

An aerial photograph of a wide river flowing through a lush green landscape. A large blue truss bridge spans the river. On the left bank, there are several multi-story buildings and a paved walkway. The sky is filled with dramatic, dark clouds. The overall scene is vibrant and scenic.

GRÄEF

ZONING AND SUBDIVISION ORDINANCE REWRITE

CITY OF LA CROSSE

PRIME CONTACT

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Project Manager
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CIVI TEK
CONSULTING

GRÄEF

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September 16, 2024

Tim Acklin
Planning Manager
City of La Crosse, WI
400 La Crosse Street
La Crosse, WI 54601
608-789-7391

Subject: Request for Proposals: Consultant Services for the Creation of a New City of La Crosse Zoning Code

Dear Mr. Acklin:

La Crosse needs a revised zoning code to fit the evolving changes in the City's social, economic and environmental character. The downtown is thriving, and its future now offers major new opportunities for a walkable, urban, live/work/learn lifestyle. In addition, the riverfront, with its environmental constraints and economic potential, offers equally outstanding opportunities and constraints. Finally, much of the community thrives in stable, enjoyable residential neighborhoods surrounding key anchor institutions, each with unique attributes that form a diverse urban fabric just steps away from world class natural amenities.

All of these factors will impact the new zoning code. While the situation may be complex, the code itself must be easy to understand. If property owners, both existing and new, find it difficult to understand the code, then the community could become mired in controversy. Examples of codes from other places may serve well as talking points but, in the end, we recognize that there is no "one-size-fits-all." GRAEF and Civi Tek understand the challenges facing La Crosse. We will prepare a code that fits each of the unique circumstances -- both challenges and opportunities -- currently under consideration.

Our work has stood the test of time in other communities. Our planning professionals have completed dozens of Zoning Ordinance updates and re-writes across the State of Wisconsin and beyond, including:

- City of Hartford (ongoing)
- City of Janesville (ongoing)
- City of Madison (Old University Avenue)
- City of Manitowoc (ongoing)
- City of Oak Creek (Drexel & PD Zoning)
- City of Park Falls
- City of Port Washington (ongoing)
- City of Washburn
- City of West Allis (National Avenue)
- City of Wisconsin Rapids
- City of Whitewater
- Outagamie County (code audit)
- City of Milwaukee, Park East redevelopment
- Town of Eagle
- Town of Mukwonago
- Town of West Bend
- Village of Marshall
- Village of Mukwonago
- Village of Richfield
- Winnebago County

We anticipate some areas like the Downtown and Black River Districts may have more of a form-based (or hybrid) code, while other areas may have a simpler "keep-it-the-same" approach. Regulatory issues such as density, walkability, and environmental features can be addressed for specific Neighborhoods, Districts, and Corridors but will not be extended in such a way that they seem to "overreach" the goals and rights of local property owners. Above all, we will create a code that works for both residents and businesses. We anticipate testing the code as needed with local elected officials and others to ensure the proper fit.

Whereas some firms may complete a re-write and wash their hands of it, our team actively works with many communities across the region actually administering Zoning Codes for development reviews, rezonings, requests for variances, and more. Few agencies or public officials see this wide range of issues or participate in the process at such a detailed local level. GRAEF has helped La Crosse reach its current adoption of the Comprehensive Plan and we see the revised code as a logical next step in helping La Crosse continue its trajectory towards a more thriving community.

Sincerely,

Dominic Marlow, AICP
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Authorized Agent
Vice President | Principal-in-Charge
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Since its inception in 1961, GRAEF has grown from a small individual partnership to a prominent, multi-disciplinary international firm. GRAEF has a team of nearly 300 employees spread across ten offices in the Midwest, Florida, and Turks and Caicos.

Over 63+ years, GRAEF’s unwavering dedication to excellence has been fueled by core values such as integrity, quality, and a steadfast commitment to exceptional customer service. These principles form the bedrock of GRAEF’s operations, ensuring that clients receive the highest level of satisfaction and a seamless experience.

GRAEF has remained at the forefront of the industry, consistently adapting to emerging trends and embracing advancements, and is proud to be a reliable partner for clients seeking top-tier design services and unmatched expertise. GRAEF is licensed to operate in the state of Wisconsin.

OUR CORE PURPOSE
To improve the physical environment for the benefit of society in a sustainable manner

WE ARE

- ▶ Planners & Urban Designers
- ▶ Landscape Architects
- ▶ Site/Civil Engineers
- ▶ Environmental Engineers
- ▶ Transportation Engineers
- ▶ GIS Specialists
- ▶ Surveyors
- ▶ Architects
- ▶ Mechanical, Electrical & Plumbing Engineers
- ▶ Structural Engineers



WE KNOW LA CROSSE

DIVERSE TEAM

WE KNOW MASTER PLANNING

GRAEF and La Crosse have a long-term relationship based on collaboration, shared values, and innovative solutions.

Our team leverages the strengths of each team member, creating a dynamic and resilient environment that can thrive in both traditional and contemporary spaces.

We specialize in master planning, ensuring cohesive, sustainable, and innovative solutions tailored to the unique needs of La Crosse.

CIVITEK CONSULTING

We help communities master the challenges and opportunities they face.

Civi Tek Consulting helps communities tackle emerging issues and those nagging problems that have never been resolved.

Whether we are working for a small town or a large metro, our skills and expertise are seen in the solutions we offer. Solutions are always right-sized and crafted to meet the needs of our municipal clients.

Visioning + Plans We help communities think about their futures. Yes, there are more than one. We help them think about what's possible by asking tough questions, and then suggest options. Action-oriented, down-to-earth plans are what we strive for.

Implementation + Tools Although Civi Tek provides a wide range of services that help implement plans, we really specialize in crafting land-use regulations. Tweaking an existing regulation or starting from scratch, we've done both. Either way, we work hard to write regulations that are both simple and effective.

Focus Everything we do is focused on meeting our client needs in a timely and cost-effective manner. Civi Tek works exclusively for municipalities. We do that so our clients know that we're working in their best interest.

We enjoy the work we do for our clients — and it shows.

About the Firm

Tim Schwecke, AICP, formed Civi Tek Consulting in 2003 after having worked for local government and for consulting firms in Wisconsin and Florida. Depending on the needs of our client, we team with land-use attorneys, design professionals, and other planners.

Tim is also the founding member of Civic Webware, a technology firm that works at the intersection of innovative technology and community planning to help communities become Smart + Connected.

Services

- Zoning codes, updates and rewrites
- Unified land development codes
- Subdivision regulations
- Landscaping regulations
- Conservation subdivision design regulations
- Traditional neighborhood design standards
- Comprehensive plans
- Subarea/neighborhood plans
- Natural hazards mitigation plans
- Community surveys
- Environmental reviews
- Zoning code administration and plan review
- General municipal consulting

www.civitekconsulting.com

PROJECT PLAN

The GRAEF + Civi Tek Team has developed a proposed project approach as outlined below for the City of La Crosse's consideration. We welcome the opportunity to meet with you and further refine it to fully meet the City's needs.

PHASE 1: INITIATION & DATA GATHERING

In contrast to the "one-size-fits-all" process some firms follow, the GRAEF + Civi Tek Team's approach to rewriting a Zoning Code ultimately starts with listening. We propose to begin the project by hosting a kick-off meeting with City Staff to introduce team members, outline preferred communication methods, begin discussing the public engagement and communication approach, review the project timeline, and provide an overview of next steps. This also serves as an opportunity to discuss anything that may have changed since the RFP was issued and identify anything within our proposed project approach that needs tweaking such as communications, public outreach, and schedule. Following the kick-off meeting, the GRAEF + Civi Tek team will submit a data request for digital versions of the existing Code, zoning map and associated GIS data, and relevant community plans.

PHASE 2: RESEARCH & ENGAGEMENT

Following Phase 1, the consultants will begin a formal review and audit of La Crosse's current code and complementary documents identified by City Staff. La Crosse has already provided a robust list of issues with the current Zoning Code that we will focus on and incorporate into our analysis. We will provide a written version of the analysis to City Staff for review to ensure all issues and opportunities are accounted for. When you partner with GRAEF + Civi Tek, you can trust that our professionals are well-versed in national best practices, innovative approaches, and what to avoid.

Part of this analysis will include the review of the City's current zoning map and Future Land Use Plan to identify areas where there is an inconsistency between the zoning map and the Comprehensive Plan's vision for Future Land Use. GRAEF will draw upon our experience in La Crosse developing an NDC (Neighborhoods, Districts, and Corridors) framework for the Future Land Use Plan and translate the high-level vision that was developed in that plan into specific objectives for the code rewrite such as desired density, housing mix, commercial design, and active transportation. During this phase, the consultant team will also complete an on-the-ground visual assessment of the City to fully understand current land uses and development patterns. It is anticipated that City staff or another person will take the consultant team on a tour to assist with this task.

