagnostic water quality projects. Mike's knowledge and experience with local flora and fauna makes him an excellent advisor on ecological restoration planning and implementation projects.

### Education

2002 Bachelor of Arts in  
Environmental Biology  
Saint Mary's University

### Continuing Education

2004 Advanced Wetland Delineation  
2008 MnDNR Stream Assessment  
& Monitoring  
2008 MnDNR Fluvial Geomorphology  
& Stream Classification  
2009 Confined Space Entry  
2012 MnDNR Field Guide Training For  
Native Plant Classification  
2012 MnDNR Natural Channel Design in  
Dam Removal & Fish Passage  
2015 MnDNR Diagnosing Streams:  
Symptoms, Underlying Causes, &  
Remedies  
2018 Rosgen Level I- Applied Fluvial  
Geomorphology  
2019 Rosgen Level II- River  
Morphology and Applications  
2021 Certified Natural Resources  
Conservation Service - Technical  
Service Provider

### Volunteer Activities

MN Christmas Bird Count Compiler &  
Volunteer Breeding Bird Atlas Surveyor

### Areas of Expertise

Stream Assessment & Restoration  
Natural Resource Management & Planning  
Water Quality Studies  
Wildlife Surveys-DNR Pre-Qualified Rare  
Species (Birds & Herps) Surveyor

## Select Project Experience

### Watershed Management Planning

#### ***Rochester Surface Water Management Plan - CSWMP (on-going)***

City of Rochester / Environmental Scientist  
Assembled background research for the Land and Water Resources Inventory and assisted with facilitating the Visual Strategy Mapping exercise for stakeholder engagement. Analyzed planning documents from the City and evaluated policy to identify gaps and barriers.

#### ***Brown's Creek Watershed District (on-going)***

Brown's Creek Watershed Mgmt. / Inspector and Permit Reviewer  
Reviewed applications for Erosion & Sediment control management permits. Conducted routine inspections throughout construction to ensure compliance with regulations. Regularly assessed the project site for erosion and sediment control best management practices. Collected additional information from reports and other resources to create a summary of the land and water resources in the planning area.

#### ***Review of Argenta Hills & Highlands at Settler's Glen***

City of Inver Grove Heights / Development Permit Reviewer  
Reviewed construction plans for stormwater conveyance and management. Recorded and organized information based on general categories of concern to establish actions for the plan. Assisted in writing and synthesizing information during the final stages of the planning process.

#### ***Wakan Tipi Environmental Assessment***

Wakan Tipi/ Environmental Engineer  
Conducted Environmental Assessment to meet Grant Proposal requirements to fund development of the cultural center and nature sanctuary.

#### ***Hawk Creek - Middle MN One Watershed, One Plan (on-going)***

Chippewa County, MN / Environmental Scientist  
Researched and developed best management practices within the watershed plan. Assisted in the development of management plan that guided stakeholders to develop a 10-year water resource management plan that is achievable and reflects local values.

#### ***Lake Elmo Airport Air Quality Analysis***

Private / Environmental Scientist  
Conducted a literature review of the Lake Elmo Airport to identify potential pollutants as part of stormwater runoff.

#### ***South Washington Street Sweeping Study***

South Washington Watershed District / Writer  
Assisted in summarizing and synthesizing all other data collected for this feasibility study, including water quality samples, wetland assessments, and desktop assessments.

#### ***Stormwater Research Feasibility Study\****

University of Stellenbosch, South Africa / Graduate Research  
Collected stormwater samples across Western Cape to estimate microbial load using e. Coli as the proxy. Spearheaded a comprehensive politico-economic review of Cape Town's water management system. Assessed feasibility of stormwater harvesting for potable use, including equity concerns in townships.

#### ***Sustainable Development Research\****

Northwestern University, Young Research Lab / Undergrad. Research  
Examined relationship between women's empowerment and practice of sustainable agriculture techniques in a rural Tanzanian village by cleaning survey data and designing an analysis. Conducted systematic literature review on implementation barriers to urban green infrastructure installations, and quantified over 90% of the academic studies that were conducted in wealthier communities.

