

PROPOSAL FOR PROFESSIONAL SERVICES

Zoning and Subdivision Ordinance Rewrite

LA CROSSE, WISCONSIN | SEPTEMBER 16, 2024



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists

September 16, 2024

Tim Acklin, AICP, Planning Manager
City of La Crosse
400 La Crosse Street
La Crosse, WI, 54601



Building a Better World
for All of Us®

RE: Zoning and Subdivision Ordinance Rewrite

Dear Members of the Selection Committee,

With plans to update municipal zoning and subdivision codes, the City of La Crosse is being proactive for the future by aligning the ordinances with other adopted guidelines and processes, as well as helping the La Crosse community overcome inconsistencies in the code and finding solutions to challenges like workforce housing that communities across the country are facing. This is an important effort and will require the assistance of a dedicated consultant partner that understands your community, collaborates well with your staff and stakeholders, and delivers long-term results.

The Short Elliott Hendrickson Inc. (SEH®) team is excited for the opportunity to work alongside the City in this capacity, and the team members we have assembled for this endeavor are passionate about planning, supporting communities in realizing their aspirations, and helping to communicate their visions. For this effort, our team will provide the following advantages:



Local Connection – SEH brings a deep understanding of the La Crosse community and the City's land use goals. With a local office and experience collaborating with the City on a wide range of projects, we are looking forward to the opportunity to align the goals of this effort with those we have come to understand as your ongoing partner. We are ready to hit the ground running on this rewrite of zoning and subdivision codes.



Zoning and Subdivision Code Experience – We are confident that the experiences of the SEH project team in land use planning, zoning administration, development review, and municipal finance will help you craft modernized codes that uniquely meet the City's needs and goals. The planners on our project team bring more than 30 years of zoning administration experience and are ready to leverage that on behalf of your community.



Consistency and Understandable – With this experience, our team is well-equipped to help the City make their codes and ordinances consistent; enable them to be read and understood by a range of stakeholders, including residents, business owners, and developers; and make communication between the City and these stakeholders easier for years to come.

We are eager to put our resources to work on the City's behalf to lead this rewrite of zoning and subdivision ordinances. If you have any questions or want additional information, please contact Laurie at 414.949.8969 or lmiller@sehinc.com.

Respectfully submitted,



A blue ink signature of Laurie Miller.

LAURIE MILLER
PROJECT MANAGER



A blue ink signature of Jeremy Tomesh.

JEREMY TOMESH PE (WI)
CLIENT SERVICE MANAGER/
ENGINEERING SUPPORT

Engineers | Architects | Planners | Scientists

Short Elliott Hendrickson Inc., 329 Jay Street, Suite 301, La Crosse, WI 54601-4034

608.782.3161 | 888.908.8166 fax | sehinc.com

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The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

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The information contained in this Proposal was prepared specifically for you and contains proprietary information. We would appreciate your discretion in its reproduction and distribution. This information has been tailored to your specific project based on our understanding of your needs. Its aim is to demonstrate our ideas and approach to your project compared to our competition. We respectfully request that distribution be limited to individuals involved in your selection process.

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LACRS 180756

Company Overview

At SEH, our 900+ dedicated employee-owners are united by a shared vision to create positive, lasting change. From our headquarters in St. Paul, Minnesota, to projects from coast to coast, we harness the power of our multidisciplinary experience to create thriving communities that bring people together.

MUNICIPAL PLANNING AND ZONING

Land use controls through zoning and other municipal ordinances are a primary method of achieving goals for design, environmental protection, well-planned infrastructure investments, and improving the overall health, safety, and welfare of our communities. The successful update of municipal ordinances to align with the goals, objectives, and strategies of comprehensive plans requires meaningful engagement with communities, key stakeholders, elected officials, and municipal staff. Developing ordinance updates requires a clear communication plan but also a deep understanding of the issues, trends, challenges, and goals for the development of various land uses throughout the City.

Our knowledgeable, highly skilled planning professionals and community development specialists are well-versed in land-use planning, local zoning regulations, and best practices for communities of the City's size and state statutes. In addition to general zoning, our team members have decades of experience administering and creating wetland and floodplain ordinances that are in compliance with state and federal regulations. We will work with you directly to develop zoning solutions that are in-step with your long-term vision.

INNOVATIVE STAKEHOLDER INVOLVEMENT

The City of La Crosse's commitment to fostering a culture of diversity and inclusivity in community engagement is both inspiring and exemplary in a time where the need for equity in all levels of society occupies the minds and headlines of our state, nation, and world. Based right here in La Crosse, SEH follows similar guiding principles to yours and strives each day to live out our own company vision of Building a Better World for All of Us. The phrase "for all of us" neatly sums up SEH's internal approach to community engagement and our desire to recognize and give voice to the rich mix of ethnicities, languages, ages, and abilities represented by La Crosse.

We join you in acknowledging and acting on the importance of creating equity by promoting engagement that is inclusive of all audiences. The SEH team brings decades of experience incorporating such engagement throughout the planning process. And not just engagement: active listening, transparency, inspiring trust among stakeholders and the public, and informing integral decisions, as well. We will collaborate with you to customize these strategies to your community's needs, aiming to unite and engage stakeholders effectively to gain consensus and help ensure the project's success.



LOCAL OFFICE

329 Jay Street, Suite 301
La Crosse, WI 54601



PRIME CONTACT

LAURIE MILLER
PROJECT MANAGER
414.949.8969
lmiller@sehinc.com



STATE OF INCORPORATION

Minnesota



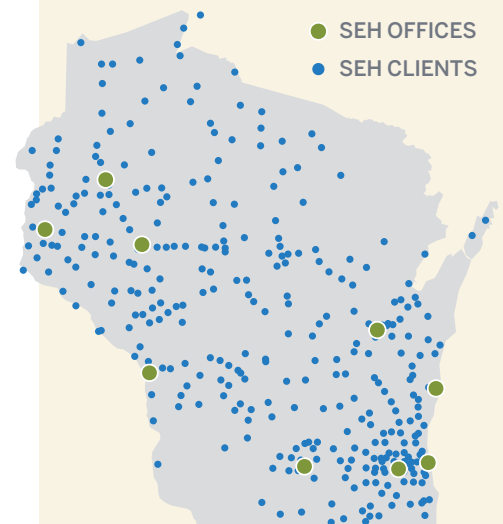
FEDERAL TAX ID

41-1251208



OUR ROOTS IN WISCONSIN

With nine offices across the state, we are part of the fabric of Wisconsin and are committed to building a better Wisconsin. The map below highlights our experience across the state.



NEARLY

7,000 WISCONSIN
PROJECTS



Project Understanding and Approach



PROJECT UNDERSTANDING

SUPPORTING YOUR LONG-TERM VISION

We understand the development challenges the City faces. The zoning code and subdivision ordinance, originally developed in the 1980s to create an idyllic suburban lifestyle, have inadvertently led to modern issues such as urban sprawl, increased car dependency, and soaring housing and infrastructure costs. Limited staff resources are spent navigating and explaining complicated – and sometimes conflicting – codes to residents and developers. Confusing and drawn-out approval processes have led to project delays and frustration for applicants, staff, and Plan Commission members alike.