Based on this process and the review of all other relevant plan documents, we will prepare an annotated outline that

includes a chapter-by-chapter description of the proposed new zoning and subdivision code, an overview of the proposed structure and substance of the new code, areas to be covered by form-based code elements, a discussion of potential options for new and innovative practices, and a commentary explaining the rationale for the recommended approach to drafting the zoning code. GRAEF + Civi Tek's approach to developing form-based elements in the City are based on engagement with Staff and the broader community to determine what is appropriate. The development of neighborhood and area-specific plans based on the NDC framework will act as the foundation for integrating form-based elements, such as standards for walkability, street-level activation, commercial design and mix, housing formats, and more. Rather than creating a separate form-based code that acts as an addendum to the primary zoning code, the Zoning Hub platform allows for the seamless integration of form-based elements into a more traditional code structure that functions as a cohesive code.

The annotated outline will include examples of how the new zoning code would be used to implement the recommendations of the comprehensive plan, overlay districts, and neighborhood/area plans, as applicable. A key element of this process is to determine the desired approach to zoning district disposition (i.e. traditional Euclidean zoning districts with form-based elements, zoning districts based on the different Neighborhoods, Districts, and Corridors, an intensity-based or "transect" approach, etc.). The proposed annotated outline will be submitted to City staff, the Plan Commission, and other City boards and commissions as deemed appropriate by the City and others for review and comment. After obtaining general agreement on the approach and contents of the initial draft of the annotated outline, we will prepare a final annotated outline, based on the comments received. We will prepare a discussion draft of the code based on the final annotated outline.

Community Engagement Plan

Also included within this phase is the creation of a community engagement plan that describes the ways in which the public and others will be involved in the preparation, review, and adoption of the new code. This plan needs to be realistic and solicit public input in cost-effective and meaningful ways. The GRAEF + Civi Tek Team offers a robust suite of public participation options that appeal to a broad range of community members including website surveys, interactive comment maps, social media posts, infographics and print materials, and in-person events such as focus groups, open houses, and visioning sessions. By working with stakeholders across commissions, committees, departments, and backgrounds, we hope not only to coax out concerns and misconceptions, but also to set the stage to create buy-in for the final Zoning Code rewrite.

PROJECT PLAN

Our team's approach to community engagement is centered around three objectives:

1. Clarify and further develop the physical plan for Downtown La Crosse and its neighborhoods.
2. Create, discuss, and refine area-specific form-based guidelines based on the existing and historic architecture, urban design, and neighborhood/area plans of La Crosse and ensure that the guidelines are clear to all community members.
3. Ensure that diverse and inclusive community input with regards to development, uses, pedestrian access, and physical experience of being in La Crosse is reflected in all aspects of the form-based code.

Our approach recognizes that each community has unique preferences, and what works well for one community may not be the most appropriate for another. Our job is to find what works best for La Crosse, from ensuring housing patterns and developments are aligned with community priorities and values, to preserving the unique environments beloved by residents, to preserving and improving quality of life for residents of all backgrounds. Through this process, we hope to understand the community's priorities for the most pressing topics and anticipated challenges such as combating climate change, ensuring housing availability and affordability, environmental feature and wildlife protection, and beyond.

There is no one way to approach a form-based code.

However, there are similarities between best practices and various approaches. Our team takes a place-based approach to form-based codes, intended to develop walkable, vibrant communities with distinct character that bolsters neighborhood identity and civic pride. Sometimes a form-based code is applicable to all parts of a community, and other times it is only necessary for parts of the city that are intended to be more walkable, urban, and mixed-use. Form-based codes have minimal application in exclusively single-family residential areas on the urban fringe unless substantial redevelopment is intended. Using the NDC framework to structure public engagement will support efforts to develop neighborhood cohesion through a working process to define that identity in the zoning code.

Working with City Staff, we will identify the most optimal engagement methods for the La Crosse community and present a Community Engagement Plan for review and input from City Staff before moving forward to Phase 3. We recommend a project engagement video early on this the project schedule. This video would be professional video with a local City official or staff who would be providing a summary of the project and its importance. This video can be used for social media and online postings.

Our team has extensive experience creating custom project engagement tools to keep stakeholders informed during the preparation, review, and adoption of the Zoning Code. Our team can offer engagement tools using the "Social Pinpoint" online engagement platform that is tailor made for urban planning, and this can be hosted on its own website or used as content for another website determined by the City. The Social Pinpoint platform allows for seamless integration of GIS elements for map visualization, surveys, social media, video elements, and more. This platform proved successful during the Forward La Crosse – 2040 Comprehensive Plan engagement process where GRAEF delivered multiple surveys, interactive modules, and communicated important project updates to the public. Our marketing and design teams are prepared to develop custom content for almost any platform.

Initially, our team will provide content to the City-selected media consultant for a project website that would contain the following elements:

- Background information related to the project, including project purpose, key participants, timeline, and opportunities for public participation;
- Frequently asked questions;
- Contact information;
- A comment feedback form;
- Links to resource documents; and
- Links to meeting agendas and minutes.

Content for the site will be shared regularly with City-selected media consultant so as to keep the website current and specifically relate to pending matters throughout the project's duration. The website can also be used to promote open houses and/or public meetings to solicit community feedback-in person during Phase 2. We propose to host up to three public meetings/open house events to engage around visioning for the initial recommendations and review of draft recommendations. We also propose to attend one pop-up/community event to promote and engage further around the code development process. During this phase up to five stakeholder meetings will be conducted by City Staff with planning and material support from the GRAEF + Civi Tek team. Our team proposes to attend these virtually and incorporate input into the overall community input summary for code drafting.

Near the end of the process, the Zoning Hub platform can be viewed publicly and allow for the public to engage with the interactive site and experience the new user-friendly platform including the interactive Zoning Map. The platform allows users to explore the code by property, land use, or zoning district and understand the full development approval process based on their intended development.

PROJECT PLAN

PHASE 3: DRAFTING & REFINEMENT

We propose to start Phase 3 by providing an analysis of the community engagement phase that outlines key priorities we heard. Next, we'll use the outline and discussion draft prepared in Phase 2 to sit down with City Staff to present the key messages we learned and describe a list of different approaches we recommend based on the feedback. Again, an emphasis during this phase is ensuring that the re-write is aligned with the City's vision. This will include discussion of potential approaches and recommendations for future changes to the City's Comprehensive Plan.

Good urban form is about harmony and customization rather than standardization. People gravitate towards human-scale streets enriched by surrounding architecture. When this happens, people walk farther, shop longer, and remember how they felt after they leave. This is what can be accomplished with a form-based code. Form-based codes invent context-driven types of places such as "Historic Main Street," "Downtown Mid-rise," "Neighborhood Commercial," "Riverfront Single-Family," etc. which define the way a place should feel, beyond just how it looks. A catalogue of these concepts, subject to growth and change, will become a living document used by the City, developers, and the public.

Good form-based codes are generative, not prescriptive. We provide an approach which inspires investment with predictability over how the future of the site will look. This involves guidelines for pattern, scale, and intensity, factors which often get lost in zoning metrics and abstract land use standards. Traditional standards and metrics can even distract from or restrict desirable urban form.

The following elements of a form-based code are included as preliminary principles to be used as a foundation for the development of a locally driven code tailored for La Crosse:

- Streets and Circulation
- Public Places
- Building Types
- Yards and Courts
- Landmarks
- Exceptions and Amendments
- Monitoring and Sustaining the Code

The resulting code will likely be neither "Euclidean" nor "Form-based," but instead a code that is uniquely "La Crosse," deriving elements from best practices suited best to the various places across the community. The ultimate goal of the new code will be ease of use for City Staff and development teams to foster collaboration in development proposals and realize La Crosse's potential for sustainable and equitable growth.

We'll use the revised outline and discussion draft to begin drafting the different chapters of the new Zoning Code. These will be presented in distinct modules that will permit easy review in sections so as not to be overwhelming to Staff

or elected officials. We propose to hold one of the public meetings/open house events during Phase 3 to review specific sections of the draft Zoning Code. Some of the virtual stakeholder meetings conducted by City Staff may also occur during this phase – with details to be determined in the Public Engagement Plan – giving stakeholder the opportunity to review drafts developed based on their feedback from earlier focus groups.



Streets & Circulation



Public Places



Building Types



Landmarks & Historic Corridors



Yards & Courts



Exceptions & Amendments



Monitoring & Sustaining the Code



PROJECT PLAN

During the drafting and revision process, we'll work with the City's Attorney to ensure consistency with state statutes. As the draft begins to finalize, we'll develop a package of graphics and photos to help ensure the user-friendliness of the Code for the general public. Prior to moving forward to the last phase, our team will coordinate legal review by our legal partner Eric Larson of Municipal Law to provide legal opinions as needed throughout the project as well as full legal review of the final draft.