*\*completed prior to EOR employment*



**Allison  
Mark**

**Environmental  
Engineer**

Allison is a recent Master's program graduate in Environmental Engineering with a background in environmental and nonprofit advocacy. She has extensive public education, engagement, and environmental outreach experience and with her multidisciplinary background, she has a unique ability to make meaningful connections between a wide-range of perspectives surrounding water resource management. Allison has contributed her skills to a range of projects including numerous watershed and natural resource management plans, and performing inspections for erosion & sediment control.

### Education

- 2019 Master of Science in Environmental Engineering  
Northwestern University
- 2018 Bachelor of Science in Environmental Engineering  
Northwestern University

### Technical Skills

Stata  
AtlasTi  
Sketch  
eQuest  
MATLAB  
Python  
HEC-RAS

### Certifications

Erosion and Stormwater Mgmt

### Areas of Expertise

Watershed Management Planning  
Water Quality Monitoring  
Environmental Education  
and Public Outreach  
Development & Permit Review  
Stormwater Engineering & Design  
Data Analysis  
Adobe Creative Suite

## Select Project Experience

### Resource Management Planning

#### ***Rochester Surface Water Management Plan - CSWMP (on-going)***

City of Rochester / Environmental Scientist

Evaluated and summarized past projects and reports to characterize geographic context of the hydrologic boundaries. Co-facilitated workshops and discussions with local stakeholders and partners. Assisting to synthesize historical, socio-economic, cultural, and technical information related to Rochester's surface water management efforts to incorporate into the integrative planning process.

#### ***Hawk Creek-Middle Minnesota One Watershed, One Plan (on-going)***

Chippewa County, Minnesota / Environmental Scientist

Conducted review of past studies in the planning area and populated information to an Issues Identification matrix. Collected additional information from these reports and other resources to create a summary of the land and water resources in the planning area. Assisted in development of workshop materials and facilitation of workshops that guide the stakeholders to develop a 10-year water resource management plan that is achievable and reflects local values.

#### ***Prior Lake-Spring Lake Management Plan (on-going)***

Prior Lake-Spring Lake Watershed Dist. / Environmental Scientist

Reviewed outside documentation for goals and public comments on initiatives within the District. Recorded and organized information based on general categories of concern to establish actions for the plan. Assisted in writing and synthesizing information during the final stages of the planning process.

#### ***North Raccoon River Watershed Management Plan (on-going)***

North Raccoon Watershed Mgmt. Auth. / Environmental Scientist

Researched and formulated recommendations to accomplish the necessary strategies for ordinance development. This included collecting and analyzing all ordinances adopted by jurisdictions within the watershed and assessing the additional ordinances needed to improve watershed health. Developed posters for planning workshops.

#### ***Bone Lake Outlet Feasibility Study***

Comfort Lake-Forest Lake Watershed Dist. / Environmental Scientist

Conducted a historical analysis of and the outlet from Bone Lake. This analysis included the review of township surveys from the Public Land Survey System and a review of historic aerial photography. Assisted in summarizing and synthesizing all other data collected for this feasibility study, including water quality samples, wetland assessments, and desktop assessments.

#### ***Middle Cedar Watershed Management Plan***

Middle Cedar Watershed Mgmt. Authority / Environmental Scientist

Created recommendations to accomplish strategies for ordinance development and outlined funding options. Collected and analyzed ordinances adopted by jurisdictions and assessing the additional ordinances needed to improve watershed health. Researched the best methods for funding watershed management projects and assessed which options were available within the watershed. Mapped and prioritized ACPF and urban practices using parameters such as runoff and corn suitability rating in ArcGIS for subwatershed management plans.

#### ***Pomme de Terre River One Watershed, One Plan***

Pomme de Terre River Association / Environmental Scientist

Analyzed water monitoring data, researched monitoring programs currently in operation in the watershed, and mapped monitoring sites in ArcGIS. For the data analysis, around 124,000 data points were organized and analyzed using a data analysis tool, R.