The City of La Crosse aims to address these pain points and update their Zoning Code and Subdivision Ordinance to align the goals and objectives outlined in the October 2023 Comprehensive Plan Update, 2021 Downtown Plan, and 2024 Housing Study. Key goals include:

- Encouraging walkable, compact environments that add vitality and increase the City's economic yield
- Preserving natural and historical features to celebrate and pay respect to the fabric of the community
- Promoting diversity of housing types, higher-density residential, and mixed-use development through strategic infill
- Securing and preserving existing housing through property maintenance, improved buffering, landscaping requirements, public spaces, and pedestrian improvements
- Reevaluating minimum parking requirements and nonconformity restrictions
- Exploring incorporation of form-based code
- Aligning code with state and federal laws
- Creating clear, streamlined, predictable, and flexible building procedures and approval processes
- Ensuring code clarity and consistency, avoiding subjective decision making, and providing at-a-glance graphics and concise language to better convey standards and requirements



PROJECT APPROACH

COMMUNITY VISION AND COLLABORATION DRIVES THE PROCESS

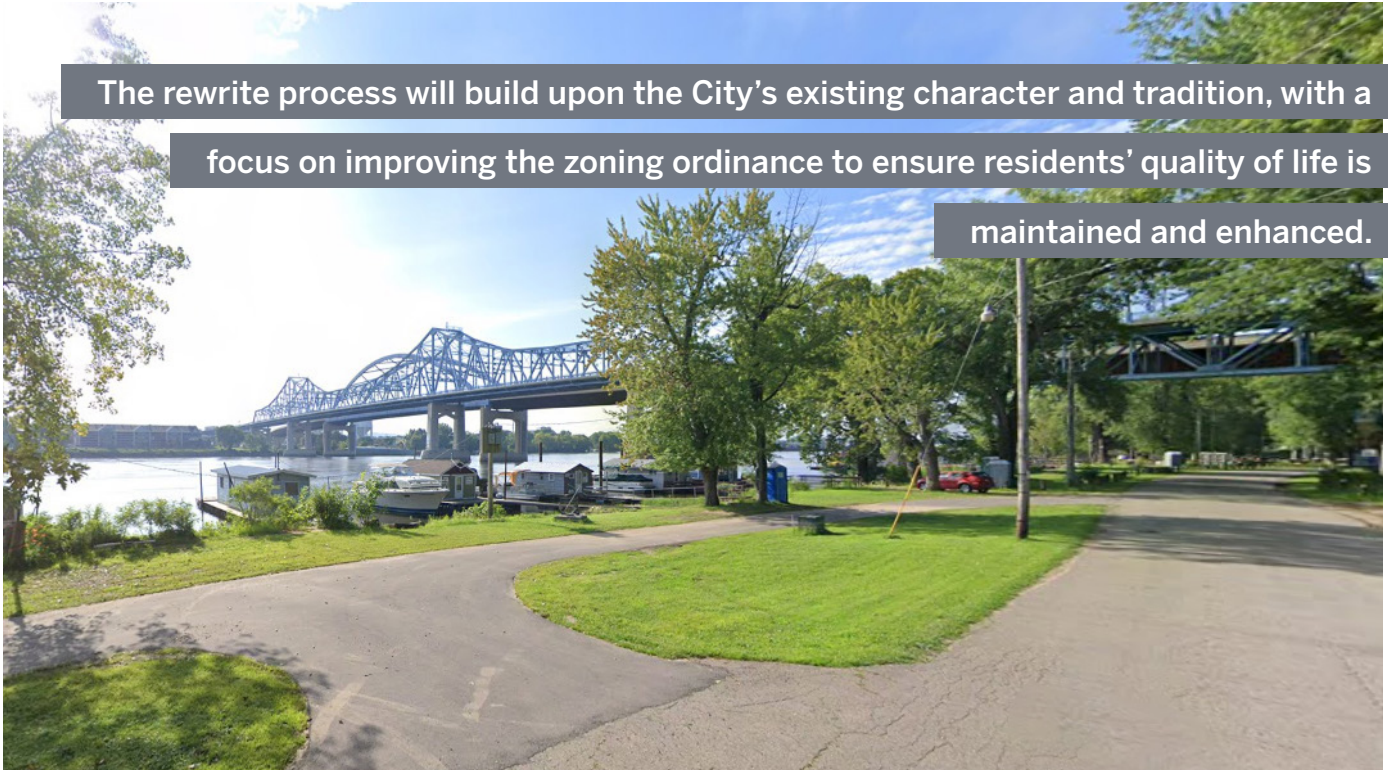
Updating a traditional zoning code and subdivision ordinance and incorporating form-based code elements can be a challenge for a community to coordinate, complete, and implement. Besides the financial cost of this important project, a significant investment of time and sharing of ideas must be made by staff, policy makers, and stakeholders. To successfully see this project through, our team makes sure that clear, transparent communication protocols between the client, consultant, and community are employed throughout the planning process.

A PURPOSE-DRIVEN APPROACH

Our approach to updating the La Crosse zoning code and subdivision ordinances is rooted in a collaborative and purpose-driven process. Our team, comprised of a diverse array of in-house planners and engineers, focuses on addressing the City's barriers to development with innovative and common-sense solutions that respect limited staff resources and the investments of residents and developers, without compromising the City's future goals.

A thorough review of recent planning efforts and community goals, along with a holistic evaluation of the existing code, development review process, and applicant experience, will serve as the foundation for our recommendations. We will rely heavily on the project steering committee, stakeholder meetings, and public outreach efforts to inform updates and build consensus. Evaluating the performance of the updated language is critical to help ensure a smooth implementation period and eliminate the need for corrective amendments. While the project will conclude with the adoption of the update zoning, the SEH team will provide an achievable action plan to implement the code and, as an optional service, can provide valuable tools and educational resources to support staff and applicants through the development review process as the City moves into an era that promotes walkable, compact environments and focuses on the physical form of the built environment.

Our collaborative approach is designed to develop an up-to-date, user-friendly, and legally defensible update to La Crosse's zoning and subdivision ordinances.



The rewrite process will build upon the City's existing character and tradition, with a focus on improving the zoning ordinance to ensure residents' quality of life is maintained and enhanced.

TASK 1 PROJECT COORDINATION

The SEH team will work with the project steering committee to coordinate meeting dates, times, and locations. The Project Steering Committee includes the Planning, Development, and Assessment Department staff and the City Plan Commission. Additional committee members are at the discretion of the City.

The Steering Committee will be actively engaged throughout the project process in the following manner:

- **Meeting 1 – Kickoff Meeting:** The kickoff meeting will provide time for the SEH team and Steering Committee to collaborate and discuss the project schedule, appoint a project communication liaison, identify achievable milestones, and plan for public and stakeholder engagement. The kickoff meeting will also be an opportunity for the SEH team to attentively listen to the Steering Committee's goals and objectives for the project and discuss any known issues and barriers.
- **Meetings 2–6:** Following the completion of the Needs Assessment and Recommendation Report, the SEH team will present key takeaways from the needs assessment and public outreach visioning results. The Steering Committee and the SEH team will work together to fine-tune the recommendations over the next five meetings. As the group works through the language updates, the SEH team will continue to utilize

brief public surveys and other outreach efforts to gauge the public's perception of proposed changes. Changes will also be evaluated for performance. These results will be reported during each meeting to help shape the zoning code as the process moves forward. The SEH team and Steering Committee will work together to find appropriate and agreeable solutions to any public perception or performance issues identified.

- **Meeting 7:** Meeting 7 will be conducted after the final code performance evaluation has been completed. The final meeting will provide an opportunity to review the draft zoning and subdivision ordinance and identify any last refinements prior to its reveal at the public open house. The process for adoption, distribution of final deliverables, and action plan for implementation will be discussed.
- **As Needed:** Individual calls and meetings between SEH and the Steering Committee may be arranged.
- **Monthly Reporting:** The SEH team will provide a monthly report to the Steering Committee containing a report of all activities completed in the last month and a glance forward to upcoming anticipated activities.