PHASE 4: FORMALIZATION & ADOPTION

Drafting a well written zoning code only gets you halfway to a great end product. We will create a one-stop website portal for the City's zoning regulations using ZoningHub and Municode, the city's municipal code platform. ZoningHub is a web-based service that seamlessly merges the zoning map, key parts of the text, and administrative functions. ZoningHub will be the public's interactive gateway to the city's zoning code while the content from ZoningHub is codified into Municode as part of the City's code of ordinances. Given the amount of time and money the City will spend on a new zoning code, it doesn't make a lot of sense to simply put it online in the usual way. Why not make it interactive and fun to use? It will soon become the go-to place for property owners, realtors, builders, local officials, and others to find the information they need to move ahead with a project.

The interactive zoning map is especially powerful. It allows a person to quickly find zoning details at the parcel level with a few clicks. It shows what land uses are allowed in each of the zoning districts along with the applicable dimensional standards, and also what procedures are needed to move ahead with a project.

In addition to ZoningHub, our team can prepare custom administrative tools identified by City Staff. The selected digital solutions would be based on a scoping process with Staff to create solutions deemed most useful and important. Examples include fillable applications for online submittals, digital checklists for development review by staff, etc.

During the final phase of the project, we'll work with City Staff to provide written copy for the public notices to promote the public hearing. The consultant team will attend the public hearing at which time the full draft of the proposed Zoning Code and map will be presented, and public input accepted. We will give a presentation regarding the project, explain the highlights, and respond to questions. Finally, we'll present the final draft to the City Council. A final package of electronic documents will be provided to the City upon final adoption. The consultants can host a training session for City Staff to outline key portions of the new Code on which they may encounter questions.

Ongoing Project Coordination

We will maintain constant contact with City Staff and others throughout the process to ensure the project is moving forward consistent with the adopted timeline and resolve any issues that arise during the project. We will provide regular updates and maintain regular contact. We also anticipate several working meetings with City Staff over the project duration to focus on specific elements of the Code.



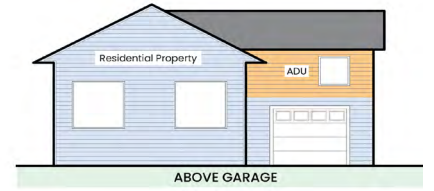
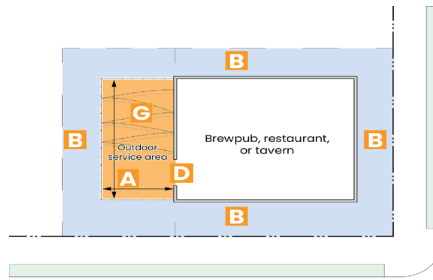
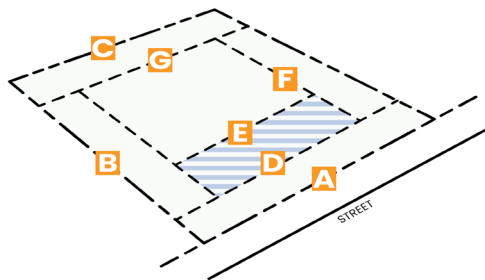
To date, there are more than 100 ZoningHub sites, serving more than 2 million residents.

If you have just a few minutes, check out the zoning details available at the parcel level for a property in the Village of East Troy.

<https://villageofeastroy.zoninghub.com/ParcelSummaryArcGIS.aspx?taxkey=RA287200002>

HARTFORD ZONING CODE RE-WRITE

HARTFORD, WI



THE GRAEF TEAM SIMPLIFIED HARTFORD'S ZONING CODE TO ENHANCE FUNCTIONALITY AND USER-FRIENDLINESS, INCLUDING THE INTEGRATION OF AN ACCESSIBLE ONLINE PLATFORM FOR EASY NAVIGATION AND INTERPRETATION.

REFERENCE CONTACT:

Jacob Mass
City Planner/Director of Community Development
109 North Main Street
Hartford, WI 53027
262-673-8265
jmaas@hartford.wi.gov

The GRAEF + CiviTek team was hired by the City of Hartford to perform a comprehensive re-write of the City's Zoning Code. For this ongoing project, the GRAEF + CiviTek team are creating a vastly simplified Zoning Code that is highly functional, efficient to administer, and easy to understand. The GRAEF + CiviTek team brings a deep bench of professionals well-versed in nationally-recognized best land use practices to coordinate the Zoning Code re-write with the Washington County Next Generation Housing Initiative to help achieve community goals.

The Hartford project has involved several on-the-ground community engagement efforts to help solicit feedback and educate stakeholders about the Zoning Code. The consultant team launched an online survey and hosted a public Open House at City Hall to help stakeholders

provide valuable feedback. In addition, the consultant team has attended several Plan Commission meetings to walk through the revised Code chapters, creating community and elected official buy-in throughout the process.

When finalized, the new Zoning Code will be available through the ZoningHub platform, a user-friendly, accessible online platform that guides users through the various interconnected aspects of the Code to help them find the information they need. Hartford staff anticipate the new Code, hosted through ZoningHub, will alleviate many of the day-to-day questions that currently come into the Planning office, and make interpretation and execution of the Code significantly easier from the staff perspective. Hartford's ZoningHub site features interactive map elements as well as animated diagrams and images.

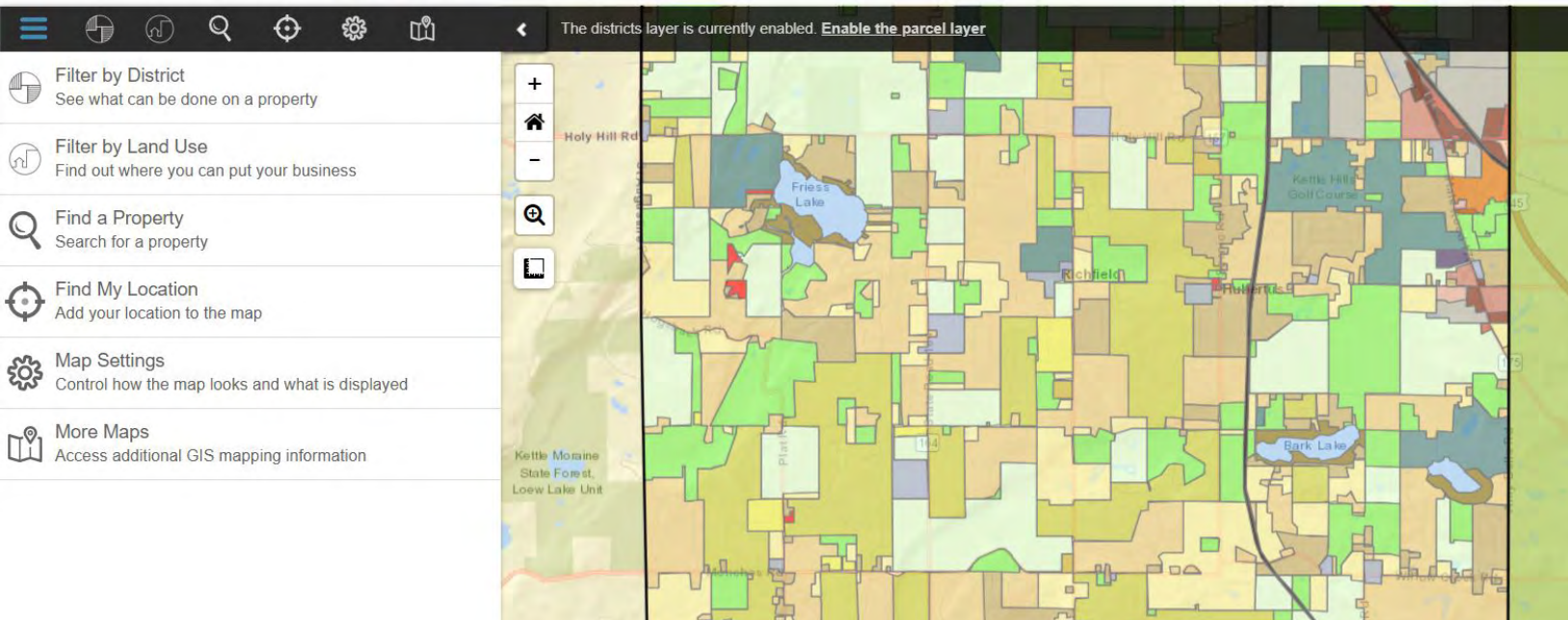
VILLAGE OF RICHFIELD

HUBERTUS, WI



Home Zoning Map Highlights Tools

MapLink™ | Interactive Map New



REVAMPED RICHFIELD'S ZONING CODE, REDUCING DISTRICTS BY 30%, CONSOLIDATING LAND USES, AND ADDING NEW DEVELOPMENT OPTIONS. THE UPDATED CODE WAS UNANIMOUSLY ADOPTED IN 2022.