**Rosie  
Russell**

**Environmental  
Scientist**

Rosie has three years of experience specializing in natural and water resource planning and management. She has extensive public education, engagement, and environmental outreach experience and with her multidisciplinary background, she has a unique ability to make meaningful connections between a wide-range of perspectives surrounding water resource management. Rosie has contributed her skills to a range of projects including numerous watershed and natural resource management plans, literature reviews, feasibility studies, and Phase 1 environmental site assessments.

### Education

2018 Bachelor of Science in Sustainable Development  
Buena Vista University

### Additional Training

2017-20 Iowa Certified Construction Site Pollution Prevention Inspector (ICCSPP)

2018 ISWEPP Workshop- Plant Selection & Long-Term Maintenance for Stormwater BMPs & Urban Landscapes

2019-21 Wilderness First Responder

### Areas of Expertise

Natural and Water Resources Planning

Water Quality Monitoring  
Environmental Education  
and Public Outreach

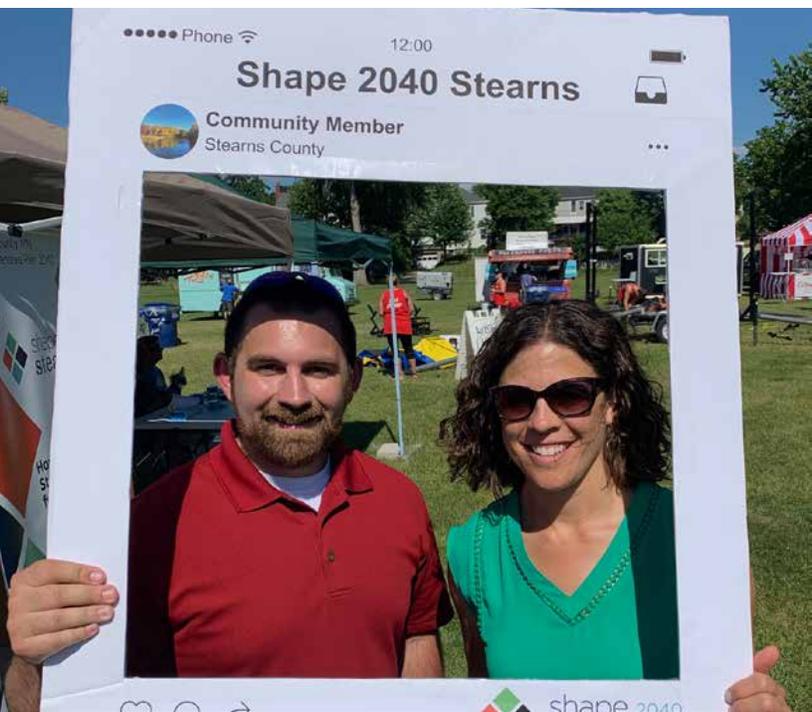
Data Analysis

Mapping (ArcGIS/QGIS)



**CREATING  
PLACES  
THAT  
ENRICH  
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LIVES**





COST PROPOSAL FOR PLANNING SERVICES  
**COMPREHENSIVE PLAN WRITING**  
LA CROSSE, WISCONSIN



Prepared by HkGi, SRF Consulting, Emmons & Olivier Resources, & LOci Consulting  
November 15, 2021

# FEE BY TASK

The table below outlines our anticipated fee on a per task basis to conduct the work plan outlined in the accompanying Technical Proposal. If selected for this project, we will work with the City of La Crosse to confirm the work plan or revise as needed to fit the needs of the City and its expectations for this project.

Details regarding the scope may result in adjustments to the anticipated fee outlined below; therefore, we have included a contingency in this anticipated budget to allow for flexibility, if needed, in directing funds for the project. Contingency funds could also potentially be used for additional efforts that may arise during the planning process, e.g. more significant revisions to specific sections than initially anticipated, or for graphic enhancements to address a unique need.

Hourly rates for each firm are included on the next page.