TASK 2 NEEDS ASSESSMENT AND RECOMMENDATION REPORT

The Needs Assessment and Recommendation Report will guide us in identifying which aspects of the existing code support community goals and which areas need changes. Leveraging our team's extensive experience in both planning and development, we will create recommendations that balance modern construction challenges with the desire to transform the built environment. Recommendations in this report will be supported by:

- Public outreach results
- Steering committee discussions
- Review of existing goals and objectives from past planning efforts
- Review of variances requested and results from the last two to five years
- Land use/zoning incompatibility analysis
- Analysis of existing bulk standards and zoning district requirements
- State and federal law compliance review
- Consistency review within the zoning code and between other City ordinances
- Identification of existing standards that may be better suited in other City ordinances and vice versa
- Evaluation of the development review and approval process
- Applicant experience evaluation

TASK 3 DRAFT ZONING CODE AND SUBDIVISION ORDINANCE

Based on the results of the Needs Assessment and Recommendation Report, public outreach efforts, and steering committee input, the SEH team will prepare draft code amendments for community consideration. Zoning code standards should be clear, concise, and tailored to the specific community and available resources. Engaging graphics, charts, and tables should be incorporated, when possible, to create a user-friendly document that provides information at a glance. Organization and consolidation of information will be key to improving the navigability of the code. Streamlining development review requirements and approval processes will better conserve limited staff resources and create a friendlier applicant experience.

This step is critical to help ensure a smooth implementation period and eliminating the need for corrective amendments soon after the adoption of the code. The following are examples of topics investigated during the code performance evaluation:

- Review of code behavior when applied to real-world proposals
- Test new or revised zoning district dimensional standards to help ensure existing development patterns are acknowledged
- Identify nonconformities and language to address them
- Consistency review against other sections of the code and other City ordinances



Our team understands the risks and common barriers when assisting communities moving from a suburban aesthetic to integrated, diverse land use patterns and forms. As mentioned in Tasks 1, 2, and 4, we will continue to involve stakeholders and the Steering Committee to weigh in and help shape these codes throughout the development of the zoning code and subdivision update.

TASK 4 PUBLIC OUTREACH

Following each public outreach effort, the SEH team will create a summary of the findings to be included in a final public outreach report. This section outlines the major public participation methods and meetings for the project as described in the public outreach strategy

Opportunities for public participation:

- Three pop-up events
- Up to six public surveys
 - One community survey to establish foundation for code changes
 - Up to five surveys to re-fine steering committee recommendations
- One public open house to review the draft zoning code and subdivision ordinance
- Up to six stakeholder meetings

Opportunities for information sharing:

- Project branding exercise
- Project webpage
- Social media posts
- Press releases to local media
- Educational materials

TASK 5 ADOPTION AND FINAL DELIVERABLES

Our public outreach strategy will help ensure that residents and stakeholders stay informed throughout the revision process, facilitating a smooth adoption. Our team will assist the City through the adoption process, including the two required public hearings, and we will present a summary of the proposed code changes, highlighting how they align with the goals of previous planning efforts.

The final deliverables will be sent to the designated recipient at the completion of the project:

- An electronic copy of the Needs Assessment and Recommendation Report, Public Outreach Report, and the Adopted Zoning Code and Subdivision Ordinance will be provided to the City on a thumb drive; electronic draft copies will also be provided for review at various key phases of the project
- The final monthly summary of activities completed by the SEH team
- Content for social media and project website to announce the completion of the plan
- A PDF of any presentations conducted during the planning process

CITY RESPONSIBILITIES

- Designating a municipal staff member to be a liaison for the project for contact with SEH regarding project matters

- Publication of public hearing and meeting notices
- Coordination of public meeting locations, room arrangements, and other logistics for public meetings
- Providing any relevant planning documents and ordinances for review
- Providing past variances requested and results for the last two to five years

TASK 6 OPTIONAL ADD-ON TASKS

We recognize that this project needs to be so much more than updating language and adding graphics to convey information. The deliverable must include valuable tools and educational resources to support staff and applicants through the development review process as the City moves into an era that promotes walkable, compact environments and focuses on the physical form of the built environment.

The SEH team is prepared to add the following tasks to our scope of services as time and budget allows:

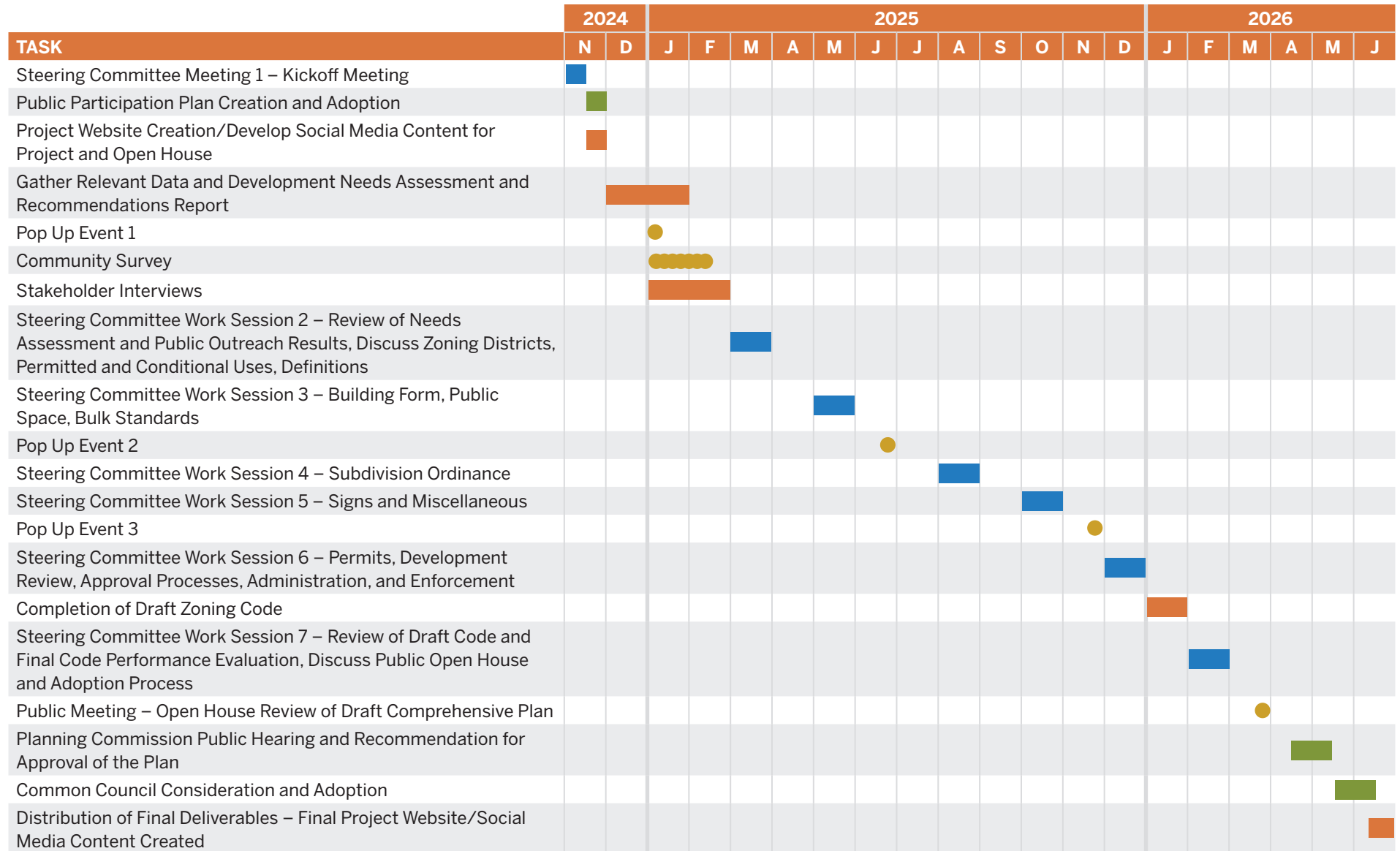
- Provide applicant and staff guidance documents and checklists for development review and approval process
- Create and/or update development review applications
- Provide 10-15 social media posts to help educate residents on approved zoning code changes; these posts will utilize attractive, attention-grabbing graphics to best convey how these zoning code changes impact property owners

A successful project outcome is one that addresses the challenges from current ordinances and regulates land uses in a transparent and consistent manner to enhance the social character, health, and safety of the citizens of La Crosse and improve the economic vitality and property values within the City.