Village of Richfield is Civi Tek's most recent adopted zoning code rewrite. Civi Tek worked with a steering committee and Plan Commission to revamp (simplify) the village's zoning regulations while maintaining desired development outcomes. Most notably, the number of zoning districts was reduced by 30 percent, land uses were consolidated and new ones were added to account for new development options, and environmental districts were converted to overlay districts. The Village Board adopted the new code by unanimous vote in 2022.

REFERENCE CONTACT:

Jim Healy
Village Administrator
4128 Hubertus Road
Hubertus, WI 53033
262-628-2260
administrator@richfieldwi.gov

[Village of Richfield, WI Table of Contents \(ecode360.com\)](http://ecode360.com)

DREXEL TOWN SQUARE

OAK CREEK, WI



PLANNED DEVELOPMENT DISTRICT ORDINANCE

GRAEF PREPARED A PLANNED DEVELOPMENT ORDINANCE TO REGULATE AND GUIDE THE VISION SET FORTH IN THE PRIOR CONCEPTUAL MASTER PLANNING PHASE.

Oak Creek is a large suburban city which lacked a downtown. The Mayor, born and raised on a farm in Oak Creek, had the vision to create a downtown on an 85-acre abandoned, contaminated, industrial site. Public controversy erupted over the cost, desirability, and feasibility of the vision.

GRAEF's planners created a public engagement process, financial subsidy analysis (TIF), and environmental and economic development grants. Collectively these efforts brought the community together and led to major market-driven interest by local developers. GRAEF developed a series of different design options for redevelopment of the former 80-acre Delphi site, now known as Drexel Town Square.

This work included several public workshops, economic analysis, and the creation of plan alternatives to address multiple visions for the site. GRAEF also analyzed the public costs and revenues associated with development

options. GRAEF's work helped support the creation of a new Town Square featuring the City Hall and Library as a premier destination place.

The ordinance includes design standards that regulate both physical appearance and social activity within the development. The document is amply illustrated and includes standards for site design, buildings (broken down by building types), landscaping, streetscape, community places, signage, and lighting, as well as an embedded section on detailed sustainability options for the district.

Today, the project's success has led to further development along Drexel Avenue including a new investment in streetscape and aesthetics – also led by GRAEF's designers.

[CLICK HERE TO READ THE FULL ORDINANCE](#)

REFERENCES



City of Port Washington - Zoning Code Rewrite

Robert Harris

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City of Port Washington, WI
100 W. Grand Avenue, P.O. Box 307
Port Washington, WI 53074
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Village of Jackson - Zoning Code Audit

Jen Keller

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Outagamie County - Subdivision & Land Development Code Audit

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Town of Rome - Zoning Code Audit

Lori Djumadi

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djumadi@romewi.com

Zoning Ordinance Updates & Development Standards (GRAEF)

- City of Hartford* (with Civi Tek)
- Park East Land Development Code
- Madison Old University Ave
- City of Oak Creek Drexel and PD Zoning
- City of Port Washington Zoning Rewrite* (with Civi Tek)
- City of Manitowoc Zoning Rewrite* (with Civi Tek)

Zoning Ordinance Updates (Civi Tek)

- Town of West Bend*
- City of Bayfield*
- Village of Richfield
- Town of Mukwonago
- Village of Mukwonago*
- City of Wisconsin Rapids
- Town of Eagle
- City of Washburn
- Village of Sturtevant
- Winnebago County
- City of Wisconsin Dells

Specialized Codes (GRAEF)

- City of Kenosha
- City of South Milwaukee
- Village of Whitefish Bay

Specialized Codes (Civi Tek)

- City of Manitowoc Sign Code
- Village of Mukwonago Sign Code
- City of Wisconsin Rapids Sign Code

Zoning Code Audits (GRAEF)

- Village of Bristol
- City of Cudahy

Zoning Code Audits (Civi Tek)

- Outagamie County*
- Town of Rome*
- Village of Jackson

(*) = ongoing



SCHEDULE

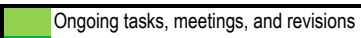

La Crosse Zoning + Subdivision Ordinance Rewrite

*The GRAEF + Civi Tek team has the capacity to condense or extend this timeline as needed

Anticipated Schedule

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	
1 Phase 1: Initiation & Data Gathering																			
a	Host project kick-off meeting																		
b	Compile relevant files & GIS data																		
2 Phase 2: Research & Engagement																			
a	Review relevant documents/plans																		
b	Site visit																		
c	Current Zoning and Subdivision Ordinance review; create annotated outline & discussion draft																		
d	Create public outreach strategy																		
e	Develop surveys, polls, and other online engagement																		
f	Provide script for online engagement video																		
g	Prepare materials for Stakeholder sessions (up to 5)																		
h	Host up to 3 public meetings/open houses																		
i	Attend 1 community meeting (pop-up event)																		
3 Phase 3: Drafting & Refinement																			
a	Draft revised Zoning and Subdivision Ordinance chapters																		
b	Draft form-based Code for strategic parts of the City																		
c	Coordinate City staff review of drafts; incorporate feedback																		
d	Develop graphics (zoning illustrations)																		
e	Coordinate legal review																		
4 Phase 4: Formalization & Adoption																			
a	Present final draft at Plan Commission meeting																		
b	Present final draft at City Council meeting																		
c	Conduct City staff training session																		
5 Ongoing Coordination																			
a	Host working meetings with City Staff (estimated 4 meetings)																		
b	Attend quarterly Plan Commission meetings (estimated 4 virtual meetings)																		
c	Participate in regular check-in meetings (estimated monthly for 18 months)																		
0 Optional Services																			
a	Interactive Code with ZoningHub																		
b	Custom digital solutions (developed with Staff input)																		

	Ongoing tasks, meetings, and revisions
	Major meetings/milestones

La Crosse Zoning + Subdivision Ordinance Rewrite

*The GRAEF + Civi Tek team has the capacity to condense or extend this timeline as needed

Anticipated Schedule

			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
			Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26
1	Phase 1: Initiation & Data Gathering	\$ 4,676																		
a	Host project kick-off meeting	\$ 2,174																		
b	Compile relevant files & GIS data	\$ 2,502																		
2	Phase 2: Research & Engagement	\$ 87,644																		
a	Review relevant documents/plans	\$ 9,746																		
b	Site visit	\$ 4,104																		
c	Current Zoning and Subdivision Ordinance review; create annotated outline & discussion draft	\$ 21,584																		
d	Create public outreach strategy	\$ 2,364																		
e	Develop surveys, polls, and other online engagement	\$ 9,902																		
f	Provide script for online engagement video	\$ 1,716																		
g	Prepare materials for Stakeholder sessions (up to 5)	\$ 8,428																		
h	Host up to 3 public meetings/open houses	\$ 24,264																		
i	Attend 1 community meeting (pop-up event)	\$ 5,536																		
3	Phase 3: Drafting & Refinement	\$ 124,526																		
a	Draft revised Zoning and Subdivision Ordinance chapters	\$ 71,010																		
b	Draft form-based Code for strategic parts of the City	\$ 19,154																		
c	Coordinate City staff review of drafts; incorporate feedback	\$ 13,876																		
d	Develop graphics (zoning illustrations)	\$ 9,960																		
e	Coordinate legal review	\$ 10,526																		
4	Phase 4: Formalization & Adoption	\$ 12,294																		
a	Present final draft at Plan Commission meeting	\$ 4,410																		
b	Present final draft at City Council meeting	\$ 4,104																		
c	Conduct City staff training session	\$ 3,780																		
5	Ongoing Coordination	\$ 24,038																		
a	Host working meetings with City Staff (estimated 4 meetings)	\$ 9,312																		
b	Attend quarterly Plan Commission meetings (estimated 4 virtual meetings)	\$ 6,656																		
c	Participate in regular check-in meetings (estimated monthly for 18 months)	\$ 8,070																		
	Estimate for La Crosse Zoning + Subdivision Ordinance Rewrite	\$ 253,178																		
	Estimated Expenses	\$ 6,000																		
	TOTAL LUMP SUM FEE PROPOSAL	\$ 259,178																		
0	Optional Services																			
a	Interactive Code with ZoningHub	no additional fee																		
b	Custom digital solutions (developed with Staff input)	\$15,000 - 25,000																		

Ongoing tasks, meetings, and revisions
 Major meetings/milestones

THE TEAM

OUR PROJECT TEAM IS FULLY QUALIFIED WITH THE CREATIVITY AND PROBLEM-SOLVING SKILLS THAT CAN HELP LA CROSSE.