TASK DESCRIPTION	FEE ESTIMATE
Task 1 - Project Launch	\$15,000
Task 2 - Prepare Existing Conditions Report and Mapping (Engagement Phase 1)	\$45,000
Task 3 - Conduct Community Visioning (Engagement Phase 2)	\$30,000
Task 4 - Explore Alternative Growth/Change Scenarios (Engagement Phase 3)	\$40,000
Task 5 - Converge on the Preferred Future Concept and Plan Element Directions	\$25,000
Task 6 - Prepare Draft 1 of New Comprehensive Plan	\$68,000
Task 7 - Prepare Draft 2 of New Comprehensive Plan (Engagement Phase 4)	\$32,000
Task 8 - Prepare Final Plan and Seek Approvals	\$15,000
Fee Sub-Total	\$270,000
Expenses: mileage, online tool, economic data dump, printing, and plotting	\$10,000
<b>Estimated Fee Total without Contingency</b>	<b>\$280,000</b>
Contingency	\$20,000
<b>Estimated Total Fee including Contingency</b>	<b>\$300,000</b>

# HOURLY RATES

The table below on the left outlines the hourly rates for staff assigned to this project. The table below on the right includes the reimbursement rate for project expenses.

HKGI	
STAFF	RATE/HR.
Scheib	\$220
Harjes	\$210
Miller	\$160
Trapp	\$165
Bernard	\$155
Rader	\$115
Richmond	\$90
Rouse	\$85

SRF CONSULTING	
Falkers	\$171
Chellevoid	\$162
Brown	\$131

EOR	
Emmons	\$248
Correll	\$198
Michels	\$198
Majeski	\$176
Mark	\$118
Russell	\$118

LOCI CONSULTING	
Martin	\$250

Incidental Expenses	
Mileage	Current federal rate/mile
Photocopying BW	15¢/page
Photocopying Color	\$1/page
Outside Printing	Actual Cost
Large Format Printing	Actual Cost
B/W Bond Plots	\$5 each
Color Bond Plots	\$10 each
Photo Paper Color Plots	\$30 each

# DELIVERABLES BY TASK

## Task 1

- » Detailed project schedule and key milestones; ongoing management/updates to the schedule will occur over the full duration of the project
- » Provide initial project information for the project website and social media
- » Community Engagement Plan
- » Schedule for on-going virtual meetings for project management check-ins (every two weeks) – agendas and follow-up notes as needed
- » Agree on organization of GIS database and mapping
- » Confirm content of the Existing Conditions Report and Plan Elements
- » Community Tour with City Staff

## Task 2

- » Project Map Book
- » GIS map package
- » Excel spreadsheets with compiled data
- » Existing Conditions Report
- » Engagement Phase 1 input summary
- » Assessment of current Comprehensive Plan Elements' content
- » Summary of input from meetings

## Task 3

- » City Trends Presentation
- » Engagement Phase 2 input summary
- » Preliminary vision and guiding principles (likely to evolve during the project)
- » Identification of additional plan elements to include in the new Comprehensive Plan

## Task 4

- » Identification of key growth areas and redevelopment areas
- » Growth scenario and focus/sub-area development concepts (presentation board and online electronic format with narrative, graphics, and data)

- » Engagement Phase 3 input summary
- » Technical memorandum documenting growth/change scenario methodologies and outcomes
- » GIS map package containing analysis and maps highlighting vacant land and underutilized land with redevelopment potential
- » Excel spreadsheets with data and assumptions regarding development potential

## Task 5

- » Preferred future concept (presentation board and online electronic format with narrative, graphics, and data)
- » Technical memorandum documenting growth/change scenario methodologies and outcomes
- » Excel spreadsheets with data and assumptions regarding development potential
- » Key directions, including revised vision and guiding principles

## Task 6

- » Draft 1 of full plan document (2 total rounds of document edits):

## Task 7

- » Draft 2 of full plan document
- » Summary presentation materials
- » Meetings
- » Plan elements' stakeholder/sub-committee groups
- » Update meetings with the Common Council, boards and commissions

## Task 8

- » Edit and prepare final plan document for review and adoption process
- » Final plan document (one digital PDF and three copies of the printed and bound version of the final document)
- » All files in digital form packaged for future use (including maps, charts, tables, etc.)

HK  
3|i

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