SCHEDULE

Our team is ready to get to work on this project, and we will complete the ordinance rewrite along the following timeline.

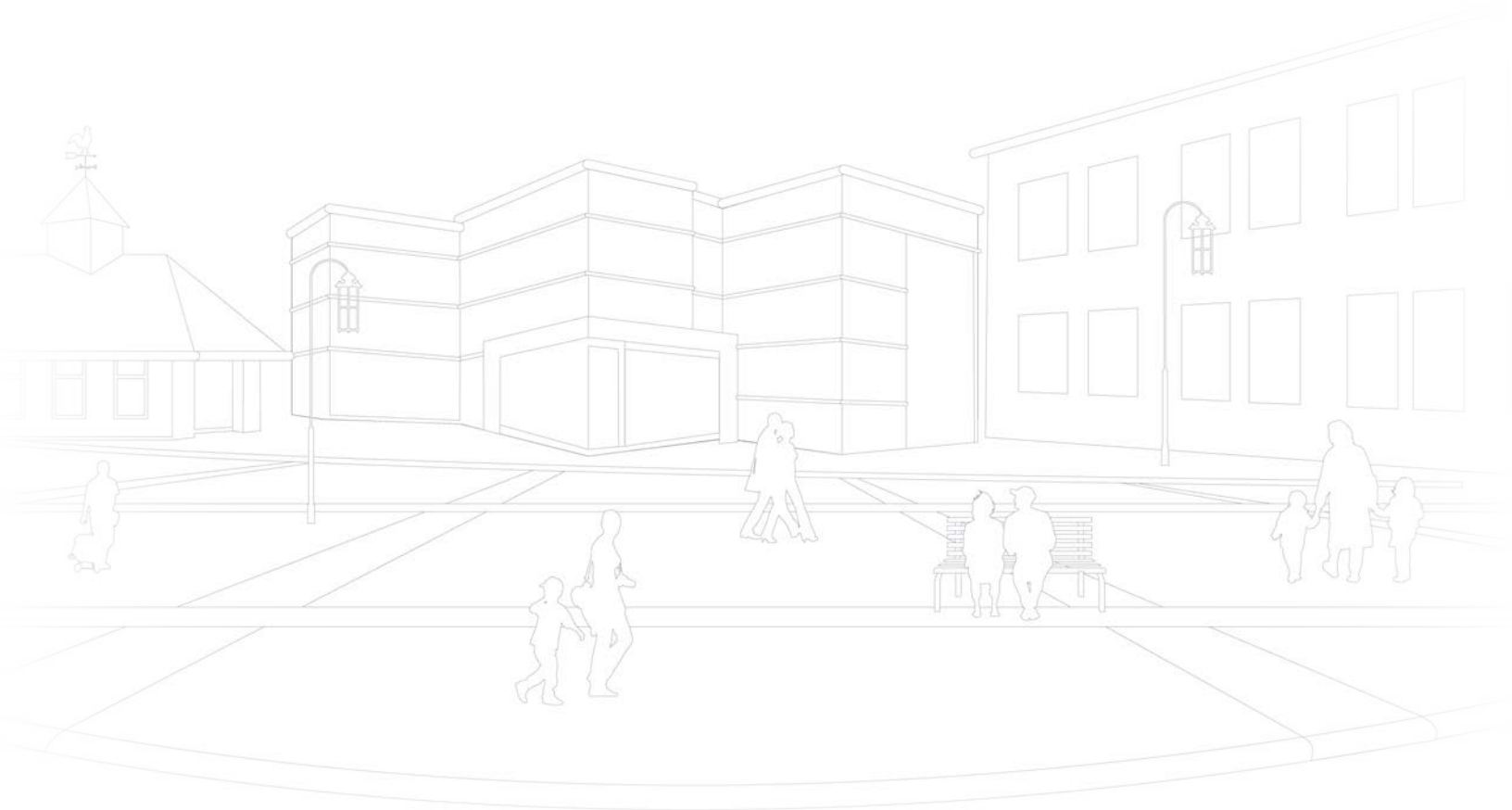


- Public Involvement
- SEH Deliverable
- Steering Committee Meeting
- Plan Commission/Common Council

BUDGET

TASK	LUMP SUM	% SUPPORT COSTS
1 Project Coordination	\$24,000	4.7%
2 Needs Assessment and Recommendation Report	\$37,500	3.9%
3 Draft Zoning Code and Subdivision Ordinance	\$154,000	3.2%
4 Public Outreach	\$34,000	4.6%
5 Adoption and Final Deliverables	\$3,000	2.9%
TOTAL	\$252,500	3.6%

6 Optional Add-On Tasks		
• Applicant and staff guidance documents and checklists (PDF)	\$3,500	4.8%
• Create or update development review applications (PDF)	\$3,500	4.8%
• Educational Social Media Posts to Rollout Zoning Changes with graphics (Up to 15 JPEGs)	\$3,400	5.6%





Public Participation Strategy

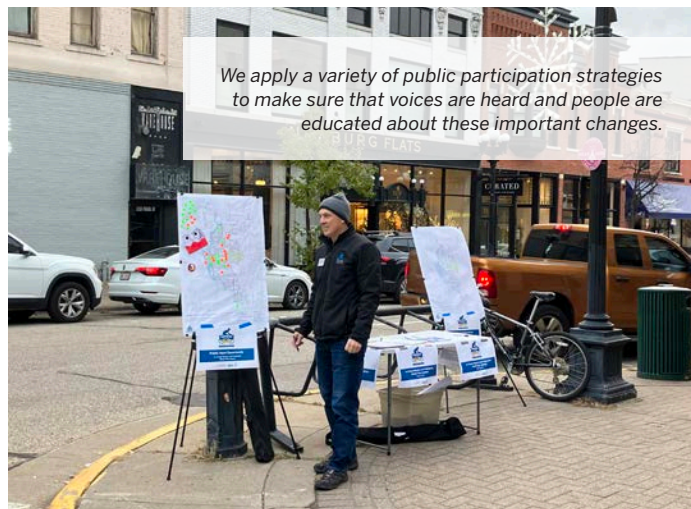
For the zoning code update to be successful, an accessible and comprehensive community engagement process is essential. However, many communities are experiencing a decline in public participation. The topic of zoning is often difficult for the average citizen to understand, which further impacts participation levels. Our approach to public outreach is diverse, aiming to foster a more engaged and active community through public policy education and thoughtful activities and discussions.

While the SEH team continues to utilize traditional workshops and open houses occasionally, we have found great success with pop-up events and short online surveys and activities to capture audience input. Additionally, we incorporate graphics and other visual methods to present information in a more digestible format, catering to the fast-paced world we live in. Our public surveys are designed to minimize bias and produce statistically significant results that elected officials can rely on, preventing them from being swayed by outlying opinions toward the end of the process. The following are public outreach strategies to be utilized during the project:

- **Pop-up event:** Pop-up events are an excellent way to boost engagement by meeting people where they are already gathered. While formal public meetings remain important, taking the initiative to “go to the people” has shown great success in various settings while garnering more equity into the process. These meetings will be designed to identify existing issues with the zoning code and opportunities to address them. A variety of activities may be incorporated to help illustrate key concepts and themes. Pop-up events will be incorporated during key-milestones of the project to gain valuable information to help the steering committee guide and fine-tune changes. Following the meeting, the SEH team will review the information gathered and include the findings in the Needs Assessment and Recommendation Report.
- **Public surveys:** There will be several surveys deployed throughout the update process. The first survey, a community survey, will mimic the questions and/or activities found in Public Workshop 1, allowing respondents to express their thoughts on the existing zoning code and opportunities to improve the code.
- **Stakeholder Meetings:** Using up to six virtual or in-person stakeholder meetings, the SEH team will be better positioned to diagnose problems and address specific issues. Virtual and in-person meetings allow for probing questions and targeted responses that surveys will likely not provoke. Stakeholders may include builders and contractors; major businesses and industries; environmental and civic interest groups; schools and universities; owners and developers of large-scale projects; and engineers, architects, and surveyors.