OUR ASSIGNED PERSONNEL ARE AVAILABLE TO DO THIS WORK AND BRING CONSIDERABLE EXPERIENCE TO THE TABLE.

Dominic Marlow and **Tim Schwecke** will serve as the lead consultants for this project.



Dominic Marlow, AICP PROJECT MANAGER

Dominic will serve as Project Manager, facilitating ongoing coordination amongst the team members and the City, ensuring deadlines are met and the overall timeline of the project is on-track, and managing the community engagement plan, project website, and stakeholder meetings. Dominic's experience is detailed further in the enclosed resume.



Tim Schwecke, AICP CONSULTANT PLANNER

As a consultant, Tim has worked with large and mid-sized communities and rural towns on a wide variety of projects, but specializes in land use regulations. Tim authored an article for American Planning Association's Planning Magazine (February 2020) that presents a framework that local planning offices can use to put their residents front and center in everything they do. For this project, Tim will lead the development of the Zoning Ordinance outline, discussion draft, and revision periods. Tim's experience is detailed further in the enclosed resume.



Brent Pitcher PE, LEED AP
VICE PRESIDENT
PRINCIPAL IN CHARGE
GRAEF



Craig Huebner AICP
LEAD PLANNER
GRAEF



Dominic Marlow AICP
PROJECT MANAGER
GRAEF



TIM SCHWECKE AICP
CONSULTANT PLANNER
CIVI TEK



Mary Kramer
URBAN DESIGNER
GRAEF



Doug Seymour AICP
SENIOR PLANNER
GRAEF



Kristin Reichart
GRAPHICS AND VISUALIZATIONS
GRAEF



Eric Larson
CONSULTANT ATTORNEY



Dominic Marlow, AICP

PROJECT MANAGER



Dominic's experience sits at the intersection of urban planning and architectural design, ranging from research and demographic studies to spatial planning, mapping, and architectural rendering. Dominic's work seeks to manage the complexities of systems in the physical environment to improve public spaces and help cities become adaptable to new or unforeseen changes. He is passionate about using design as a communication tool to help cities and communities envision the future they want to build.

EDUCATION

B.A. Architectural Studies; B.A. Urban Studies,
University of Illinois Chicago, Chicago, IL

Master of City Design, University of Illinois
Chicago, Chicago, IL

REGISTRATION

American Planning Association (APA) - IL

CERTIFICATIONS

American Institute of Certified Planners
(AICP)

PROJECT EXPERIENCE

City of Manitowoc Zoning Rewrite, Manitowoc, WI (ongoing)

As project manager, Dominic leads the project team in the City's code rewrite. The rewrite process involves stakeholders focus groups and a detailed audit of existing plans and code requirements. The code will facilitate the transition of post-industrial areas to walkable, live-work communities in this historic waterfront community.

Form-Based Code and Downtown Zoning, South Milwaukee, WI

As project manager, Dominic developed a form-based code and developers agreement for South Milwaukee's downtown where former industrial sites were identified for redevelopment with a new street and block pattern and building design guidelines. The code determines a general pattern with flexible development guidelines to allow for innovative proposals and a mix of uses from residential to office and light manufacturing. The overarching vision ensures that the new pattern of development celebrates the local history of the once nationally recognized industrial core while enhancing the neighborhood fabric for 21st century living and sustainability.

Land Use Plan and Ongoing Village Planning Services, Village of Bristol, WI

Worked to develop a long-range Land Use Plan for the Village of Bristol while also acting as the Staff Village Planner (Consultant) to review development and zoning applications. Work on the Land Use Plan involved a review of the Zoning Code for achieving land conservation, appropriate growth of residential development, and recommending updates to zoning and development review processes to better anticipate modern and emerging forms of development. Dominic continuously works with Village Staff, representatives, and the community to provide recommendations for improving the Village code and steering development towards community benefits.

Downtown + Lakefront Plan, City of Port Washington, WI

Recommended development and redevelopment opportunities for the City of Port Washington to accommodate economic pressure from residential development, steering the vision for the future of the Downtown and Lakefront in a Master Plan. Recommendations included streetscaping, redevelopment concepts, park design, and form-based design guidelines for private development and public-private partnerships.



Craig Huebner, AICP

LEAD PLANNER



Craig is a Senior Planner for GRAEF. Craig's academic background is in both architecture and urban planning, and he has several years of experience working in both fields. His work experience includes comprehensive planning, neighborhood master planning, commercial redevelopment, streetscape corridor planning/design, urban design, park and open space planning, and design guidelines. In addition, Craig has extensive experience in the creation of innovative public participation plans for a variety of planning projects.

EDUCATION

B.S., Architectural Studies, University of Wisconsin-Milwaukee, Milwaukee, WI

Master of Architecture; Master of Urban Planning, University of Wisconsin-Milwaukee, Milwaukee WI

REGISTRATION

American Planning Association (APA) – WI

CERTIFICATIONS

American Institute of Certified Planners (AICP)

PROJECT EXPERIENCE

Urban Design & Property Development

Craig leads urban design strategies throughout the firm's work. His focus exemplifies coordination between the multiple disciplines that make visions into realities. At GRAEF he combines his urban design concepts with technical needs through his clear coordination with civil engineering, landscape architecture, architecture, transportation and traffic engineering, and environmental planning. Craig's experience in urban design includes developing design strategies for a variety of commercial corridors and specific properties as well as corresponding design guidelines.

Municipal Planning

Craig has extensive experience acting as an extension of municipal staff in the role of ongoing planning consultant in over a dozen communities across Wisconsin. In this role, Craig analyzes existing land use and zoning codes and policies, understands and interprets municipal master plans and ordinances, prepares staff reports for private sector development approval procedures, assists in economic development tasks (TIF analysis, grant assistance, etc.), and leads special planning projects (master plans, design guidelines, incentive programs, ordinance amendments, site planning/design, etc.). Craig's experience in different municipalities allows him to share best practices found in other communities for current projects.

Mapping & Design Visualizations

Craig uses a number of mapping resources to communicate data effectively in the form of maps, infographics, diagrams, and 3-dimensional visualizations. Using his technical abilities, he is able to clearly communicate a broad range of information with data-driven maps, including: site conditions, existing and future property information, and conceptual development plans. In addition to mapping, Craig has experience in creating effective 3-d models, rendered plans and perspective drawings of conceptual development designs.



Mary Kramer

URBAN DESIGNER

Mary Kramer has a passion for coordinated and thoughtful urban design. She is familiar with coordinating between disciplines, understanding how each piece fits together, and developing a fabric for a community that honors what's been done well and enhancing it. Her planning and urban design experience ranges from work on corridor, comprehensive and master planning projects; to public facility development and planning and design coordination. Her specific policy work includes comprehensive plan writing, design guideline development, historic preservation district applications, economic development incentive program development, and planned development reviews. She is also familiar with capital planning, multi-disciplinary team coordination and engagement, communication/signage design, and transit-oriented development – all which shape the larger community fabric.

EDUCATION

B.A. Urban and Regional Planning, Miami University, Oxford, OH

Master of Urban and Regional Planning; Master of Urban Design, University of Colorado-Denver, Denver, CO

PROFESSIONAL AFFILIATIONS

Women in Design, Milwaukee
American Planning Association- Wisconsin and Illinois Chapters

PROJECT EXPERIENCE

Urban Design

Mary's past project work emphasizes her understanding of wholistic project planning and the importance of urban design. Her work in streetscape design and corridor planning considers adjacent uses, the complete street environment and all modes. Her wholistic approach includes engagement at all levels: one-on-one interviews, group charrettes, visioning sessions, stakeholder meetings, and community surveys. Her site design considers all users and participants – with equal emphasis on how a new design might fit into the existing fabric.

Mapping & Design Visualization

Mary's experience in visual representation of planning efforts is broad. She has experience in freehand conceptual design for neighborhood site plans, corridor plans, corridor streetscape elements, and community identifiers. She is versed in developing digital maps that inventory existing conditions, highlight needs and propose improvements.

JBS Site Conceptual Design, City of Green Bay, WI

Conceptual design ideas for this 26-acres redevelopment site. Weighed the importance of different project priorities that included views, access, circulation, use, community enhancement, multi-cultural, housing options, and connections to existing community.

Forward La Crosse, La Crosse Comprehensive Plan 2040, La Crosse, WI

Provided leadership to a multi-disciplinary team and responsibilities included on-going project management and providing plan updates to City Plan Commission, Common Council, other City committees, and community stakeholders. She led the community engagement plan and also aided in the development of public engagement tools. She helped synthesize data and develop content and graphics to advance the final multi-faceted plan.



Doug Seymour, AICP

SENIOR PLANNER

Doug recently joined GRAEF's Planning + Urban Design studio as a leader in municipal planning. His experience is rooted in decades of successful city planning and community development. Doug is an innovative problem-solver with a passion for urban planning and economic development and has a demonstrated commitment for the betterment of all communities he serves.

EDUCATION

B.S., Land Use Planning, Carrol College,
Waukesha, WI

Master of Urban Planning, University of
Wisconsin-Milwaukee, Milwaukee WI

REGISTRATION

American Planning Association (APA) – WI

CERTIFICATIONS

American Institute of Certified Planners
(AICP)

PROJECT EXPERIENCE

Municipal Planning

Doug has extensive experience leading municipal planning efforts, resulting in successful outcomes for the communities he has served. For over 30 years, Doug served as the Director of Community Development for the City of Oak Creek, where he oversaw the City's major zoning code rewrite, created and managed fifteen tax incremental financing districts and two redevelopment districts, and played a crucial role in the City's planning and economic development efforts. Doug's contribution has been integral to Oak Creek's success today.

City of Janesville Subdivision and Zoning Rewrite, Janesville, WI (ongoing)

In his role as Project Manager for Janesville's rewrite of both its zoning and subdivision regulations, Doug leads the GRAEF project team in its review of the City's decades-old zoning and subdivision regulations with an emphasis on providing Janesville a modern, user-friendly code that gives the community the tools that it needs to achieve its diverse goals and objectives.

City of Oak Creek Development Director, Oak Creek, WI

Doug has extensive experience leading municipal planning efforts, resulting in successful outcomes for the communities he has served. For over 30 years, Doug served as the Director of Community Development for the City of Oak Creek, where he oversaw the City's major zoning code rewrite, created and managed fifteen incremental financing districts and two redevelopment districts, and played a crucial role in the City's planning and economic development efforts. Doug's contribution was integral to Oak Creek's success today.



Kristin Reichart

GRAPHICS AND VISUALIZATIONS

Kristin is a multidisciplinary design professional with over 10 years of experience creating and managing architectural and environmental graphics projects from conception through implementation. Specializing in the development of impactful brand experiences for consumers, while keeping client objectives and future planning in mind.

EDUCATION

B.S., Architectural Studies, University of Wisconsin-Milwaukee, Milwaukee, WI

Certification of Urban Planning, University of Wisconsin-Milwaukee, Milwaukee, WI

Master of Architecture; Master of Urban Planning, University of Wisconsin-Milwaukee, Milwaukee, WI

PROJECT EXPERIENCE

Mapping & Design Visualization

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

Greendale Planning Services 2024, Village of Greendale - Greendale, WI

Kristin served as the Primary Contact for ongoing planning services in the Village of Greendale. Her work included application reviews for Plan Commissions and Design Review Boards as well as Zoning Code and Comprehensive Plan Amendments.

City of Hartford Zoning Rewrite - Hartford, WI

The GRAEF + CiviTek team was hired by the City of Hartford to perform a comprehensive re-write of the City's Zoning Code. For this ongoing project, the GRAEF + CiviTek team are creating a vastly simplified Zoning Code that is highly functional, efficient to administer, and easy to understand. Kristin has led 2d and 3d zoning illustrations to aid in bringing zoning regulations to life.



Tim Schwecke

CONSULTANT PLANNER

CIVI TEK
CONSULTING

During his career in community planning that spans more than 30 years, Tim has been involved in a wide variety of projects and specializes in land-use regulations and community plans.

Tim is also the founder of ZoneHub and manages business operations, product design and development, and customer relations. He has a demonstrated ability to create core concepts, develop relationships, and move ideas from inception to successful completion.

EDUCATION

B.S. Recreation Resources Management, 1986,
University of Montana, Missoula, MT

M.S. Urban and Regional Planning, 1989,
University of Wisconsin, Madison, WI

PROJECT EXPERIENCE

City of Bayfield Zoning Code Rewrite

City of Hartford Code Rewrite

Town of Rome Code Audit

Town of West Bend Code Update

Outgamie County Code Audit

Village of Mukwonago Sign Code and Zoning Code

Zoning Code Rewrite, Village of Richfield

Sign Code Rewrite, Manitowoc

Zoning Code Rewrite, Town of Mukwonago

Sign Code Rewrite, Wisconsin Rapids

Zoning Code Rewrite, Wisconsin Rapids

Zoning Code Rewrite, Town of Eagle

Zoning Code Rewrite Project, City of Washburn

Zoning Code Rewrite Project, Winnebago County

Zoning Code Rewrite, Wisconsin Dells

Unified Land Development Code, City of Great Falls, Montana

Municipal LAW

& L I T I G A T I O N G R O U P

DALE W. ARENZ (1935-2022)
DONALD S. MOLTER, JR. (Retired)
JOHN P. MACY
H. STANLEY RIFFLE (Court Commissioner)
ERIC J. LARSON
REMZY D. BITAR

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PAUL E. ALEXY
MATTEO REGINATO
LUKE A. MARTELL
SAMANTHA R. SCHMID
CHRISTOPHER R. SCHULTZ
LUCAS C. LOGIC
GREGORY M. PROCOPIO
BENJAMIN T. CROCKETT
ADAM J. MEYERS

STEPHEN J. CENTINARIO, JR.
MICHAEL J. MORSE
JAMES P. WALSH

ERIC J. LARSON

Born in Northfield, Minnesota, November 20, 1964; admitted to Minnesota State Bar, 1990, U.S. District Court, District of Minnesota, 1992, Wisconsin State Bar, 1994, and U.S. District Court, Eastern District of Wisconsin, 1995.

EDUCATION

Earlham College (B.A., All College Honors, 1987); University of Minnesota Law School (J.D., 1990).

MEMBERSHIPS

Waukesha County Bar Association: Municipal Law Section.
State Bar of Wisconsin: Administrative and Local Government Law Section.
American Bar Association: Section of State and Local Government Law.
Judicial Clerk, 8th Judicial District, Minnesota (1990-1992).
Assistant County Attorney: McLeod County, Minnesota, (1992-1994).
Municipal Law & Litigation Group, S.C., (1996-present)
Adjunct Faculty, Carroll College, "Land Use Law and Policy" course (2003).
Chair, Waukesha County Bar Association, Municipal Section (2005 - present).

Lecturer on municipal law topics sponsored by the League of Wisconsin Municipalities (1997, 2008, 2009, 2010, 2011, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023) the Wisconsin Town's Association (1997, 1998, 2006, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016), the Waukesha County Bar Association, Municipal Law Section (2004), Waukesha County Technical College (2007, 2008); Wisconsin City/City Manager Association Regions 7 and 9 (2012) and State convention (2019); New Clerk's School, Wisconsin Clerk's and Treasurer's Institute, University of Wisconsin Extension (2014), Wisconsin Clerks Association (2017, 2021), Wisconsin Association for Public Procurement and Value in Government (2017), National Business Institute (2017, 2019, 2020, 2021, 2022, 2023), Strafford Webinar (2017, 2018, 2019), Wisconsin Association of County Corporation Counsels (2018), American Public Works Association (2019), Wisconsin Municipal Judge's Association (2019). Sample programs include:

New Era of Zoning and Land Use
Small Cellular Technology Roll Out
Constitutional Issues in Municipal Regulation
Liquor Licensing
Conditional Use Authority
Municipal Regulation of Telecommunications
Shared Municipal Services
Terminating Intermunicipal Agreements
Urban Agriculture Legal Issues
Officers and Employees
Municipal Ethics
Trees, Weeds and Stormwater Regulation
Solutions to Stalled Development

Public/Private Partnerships
Single-Family Residential Zoning Issues
Public Records Laws
Open Meetings Laws
Municipal Best Practices
Financial Guarantees
Regulation of Signs
Permit Hearings
Service Animals and Public Facilities
Municipal Contracting
Municipal Risk Management
Zoning, Annexation, Land Use

Eric received the prestigious "Leader in the Law" Award from the Wisconsin Law Journal in 2015 and "Super Lawyer" Award in 2021 and 2022. More information about our firm and our attorneys is available on our website: www.municipallawsc.com

REFERENCE LETTER



CITY OF MANITOWOC

WISCONSIN, USA

www.manitowoc.org

September 6, 2024

Testimonial: Graef / Civitek - City of Manitowoc Zoning Code re-write.

From: Paul Braun, City Planner – City of Manitowoc

The City of Manitowoc has been working with the Graef/Civitek team since March 2024 on a complete re-write of the Comprehensive Zoning Code. To date, the process has been very smooth and is on schedule and budget. Dominic Marlow, from Graef, is the project lead and has been doing a great job keeping the project and Manitowoc staff on task and on time. Staff meetings, public stakeholder interviews, and the community survey have all been efficient and professional. Our project is approximately 25% complete at this time and we have no issues or concerns with the Graef / Civitek team.