As the Steering Committee reviews the code, section by section, the SEH team will utilize social media and a project website to deploy brief surveys to gain valuable feedback to guide additional changes to the language and gage community support. Surveys may include visual preference surveys, graphics, and other activities to help identify key themes and concepts participants are gravitated toward.

- **Public open house:** The public open house will be used to review and discuss the draft zoning code and subdivision ordinance. Code changes will be presented, highlighting how these codes support the goals of previous planning efforts and how they may impact property owners. In addition, staff will discuss how development review process have changed.
- **Project branding:** Its important to develop an eye-catching, memorable graphic to create brand recognition for the project. Branding allows us to communicate the project’s purpose and benefits in a compelling way, building a strong connection between the project and stakeholders.
- **Social media and project webpage:** We can utilize the City of La Crosse social media channels and City website to advertise opportunities for public involvement and keep residents and stakeholders informed throughout the project. This may include educational components, rich with eye-catching graphics, to illustrate proposed code changes and how it may impact property owners.
- **Local media:** Local media can be a powerful tool to promote and gain support for this project. The SEH team will pursue utilizing media partnerships to release community stories, press releases, guest column stories on the project, and increase awareness of public outreach events and results.
- **Educational materials:** Educational materials will be released strategically throughout the project using social media, the project website, pop-up events, and handouts.



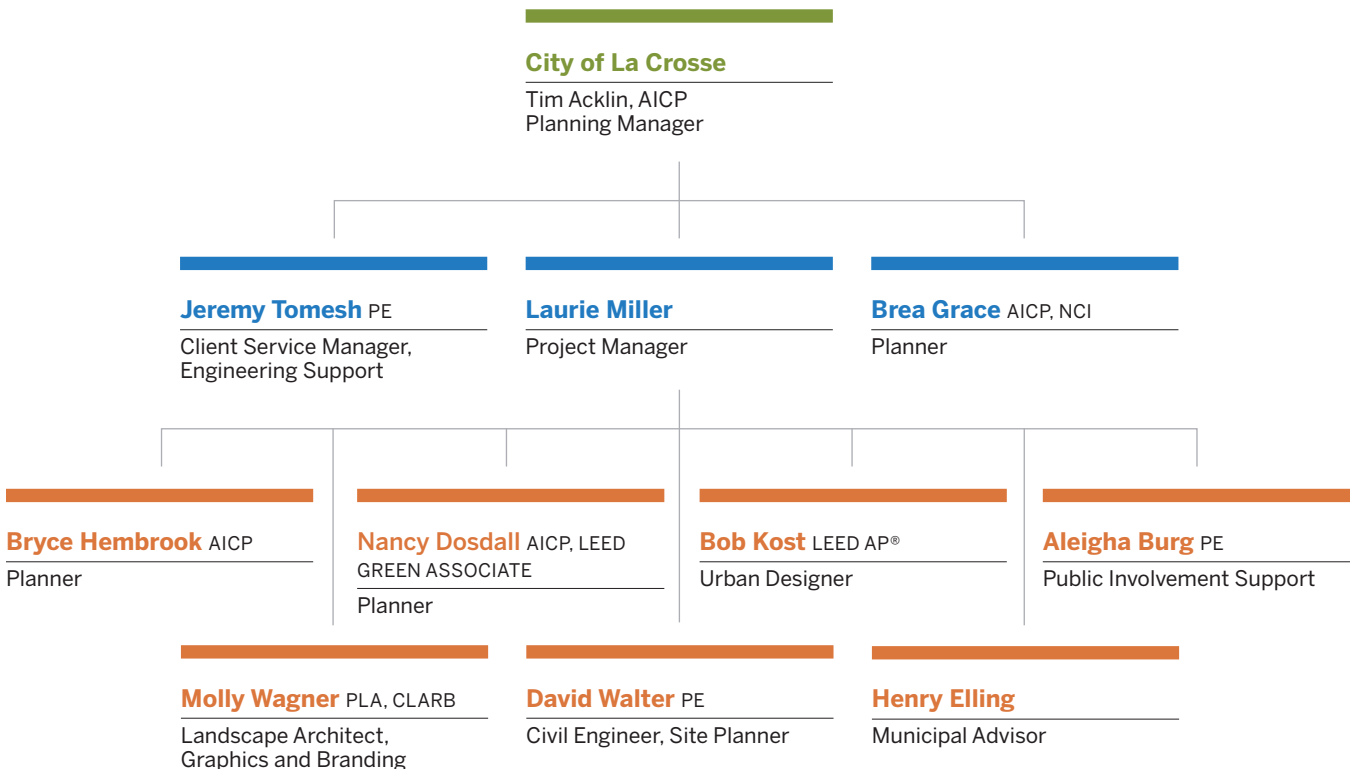


Project Team

SEH's proposed team members are uniquely positioned in addressing the City's needs based on current and recent experiences, including:

- For more than 20 years, engaging the Wisconsin County Code Administrators Association to stay up-to-date on zoning issues facing county planning and development staff on a daily basis
- Conducting zoning code updates for towns and villages throughout Wisconsin
- Providing zoning administration for towns and villages
- Updating zoning codes to incorporate graphics and hyperlinks to make codes more user friendly for the public
- Providing updates to towns, villages, cities, and counties on recent legislative changes to conditional uses, comprehensive planning, telecommunication tower siting, shoreland regulations, and court rulings on signage, just to name a few
- Drafting the state model shoreland ordinance, including review, comment, and approval of 20-30 county shoreland ordinances annually while under WDNR employment, prior to joining SEH
- Researching and recommending zoning code changes for zoning code changes regarding unique uses that staff can often struggle with interpreting, like event barns, telecommunications, etc.
- Drafting floodplain ordinances, revisions, and adoption for numerous communities served

Our team is excited to leverage this experience to assist the City of La Crosse's staff and public officials in creating a robust document that is engaging, user-friendly, and provides residents assurances of land use controls to benefit all citizens now and in the future.



The specific licenses and credentials of the team members are described in the following pages.

LAURIE MILLER

PROJECT MANAGER

Laurie will lead the project team, oversee the code development process, and serve as the City's main point of contact.

Laurie is a seasoned project planner with more than 16 years of experience, including five years as the zoning administrator for Oak Creek, Wisconsin, and 11 years in urban, parks, and transportation planning. She excels in optimizing the redevelopment review and approval process, enhancing staff efficiency, and creating a user-friendly experience for applicants. Laurie has a comprehensive background in reviewing site, building, landscaping, and lighting plans, as well as proposed land divisions, subdivision plats, and zoning changes. She is adept at establishing practical codes that support effective code enforcement programs. Additionally, Laurie has a proven track record of supporting Plan Commissions and Committees by presenting project documentation, posting timely public notices, and developing agendas and staff reports.

EXPERIENCE

- Subdivision Review Services – Town of Kinnickinnic, WI
- Zoning Code Update for ADUs – Vadnais Heights, MN
- Medford Comprehensive Plan – Medford, WI
- City Planning Services – Delafield, WI
- Comprehensive Plan and Zoning Ordinance Updates – Yorkville, WI



16
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Geography
University of Wisconsin-Milwaukee

BREA GRACE

AICP, NCI
PLANNER

Brea will help guide the development of the new zoning and subdivision code for the City.

Brea is an experienced urban planner, having worked in both the public and private sectors. This work has involved issues surrounding land use, economic development, the environment, and transportation, as well as engaging the public in decisions about their communities. Brea has facilitated large and small group discussions, as well as public meetings and design charrettes/workshops. Having managed multiple large and small planning and infrastructure improvement projects throughout her career, she is a creative thinker who is passionate about urban and waterfront redevelopment and downtown revitalization creating unique urban places.

EXPERIENCE

- Land Division Code – Fort Atkinson, WI
- Planning/Zoning Services – Ashland, WI
- Planning and Zoning Assistance – Marshfield, WI
- City Planner and Zoning Administrator – Blair, WI
- Subdivision Review Services – Town of Kinnickinnic, WI



25
YEARS OF
EXPERIENCE



EDUCATION

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

Bachelor of Arts
French
University of Wisconsin-Stevens Point



REGISTRATIONS/CERTIFICATIONS

Certified Planner (AICP), American
Planning Association

JEREMY TOMESH PE

CLIENT SERVICE MANAGER, ENGINEERING SUPPORT

Jeremy will serve as a client liaison for the City and provide engineering support for this project.

Jeremy is a senior professional engineer with extensive transportation and civil engineering experience including management, planning, design, and construction of projects involving various types of state and federal funding. He is experienced in identifying the specific needs of a project and working with local officials, state agencies, and stakeholders to find project solutions that address both environmental and budget constraints. Jeremy has a strong background in public involvement, agency coordination, and environmental documentation. His experience working with multidisciplinary teams and local units of government will help ensure a successful project.

EXPERIENCE

- Downtown Tree Program – La Crosse, WI
- River Point District – La Crosse, WI
- King Street Greenway – La Crosse, WI
- Old Town Hall Road Safe Routes to School – La Crosse, WI
- City Wide Safe Routes to School – La Crosse, WI



24
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Civil Engineering
University of Wisconsin-Madison

Certificate
Construction Management
University of Wisconsin-Madison



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in WI

BRYCE HEMBROOK AICP

PLANNER

Bryce will provide planning support in the development of the City's updated codes.

Bryce is a planning professional with significant municipal experience. As a previous city planner, he is well-versed in zoning, new development and redevelopment, comprehensive planning, master planning, bike and pedestrian planning, and permitting. Bryce works with residents and stakeholders to deliver community-minded results, and he has experience with compiling reports, collecting data, analyzing information, implementing recommended policies and programs, and reporting findings to the public.

EXPERIENCE

- Zoning Code Re-Write – Town of Brookfield, WI
- Zoning Code Re-Write – Town of Cedarburg, WI
- Comprehensive Plan – Town of Brookfield, WI
- City Planning Services – Delafield, WI
- Comprehensive Plan – Baraboo, WI
- Town Planning Services – Town of Erin, Town of Brookfield, and Town of Cedarburg, WI



7
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Urban Planning
University of Wisconsin-Oshkosh

Bachelor of Science
Geography
University of Wisconsin-Oshkosh



REGISTRATIONS/CERTIFICATIONS

Certified Planner (AICP), American
Planning Association

NANCY DOSDALL AICP, LEED GREEN ASSOCIATE PLANNER

Nancy will leverage her experience with zoning and subdivision code revisions for this effort.

Nancy brings extensive experience in land use planning and entitlement. She has served as project manager on many high profile and controversial projects that included a concentrated level of public engagement. She is an adept presenter and specializes in finding common ground amongst stakeholders to develop community-supported plans. Her work experience includes comprehensive planning, meeting facilitation, public engagement, development agreements, annexations, and all facets of the entitlement process.

EXPERIENCE

- Code Revisions and Strategic Planning – Ignacio, CO
- On-Call Planning Services – Towns of Bayfield, Cortez, Ignacio, Mancos, Ouray, City of Durango, La Plata County, CO
- Land Use Code Update – Ouray, CO
- Rock Ridge Affordable Housing Project – Ignacio, CO



40
YEARS OF
EXPERIENCE



EDUCATION

Master of Urban and Regional Planning
Washington State University-Pullman

Bachelor of Science
Environmental Studies
University of Vermont-Burlington



REGISTRATIONS/CERTIFICATIONS

Certified Planner (AICP), American
Planning Association

BOB KOST LEED AP® URBAN DESIGNER

Bob will assist with form-based codes to help establish standards that shape and establish an identify for neighborhoods, parks, transportation facilities, and the city center.

Bob is a community planner and LEED accredited professional with extensive experience in the planning, design and development of places for people to live, work and play. Bob's duties include facilitation of community workshops and committee meetings, development of planning and design concepts and supervision of design production documents. His commitment to design integrity and developing solutions based on community values has resulted in numerous planning and design awards. Bob is a frequent speaker at regional and national conferences on the topics of smart growth and place-based planning and design.

EXPERIENCE

- County Zoning Ordinance Update – Sibley County, MN
- Smart Growth Zoning and Subdivision Code – Mason City, IA
- Smart Growth Comprehensive Plan and Zoning Code – Burns Harbor, IN
- Commercial and Industrial Sign Code Update – Faribault, MN
- Winona County Zoning Ordinance Update – Winona County, MN



45
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Landscape Architecture
Landscape Architecture
University of Illinois at Urbana
- Champaign



REGISTRATIONS/CERTIFICATIONS

LEED AP, U.S. Green Building Council

Charrette Facilitator, National
Charrette Institute

Form Based Codes Certification, Form
Based Codes Institute

ALEIGHA BURG PE

PUBLIC INVOLVEMENT SUPPORT

Aleigha will help plan and implement the public engagement plan for this effort.

Aleigha is a project manager and project engineer with extensive experience in the design and review of transportation engineering projects. She has joined SEH after serving in a variety of roles at the WisDOT Southwest Region office including Local Program Project Manager. Aleigha has extensive coordination experience with government agencies, brings highly effective communication skills, and a multitude of knowledge with the design development process.

EXPERIENCE

- Wagon Wheel Trail – La Crosse, WI
- Gillette Street, Caledonia Street to George Street – La Crosse, WI*
- Green Bay Street, East Avenue to South 22nd Street – La Crosse, WI*
- Lang Drive (STH 35), La Crosse Street to B-32-62 (WisDOT Southwest Region) – La Crosse, WI*



13
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Civil Engineering
Minnesota State University-Mankato



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in WI

**prior to joining SEH*

MOLLY WAGNER PLA, CLARB

LANDSCAPE ARCHITECT, GRAPHICS AND BRANDING

Molly will be the lead landscape architect on this project.

Molly is a landscape architect and project designer with experience in educational, medical, cultural, residential, municipal, international, and master planning projects. She provides effective communication with clients and contractors from concept to construction, leveraging the use of graphics such as rendered plans, sections, elevations, plant and material boards, and construction documents to convey design intent. Her time spent working in the Pacific Northwest instilled in her a passion for stormwater and creating sustainable landscapes. Molly is proficient in AutoCAD and the Adobe Creative Suite.

EXPERIENCE

- Caleb's Creek Rezoning – Kernersville, NC
- Rock Creek Subdivision – Ignacio CO
- Elk Ridge Subdivision – Durango, CO
- Crader Ranch Road Subdivision – Durango, CO
- City Facility Master Planning Services – Ripon, WI



17
YEARS OF
EXPERIENCE



EDUCATION

Master of Landscape Architecture
University of Minnesota-Twin Cities

Bachelor of Arts
Biology
Gustavus Adolphus College - St.
Peter, MN



REGISTRATIONS/CERTIFICATIONS

Landscape Architect in WI, CO, IN,
and OR

DAVID WALTER PE

CIVIL ENGINEER, SITE PLANNER

David will lead site planning and municipal engineering for this effort.