Respectfully,

Paul Braun, City Planner

pbraun@manitowoc.org

920-686-6930

REFERENCE LETTER



TO: Mayor Mitch Reynolds

CC: La Crosse City Council Members

FROM: Jim Healy, Village Administrator

DATE: September 5, 2024

SUBJECT: Letter of Support – Civi Tek Consulting, Zoning Code Rewrite RFP

I am pleased to share our positive experience working with Tim Schwecke of Civi Tek Consulting throughout the recodification of our Zoning Code. Tim's expertise and dedication were invaluable and we are grateful for his tailored approach to our community's needs.

Tim's approach to zoning codes is not a one-size-fits-all solution. From the outset, he made it clear that his focus was on creating a customized code that would reflect the unique character of our community. He actively engaged with us, carefully considering feedback and policy decisions made by our Zoning Code Subcommittee and Village Board. This collaborative approach ensured that the final product was specifically tailored to our needs and aligned with our vision.

Throughout the process, Tim proved to be an effective communicator and consummate professional. His deep commitment to his work and attention to detail were evident every step of the way. Thanks to his guidance, we were able to transform a previously dense and difficult-to-navigate Zoning Code into a more user-friendly document. The new Code is now filled with clear graphics, easily accessible information, and an intuitive layout that serves both residents and stakeholders alike. I would encourage you to review the same.

Additionally, Tim's integration of the Zoning Code with his Zoning Hub platform has been a game-changer for Staff productivity. This modern approach not only improves the functionality of our Zoning Code but also sets a new standard for how zoning information is presented and accessed by the public.

In conclusion, working with Tim Schwecke has been a highly positive experience. His professional approach, commitment to quality, and tailored solutions have significantly improved our municipal code of ordinances. If you'd like to speak further regarding our process or any other aspect of your RFP, I am happy to do so. I can be reached via email at Administrator@richfieldwi.gov or by telephone at (262)-628-2260 Ext. 115.

**ADDITIONAL INFORMATION:
GRAEF SAMPLE SERVICES AGREEMENT**

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT

The Avenue
275 West Wisconsin Avenue, Suite 300
Milwaukee, WI 53203
414 / 259 1500
414 / 259 0037 fax
www.graef-usa.com



collaborāte / formulāte / innovāte

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

SUBJECT: Professional Planning and Urban Design Services [REDACTED] Zoning Code Rewrite

Dear [REDACTED]

We are very pleased to provide you with this proposal for professional services. When accepted, this proposal will become the formal Agreement between Graef-USA Inc. (GRAEF) and [REDACTED] (Client).

This proposal is for the Creation of a New [REDACTED] Zoning Code (Project). It is subject to GRAEF's Standard Terms and Conditions, a copy of which is attached and incorporated by reference.

It is our understanding that the nature of the Project is to develop a new zoning code.

For this Project, GRAEF proposes to provide the Basic Services as described in Attachment A.

GRAEF will endeavor to perform the Basic Services by [REDACTED]

GRAEF can provide the Additional Services as described in Attachment A for additional compensation as detailed below.

It is our understanding that the Client will provide the following services, items and/or information:

- Digital files of the existing plans and studies relevant to the municipal zoning and land use ordinances.
- Base mapping zoning and land use data in ArcGIS or similar file types.
- Identification of individuals for stakeholder meetings.
- Publication of zoning updates provided by GRAEF on City website.
- Consolidated City staff comments on existing zoning ordinance.
- Distribution of draft ordinance deliverables to Alder's, Mayor, and select City staff for review and comment.
- Invitations, mailings, locations, proper notices, and logistics for all meetings.

Client agrees to compensate GRAEF for all basic services noted above for a lump sum of [REDACTED], including expenses.

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT



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Client agrees to compensate GRAEF for any Additional Services on an hourly rate and direct expense basis as provided in the "Professional Services 2024 Fee Schedule (effective January 1, 2024)" attached hereto and incorporated by reference herein.

To accept this proposal, please sign and date below and return one copy to us. Upon written authorization, GRAEF will commence work on the project.

We look forward to working with the Client on this exciting project. Please call us at 414-266-9222 if the Client has any questions regarding this proposal.

Graef-USA Inc.

Dominic Marlow, AICP
Project Manager

Brent T. Pitcher, P.E., LEED AP
Principal

Accepted by:

(Name)

(Signature)

(Date)

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT



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Graef-USA Inc.'s STANDARD TERMS AND CONDITIONS

These Standard Terms and Conditions are material terms of the Professional Services Agreement proposed on [REDACTED] (Agreement) by and between Graef-USA Inc. (GRAEF) and [REDACTED] (Client):

Standard of Care: GRAEF shall exercise ordinary professional care in performing all services under this Agreement, without warranty or guarantee, expressed or implied.

Client Responsibilities: Client shall at all times procure and maintain financing adequate to timely pay for all costs of the PROJECT as incurred; shall timely furnish and provide those services, items and/or information defined in Agreement, as amended, and shall reasonably communicate with and reasonably cooperate with GRAEF in its performance of this Agreement. GRAEF shall be entitled to rely on the accuracy and completeness of any services, items and/or information furnished by Client. These terms are of the essence. Client shall indemnify, defend and hold GRAEF, its present or former officers, employees and subconsultant(s), fully harmless from any liability or loss, cost or expense (including attorney's fees and other claims expenses) in any way arising from or in connection with errors, omissions or deficiencies in the services, items and/or information Client is obliged to furnish in respect of this Agreement.

Limitation of Liability: Client and GRAEF agree that GRAEF's liability for any direct, indirect, incidental or consequential economic losses or damages arising under or in connection with this agreement (including any attorney's fees or claims expenses) shall be limited to the sum of one hundred thousand dollars (\$100,000.00).

Additional Services: Client may request or it may become necessary for GRAEF or its subconsultant(s) to perform Additional Services in respect of this Agreement. Client shall pay for such Additional Services above and beyond charges for Basic Services set forth in this Agreement. GRAEF will notify Client in advance of GRAEF's intention to render Additional Services. Client's failure to instruct GRAEF not to perform the proposed Additional Service shall constitute Client's acceptance of such Additional Service and agreement to pay for such Additional Service in accordance with the Invoicing & Payment terms of this Agreement.

Collection Costs: Client shall pay all collection costs GRAEF incurs in order to collect amounts due from Client under this Agreement. Collection costs shall include, without limitation, reasonable attorney's fees and expenses, collection agency fees and expenses, court fees, collection bonds and reasonable GRAEF staff costs at standard billing rates for GRAEF's time spent in efforts to collect. Client's obligation to pay GRAEF's collection costs shall survive the term of this Agreement or the earlier termination by either party.

Invoicing & Payment: GRAEF may issue invoices for services rendered and expenses incurred at such times and with such frequency as GRAEF deems necessary or appropriate in GRAEF's discretion. All invoices are due and payable upon receipt and shall be considered past due if not paid within thirty (30) calendar days of the due date. Prompt and full payment of all periodic invoices or other billings issued by GRAEF pursuant to this Agreement is of the essence of this Agreement. In the event that Client fails to promptly and fully pay any invoice as and when due, then, and in addition to any other remedies allowed by law, GRAEF, may in its sole discretion, suspend performance of all services under this Agreement upon seven (7) calendar days' written notice to Client, and immediately invoice Client for all unbilled work-in-progress rendered and other expenses incurred. Upon GRAEF's receipt of full payment, in good funds and without offset, of all sums invoiced in connection with any such declaration of suspension, GRAEF shall resume services, provided that the time schedule and compensation under this Agreement shall be equitably adjusted in a manner acceptable to GRAEF to compensate GRAEF for the period of suspension plus any other reasonable and necessary time and expenses GRAEF suffers or incurs to resume services. No failure by GRAEF to exercise its right to suspend work and accelerate sums due shall in any way waive or abridge Client's obligations to GRAEF or GRAEF's rights to later suspend work and accelerate terms. Client agrees GRAEF shall incur no liability whatsoever to Client, or to any other person, for any loss, cost or expense arising from any such suspension by GRAEF, either directly or indirectly. In addition, simple interest shall accrue at the lower of 1.5% per month (18% per annum), or the maximum interest rate allowable by law, on any invoiced amounts remaining unpaid for more than 60 days from the date of the invoice. Payments made shall be allocated as follows: (1) first to unpaid collection costs; (2) second to unpaid accrued interest, and (3) last to unpaid principal of the oldest invoice.

Latent Conditions: Client acknowledges that subsurface or latent physical conditions at the site that differ materially from those indicated in the project documents, or unknown or unusual conditions that materially differ from those ordinarily encountered may exist. If such latent conditions require a change in the design or the construction phase services, GRAEF shall be entitled to a reasonable extension of time to evaluate such change(s) and their impact on the project and to prepare such additional design documents as may be necessary to address or respond to such latent conditions. Client shall pay GRAEF for all services rendered and reimbursable expenses incurred by GRAEF and its subconsultant(s), if any, to address, respond to or repair such latent conditions. Such services by GRAEF or its subconsultant(s) shall constitute Additional Services.

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT



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Graef-USA Inc.'s STANDARD TERMS AND CONDITIONS (continued)

Insurance: GRAEF shall procure and maintain liability insurance policies, including professional liability, commercial general liability, automobile liability, and workers' compensation insurance for the duration of this Agreement and shall, upon request, produce certificates evidencing the maintenance of such coverages. Should Client desire additional insurance, GRAEF shall endeavor reasonably to procure and maintain such additional insurance, but Client shall reimburse GRAEF for any additional premiums or other related costs that GRAEF incurs.

Instruments of Service All original documents prepared for Client by GRAEF or GRAEF's independent professional associate(s) and subconsultant(s) pursuant to this Agreement (including calculations, computer files, drawings, specifications, or reports) are Instruments of Professional Service in respect of this Agreement. GRAEF shall retain an ownership and property interest therein whether or not the services that are the subject of this Agreement are completed. Unless otherwise confirmed by written Addenda to this Agreement, signed by duly authorized representatives of both Client and GRAEF, no Instrument of Professional Service in respect of this Agreement constitutes, or is intended to document or depict any "as-built" conditions of the completed Work. Client may make and retain copies for information and reference in connection with the use and occupancy of the completed project by Client and others; however, such documents are not intended or represented to be suitable for reuse by Client or others on extensions of the project, or otherwise. Any reuse without GRAEF's written consent shall be at Client's sole risk and responsibility, and without any liability to GRAEF, or to GRAEF's independent professional associate(s) and subconsultant(s). Further, Client shall indemnify, defend and hold GRAEF and GRAEF's independent professional associate(s) and subconsultant(s), fully harmless from all liability or loss, cost or expense (including attorney's fees and other claims expenses) in any way arising from or in connection with such unauthorized reuse.

Contractor Submittals: The scope of any review or other action taken by GRAEF or its subconsultant(s) in respect of any contractor submittal, such as shop drawings, shall be for the limited purpose of determining if the submission generally conforms with the overall intent of the design of the work that is the subject of this Agreement, but not for purposes of determining accuracy, completeness or other details such as dimensioning or quantities, or for substantiating instructions or performance of equipment or systems. GRAEF shall not be liable or responsible for any error, omission, defect or deficiency in any contractor submittal.

Pricing Estimates: Neither GRAEF nor Client has any control over the costs of labor, materials or equipment, over contractors' methods of determining bid prices, or over competitive bidding, market or negotiation conditions. Accordingly, GRAEF cannot and does not warrant or represent that bids or negotiated prices will not vary from any projected or established budgetary constraints.

Construction Observation: Unless expressly stated in this Agreement, GRAEF shall have no responsibility for Construction Observation. If Construction Observation services are performed, GRAEF's visits to the construction site shall be for the purpose of becoming generally familiar with the progress and quality of the construction, and to determine if the construction is being performed in general accordance with the plans and specifications. GRAEF shall have no obligation to "inspect" the work of any contractor or subcontractor and shall have no control or right of control over and shall not be responsible for any construction means, methods, techniques, sequences, equipment or procedures (including, but not limited to, any erection procedures, temporary bracing or temporary conditions), or for safety precautions and programs in connection with the construction. Also, GRAEF shall have no obligation for any defects or deficiencies or other acts or omissions of any contractor(s) or subcontractor(s) or material supplier(s), or for the failure of any of them to carry out the construction in accordance with the contract documents, including the plans and specifications. GRAEF is not authorized to stop the construction or to take any other action relating to jobsite safety, which are solely the contractor's rights and responsibilities.

Dispute Resolution: GRAEF and Client shall endeavor to resolve all disputes first through direct negotiations between the parties informed and authorized representatives, then through mediation. If mediation fails to fully resolve all disputes within 120 calendar days of the first written request for mediation, either party may pursue any remedy it deems appropriate to the circumstances.

No Assignment: This Agreement is not subject to assignment, transfer or hypothecation without the written consent of both parties expressly acknowledging such assignment, transfer or hypothecation.

Governing Law: This Agreement, as amended, and any disputes or controversies arising in connection with this Agreement shall be governed and resolved by the laws of the State of Wisconsin, without regard to said state's choice of law rules.

Severance of Clauses: In the event that any term, provision or condition of this Agreement is void or otherwise unenforceable under the law governing this Agreement, then such terms shall be stricken and the balance of this Agreement shall be interpreted and enforced as if such stricken terms never existed.

Integrated Agreement: The parties' final and entire agreement is expressed in the attached proposal letter and these Standard Terms and Conditions. All prior oral agreements or discussions, proposals and/or negotiations between the parties are merged into and superceded by this Agreement. No term of the parties' Agreement may be orally modified, amended or superceded.

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT



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ATTACHMENT A

1	Phase 1: Initiation & Data Gathering		
a	Host project kick-off meeting and Site Visit	\$	[REDACTED]
b	Compile relevant files & GIS data	\$	[REDACTED]
2	Phase 2: Research & Engagement		
a	Review relevant documents/plans	\$	[REDACTED]
c	Current Code review; create annotated outline & discussion draft	\$	[REDACTED]
d	Create public participation plan	\$	[REDACTED]
e	Launch & monitor project website & survey	\$	[REDACTED]
f	Virtual Stakeholder Interviews (up to 8 meetings)	\$	[REDACTED]
g	Host 1 public Open House	\$	[REDACTED]
h	Host joint committee meetings (up to 2)	\$	[REDACTED]
3	Phase 3: Drafting & Refinement		
a	Draft revised Code chapters	\$	[REDACTED]
c	Draft design standards based on geographic locations of city	\$	[REDACTED]
d	Coordinate City staff review of drafts, incorporate feedback	\$	[REDACTED]
e	Develop Maps and Graphics	\$	[REDACTED]
f	Legal review	\$	[REDACTED]
4	Phase 4: Formalization & Adoption		
a	Present final draft at Plan Commission meeting ([REDACTED])	\$	[REDACTED]
b	Present final draft at Common Council meeting ([REDACTED])	\$	[REDACTED]
c	Conduct City staff training session ([REDACTED])	\$	[REDACTED]
5	Ongoing Coordination		
a	Host working meetings with City Staff / Steering Committee (up to 4 meetings)	\$	[REDACTED]
b	Attend quarterly Plan Commission meetings (up to 4 meetings)	\$	[REDACTED]
c	Participate in regular check-in meetings and progress reports	\$	[REDACTED]
		\$	[REDACTED]
	Additional Services		
a	Custom digital solutions (developed with Staff input)		
b	Codification of adopted code to eCode 360.		
c	Create project overview video for public understanding of project.		
	Attend or facilitate additional meetings beyond what is specified above.		

Travel Expenses

[REDACTED]

Lump Sum Total including Expenses

[REDACTED]

ADDITIONAL INFORMATION: GRAEF SAMPLE SERVICES AGREEMENT

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PROFESSIONAL SERVICES 2024 FEE SCHEDULE (effective January 1, 2024)

CLASSIFICATION	RATE
Senior Group Manager (P9)	\$ 247.00
Group Manager (P8)	\$ 226.00
Senior Professional (P7)	\$ 215.00
Professional (P6)	\$ 205.00
Professional (P5)	\$ 194.00
Professional (P4)	\$ 180.00
Professional (P3)	\$ 166.00
Professional (P2)	\$ 150.00
Professional (P1)	\$ 126.00
TECHNICIAN/INSPECTOR	
Senior Technician/Inspector (T6)	\$ 168.00
Senior Technician/Inspector (T5)	\$ 154.00
Senior Technician/Inspector (T4)	\$ 144.00
Technician/Inspector (T3)	\$ 130.00
Technician/Inspector (T2)	\$ 114.00
Technician/Inspector (T1)	\$ 95.00
Survey Crew - 1 Person	\$ 176.00
Survey Crew - 2 Person	\$ 245.00
Administrative	\$ 91.00

Automobile travel will be billed at the current federal rate of 67.0 cents per mile.

Survey vehicles will be billed at 75 cents per mile.

LIDAR scanner will be billed at \$150/hour.

Unmanned Aircraft System (UAS) will be billed at \$75/hour.

Expenses such as travel and supplies will be billed at actual cost.

Contracted services and consultants will be billed at cost plus 5 percent.