David is a project manager and senior professional engineer with extensive experience designing and managing diverse infrastructure projects, specializing in roadway and utility systems. He has orchestrated and managed all capital improvement phases, secured grants and funding from state and federal agencies, and managed the Capital Improvement Plan for a local community. David also has municipal experience with ordinance review, budget development, permit review, regulatory agency compliance, special assessments, pavement management, and private development review.

EXPERIENCE

- Town Engineer Services – Town of Hudson, WI
- Northwest Neighborhood Utility Improvements – Hudson, WI
- General Engineering Services – Black River Falls, WI
- General Engineering Services – New Richmond, WI
- Water Main Replacement (Black River Falls Municipal Utilities) – Black River Falls, WI
- 2024 CDBG-PF Application/Administration – Altoona, WI



27
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Civil Engineering
University of Wisconsin-Madison



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in WI

HENRY ELLING

MUNICIPAL ADVISOR

Henry will draw on his municipal planning experience for this code update project.

Henry recently joined SEH and offers a wealth of experience coordinating local government staff and elected officials to deliver economic development projects. His experience includes working in local government as a municipal planner and administrator, along with private sector activities developing local comprehensive plans and economic development programs. Henry's efforts have assisted communities ranging from rural townships to regional economic centers. Over his multi-decade career in planning, he has managed installation of neighborhood utility systems, coordinated multi-jurisdictional transportation projects, and maintained regulatory oversight of regional health care facility construction. He has developed, installed, and managed codes in a variety of contexts ranging from historic preservation to shoreland and wetland regulations.

EXPERIENCE

- TID #7 Creation – Rice Lake, WI
- TID #10 Creation – Sparta, WI
- TIF Assistance – Hixton, WI



38
YEARS OF
EXPERIENCE



EDUCATION

Master of Public Administration
Indiana University - Bloomington, IN

Bachelor of Arts
Political Science
Augustana College - Rock Island, IL

STAFF AVAILABILITY

From start to finish, the proposed SEH team has the capacity and ability to satisfy all schedule goals. We have included a summary of our team members' current projects below.

Team	Projects
Laurie Miller	Medford Comprehensive Plan – City of Medford, WI
	Master Plan Update – Marquette Township, MI
	Norfolk International Airport Land Use Study – Norfolk, VA
Brea Grace	On-Call Subdivision Review Services – Town of Kinnickinnic, WI
	Comprehensive Plan Update – Mower County and City of Austin, MN
	Master Plan Update – Marquette Township, MI
Jeremy Tomesh	Grandad Water Reservoir Study – City of La Crosse, WI
	River Point District – City of La Crosse, WI
	Onalaska Fire Department Operations and Facility Study – City of Onalaska, WI
Bryce Hembrook	Zoning Code Re-Write – Town of Brookfield, WI
	Town Planner – Town of Brookfield, WI
	Comprehensive Plan Update – City of Baraboo, WI
Nancy Dosdall	On-Call Planning – Town of Bayfield, CO
	On-Call Planning – City of Cortez, CO
	On-Call Planning – Town of Ignacio, CO
Bob Kost	TH55/Olson Memorial Highway Preliminary – MN
	Blue Line Light Rail Transit SFEIS – Metropolitan Council Metro Transit, MN
	Comprehensive Plan Update – Mower County and City of Austin, MN
Aleigha Burg	CTH W Pavement Replacement – Clark County Highway Department, WI
	Wagon Wheel Trail – City of La Crosse, WI
	CTH F Roundabout – Wood County Highway Department, WI
	CTH A Rehabilitation – Marinette County Highway Department, WI
Molly Wagner	River Point District Phase II Design – City of La Crosse, WI
	Community Campus Master Plan – City of Middleton, WI
	Rockwell Park Phase II – City of Oconomowoc, WI
David Walter	2024 CDBG-PF Application/Administration – City of Altoona, WI
	2024 Preliminary and Environmental Report – Village of Taylor, WI
	City Engineer Transition – City of Altoona, WI
Henry Elling	Grant Application – City of Spooner, WI
	SDW Application/Administration – City of Baraboo, WI
	SFY24 CWF Application/Administration – Westboro Sanitary District, WI

PROJECT MANAGEMENT

Laurie will serve as project manager. She will facilitate a collaborative management approach that welcomes the open exchange of ideas and expedites decisions. Laurie will monitor and provide updates regarding progress, budget, and schedule throughout the course of the project.

One of her first steps as project manager will be to develop a project management plan that includes the following items:

- Identifying and leveraging opportunities to be proactive with coordination and project tasks to meet the schedule
- Managing each task to prioritize needs and gain consensus and approval from community stakeholders
- Making sure this project helps meet long-term goals for the community, as well as City policies and priorities
- Establishing a communication schedule for interactive meetings with the project team and the City

The SEH team will assemble at several critical benchmarks in the project to discuss items such as, and not limited to, the project schedule, public engagement results, elements of the visioning report, master plan and supplementary plan elements, and implementation strategies.

QUALITY ASSURANCE/ QUALITY CONTROL

Laurie will develop a Professional Services Management Journal (PSMJ) Quality Management Plan (QMP) that will provide the structure for the development of these protocols. This upfront planning mitigates risk and is effective in reducing miscommunications, errors in plans, or slips in project schedules. Project elements addressed in the QMP will include:

- Outline of all meetings with Project Management Team (PMT)
- Vision/critical success factors
- Schedule and financial plan
- Quality management plan
- Project team and responsibilities
- Change management plan
- Risk management plan
- Agency coordination meetings
- Public participation plan

In addition to a QMP, Laurie requires a robust internal QA/QC program for all aspects of project production. SEH team members are required to review and sign off on customized QA/QC checklists during the planning process.

EXPECTED CITY ROLE

The City will be responsible for designating a municipal staff member to be a liaison for the project for contact with SEH regarding project matters. In addition, the City will be responsible for publication of public hearing and meeting notices; coordination of public meeting locations; and providing relevant planning documents, ordinances, and past variance requests and their results for the last two to five years.



The SEH team will make sure your zoning and subdivision ordinance rewrite meets community goals and City priorities through proactive management, continuous updates, and rigorous quality assurance



Project Experience and References

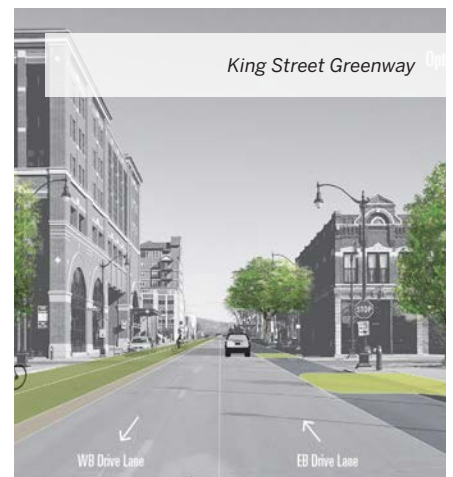
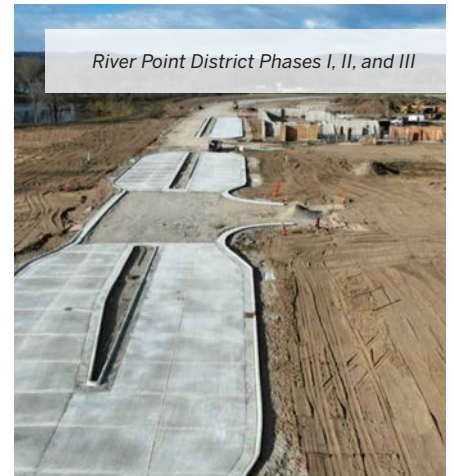
The SEH team has been helping counties, villages, towns, and cities throughout Wisconsin, Minnesota, Iowa, and Indiana to create, update, and maintain ordinances and enforce zoning codes for many years. Below is a list of some of our clients:

- City of Blair, WI
- Village of Grantsburg, WI
- Village of Osceola, WI
- Town of Genesee, WI
- City of Delafield, WI
- Village of Summit, WI
- Town of Erin, WI
- City of Onalaska, WI
- City of Delafield, WI
- City of Blair, WI
- City of Mondovi, WI
- City of Ashland, WI
- City of Marshfield, WI
- Town of Cedarburg, WI
- Town of Brookfield, WI
- Village of Yorkville, WI
- City of Mason City, IA
- Winneshiek County, IA
- Town of Burns Harbor, IN
- Town of Chesterton, IN
- Hammond Port Authority, IN
- City of Whiting, IN
- Sibley County, MN
- City of Red Wing, MN
- City of Becker, MN
- City of Aurora, MN
- City of Riverton, MN
- City of Virginia, MN
- City of Virginia, MN
- City of Riverton, MN
- City of Stewartville, MN
- Winona County, MN
- City of Lincoln, ND

We have experience in creating form-based codes, including for Mason City, Iowa, which was incorporated with new zoning and subdivision ordinances, and for Burns Harbor, Indiana, which was incorporated with their new zoning code. We also have worked with the Bois Forte Tribal Council in Minnesota to complete their zoning ordinance rewrite.

On the following pages you will find detailed work samples and references which our team members have been instrumental in their successful completion.

We've had the opportunity to work with the City on a wide range of public infrastructure projects, and we will bring this understanding of your municipal goals and your public stakeholders to this zoning and subdivision ordinance effort.



LAND DIVISION ORDINANCE CREATION – PLANNING, ENGINEERING AND SURVEYING

FORT ATKINSON, WI



The City of Fort Atkinson sought the services of the multidisciplinary SEH staff to help replace a decades-old Land Division Ordinance. SEH staff managed the project, researched existing provisions from other regulatory City documents, researched best practices from other communities, developed new code language, facilitated working group meetings, and is in the process of assisting with the adoption process.



SEH used the model land division ordinance prepared by SEWRPC as a starting point to assist the city of Fort Atkinson with this effort.

UNIFIED DEVELOPMENT CODE/ZONING ORDINANCE REWRITES

ASHLAND, WI



Following the adoption of the City of Ashland's 20-year Comprehensive Plan, the Making of an Exceptional City, the City of Ashland began one of its first implementation strategies: a major rewrite of the City's Zoning Ordinance. The rewrite of the Zoning Ordinance was required to bring the City's regulations into conformance with the Comprehensive Plan and Future Land Use Plan. As the City's ordinances are the means through which the Comprehensive Plan is implemented, these ordinances needed to be consistent with the goals of the Comprehensive Plan, as well as understandable to and easy-to-use for those involved with the development. Stakeholder groups consisting of City staff and officials, business and community representatives, and residents were engaged throughout the rewrite process.

The new document, the Unified Development Ordinance (UDO) modified the existing Zoning Ordinance, incorporated 24 additional land use related ordinances, and reorganized, codified, and illustrated these regulations to explain the concepts and recommendations of the Comprehensive Plan.



CLIENT

City of Fort Atkinson



DURATION

July 2020 to August 2021



CLIENT

City of Ashland



DURATION

April 2022 to November 2022

ZONING ORDINANCE UPDATE

STEWARTVILLE, MN



In 2023, our SEH team successfully completed an update of Chapters 12 and 13 of the Town of Stewartville, Minnesota’s town code. This project was a collaborative effort involving the town administrator, town manager, and members of the planning committee. The primary focus was to enhance the code’s aesthetics, consistency, and ease of use.

The updated chapters introduced an entirely new layout, making the document more user-friendly for all readers, including developers and community members. Key improvements included a restructured format with a table of contents, clear headings, and enhanced navigation. We also incorporated new graphic elements, such as tables, charts, and illustrations, to clarify regulations and make the code more accessible.

SEH even conducted a site visit to Stewartville, which provided valuable insight and strengthened the collaboration. The visit was a highlight of the project and helped ensure that the updated code met the specific needs of the community. The project was completed smoothly, and the result was a modern, visually appealing, and easy-to-use document that will serve Stewartville well.

CODE REVISIONS

IGNACIO, CO



SEH was hired to conduct a comprehensive rewrite and update of the Town’s land use codes. The existing code was significantly out of date with some recent updates that were inconsistent with older provisions in the code. The Town did not have a current comprehensive plan. SEH worked with the Planning Commission and interested individuals to create a vision and goals for the update.

The goals included removing barriers to good economic development wherever possible and reasonable. While delayed by the pandemic, a brief last minute group of citizen activists, and Planning Commission turnover, the code update was adopted by the Town Board and is currently in use. The new code includes links, tables, charts, and graphics that make it easier for the general public to understand and use.



CLIENT

City of Stewartville



DURATION

May 2023 to December 2023



CLIENT

Town of Ignacio



DURATION

September 2018 to March 2020

REFERENCES

As a 100% employee-owned company, our success at SEH is grounded in the satisfaction of our client partners, as well as our ability to meet our clients' goals.

CLIENT City of Fort Atkinson, WI
PROJECT Land Division Ordinance Creation – Planning, Engineering, and Surveying
CONTACT **Andy Selle, City Engineer**
Municipal Building
101 N. Main Street
Fort Atkinson, WI 53538
920.397.9901
aselle@fortatkinsonwi.net

CLIENT City of Ashland, WI
PROJECT Unified Development Code/Zoning Ordinance Rewrites
CONTACT **Ed Monroe, Former Mayor**
601 Main Street West
Ashland, WI 54806
715.682.8592
monrophoto@gmail.com

CLIENT City of Stewartville, MN
PROJECT Zoning Ordinance Update
CONTACT **Jimmie-John King, Mayor**
PO Box 275
Stewartville, MN 55976-0275
507.533.4745
jking@stewartvillemn.com

CLIENT Town of Ignacio, CO
PROJECT Code Revisions
CONTACT **Mark Garcia, Town Manager**
540 Goddard Avenue
Ignacio, CO 81137
970.563.9494
mgarcia@townofignacio.com



Thank you so much for using your ideas, your visions, and all your expert talents in our new comp plan for Stewartville. **You have helped us map out a wonderful future for our community. Stewartville thanks you, and I thank you.**

JIMMIE-JOHN KING | STEWARTVILLE MAYOR



We encourage you to contact each reference to verify the tireless commitment

SEH makes to each client partner and, ultimately, to further explore how our proposed

team may best serve on your behalf.



Additional Required Attachments

SEH will deliver the scope of work outlined in this submittal in accordance with the terms we have previously agreed to with the City, as outlined below.

19-1018

Resolution approving Agreement for Professional Services and revised terms and conditions for the Floodplain Re-Mapping of Ebner Coulee by the consultant Short Elliott Hendrickson Inc. (SEH).

RESOLUTION

WHEREAS, the 2019 CIP #288 approved the re-mapping project for Ebner Coulee and provide \$150,000 in funding for the work; and

WHEREAS, the Floodplain Advisory Committee approved and directed the hiring of Short Elliott Hendrickson INC. (SEH) for this project in Resolution #18-1234; and

WHEREAS, SEH would not agree to the City's Standard Terms and Conditions; and

WHEREAS, the City Attorney and Utilities Manager worked with SEH to develop mutually agreeable revised Standard Terms and Conditions.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of La Crosse that the Agreement for Professional Services with revised Standard Terms and Conditions and dates is hereby approved.

BE IT FURTHER RESOLVED that additional contracts may use this revised Terms and Conditions in the future.

BE IT FURTHER RESOLVED that the Mayor and City Clerk are hereby authorized to sign the Agreement.

BE IT FURTHER RESOLVED that the Director of Finance, Utilities Manager and Director of Engineering and Public Works are hereby authorized and directed to take all necessary steps to implement this resolution.