

PROPOSAL FOR PROFESSIONAL SERVICES

# City of Columbus Zoning and Subdivision Ordinance Rewrite

COLUMBUS, WISCONSIN | FEBRUARY 21, 2025



Building a Better World  
for All of Us®

Engineers | Architects | Planners | Scientists

February 21, 2025

Mike Kornmann  
Director of Community and Economic Development  
mkornmann@columbuswi.gov



**RE: City of Columbus Zoning and Subdivision Ordinance Rewrite**

Dear Members of the Selection Committee,

The City of Columbus seeks to adopt new zoning and subdivision regulations to implement the policies of the *City of Columbus 2040 Comprehensive Plan*. Columbus has looked at its remaining undeveloped land carefully and has been thoughtful in planning how it should be used for essential recreational, housing, and economic development needs. Zoning and subdivision regulations will play an important role guiding new development while considering important goals for farmland preservation and land conservation.

Besides implementing land use policies, Columbus wants its new codes to be formulated to implement its *strategic priority of Sustainable Growth and Development*. Columbus has expressed its desire to encourage development with modern codes that provide a pathway for projects that deliver economic and quality of life benefits. The City of Columbus communicates its expectations for where and how development occurs through its comprehensive plan. In implementing the plan's ideas, codes should be constructed to yield desired development outcomes through the lightest regulatory touch possible.

For your project, Short Elliott Hendrickson Inc. (SEH®) has assembled team members who are passionate about planning and supporting communities in achieving their vision for the future. Our team offers several advantages:

**Zoning and Subdivision Code Experience.** The planners on our project team bring decades of experience administering development codes and streamlining processes.

**Local Connection.** SEH brings a deep understanding of the Columbus community and the City's land use goals. With a local presence and experience, we are ready to hit the ground running on this rewrite of zoning and subdivision codes.

**Clear Communication.** As practitioners, we have been in the position of applying codes to real life situations, explaining development regulations to citizens, and helping applicants navigate approvals. We understand the advantages of clear regulations that can be navigated by a range of stakeholders, including residents and business owners.

We are eager to put our resources to work on the City's behalf to create new zoning and subdivision codes. If you have any questions or want additional information, please contact Bryce at [bhembrook@sehinc.com](mailto:bhembrook@sehinc.com).

Respectfully submitted,



*Bryce Hembrook*

**BRYCE HEMBROOK** AICP  
PROJECT MANAGER



*Henry J. Elling*

**HENRY ELLING**  
MUNICIPAL ADVISOR



*Turner Perrow*

**TURNER PERROW** PE (KY, MD, MN, NC, TN, VA, WV)  
PRINCIPAL IN CHARGE

Engineers | Architects | Planners | Scientists

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262.646.6855 | 888.908.8166 fax | [sehinc.com](http://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.

SEH is a registered trademark of Short Elliott Hendrickson Inc.

COLUW 183280



# Firm History

At SEH, our 900+ employee-owned collective of engineers, architects, planners, and scientists are united by a shared vision to create positive, lasting change. We are deeply committed to fostering an equitable environment and building safer, more sustainable infrastructure for governments, industries, and businesses across the nation.

## ABOUT SEH

SEH was founded in 1927 under the name of P.R. Banister, Consulting Engineer, with an office in North St. Paul, Minnesota. In 1934, the office was moved to St. Paul, Minnesota, and our name changed to Banister Engineering Company. Through a series of partnerships, office expansions, new principal additions, and client growth, the company became Banister, Short, Elliott, Hendrickson, & Associates. In 1971, the company changed its name to Short, Elliott, Hendrickson, & Associates, Inc. As talented professionals continued to join the firm and services and capabilities expanded, the large group of principals, associates, and partners became Short Elliott Hendrickson, Inc. in 1975.

## BUILDING A BETTER WORLD

**For more than three decades**, SEH has assisted municipalities, counties, and towns develop and implement zoning codes, master plans, comprehensive plans, sub area plans, redevelopment frameworks, design guidelines, and more. We work in partnership with our clients and their communities to explore opportunities for renewing existing assets and planning new, sustainable development through a participatory problem-solving process. Our planning experience includes working for large metropolitan communities, as well as smaller communities and counties in the Midwest.

## MULTIDISCIPLINARY TEAM

At SEH, we provide a multidisciplinary planning approach to help communities make decisions about shaping their future. Our practice is comprised of community development specialists, landscape architects, urban planners, and engineers licensed in six states throughout the upper Midwest. Our work has been recognized nationally with numerous awards from the American Society of Landscape Architects, American Planning Association, and American Council of Engineering Companies.

## SHORT ELLIOTT HENDRICKSON INC.

founded in

**1927** 

501 Maple Avenue  
Delafield, WI 53018  
262.646.6855

## CONTACT

**Bryce Hembrook**

414.949.8914

bhembrook@sehinc.com

## WE PARTNER WITH CLIENTS



in nearly every  
U.S. state and many  
Canadian provinces

## EMPLOYING

 **900+**

planners, engineers,  
architects, scientists, and  
talented professionals

## WHO WORK TOGETHER TO SERVE

**4** market areas: mobility,  
better places, clean water,  
and renewing infrastructure



**AN IMPRESSIVE 80%**



of our clients are  
repeat customers

## MUNICIPAL PLANNING AND ZONING

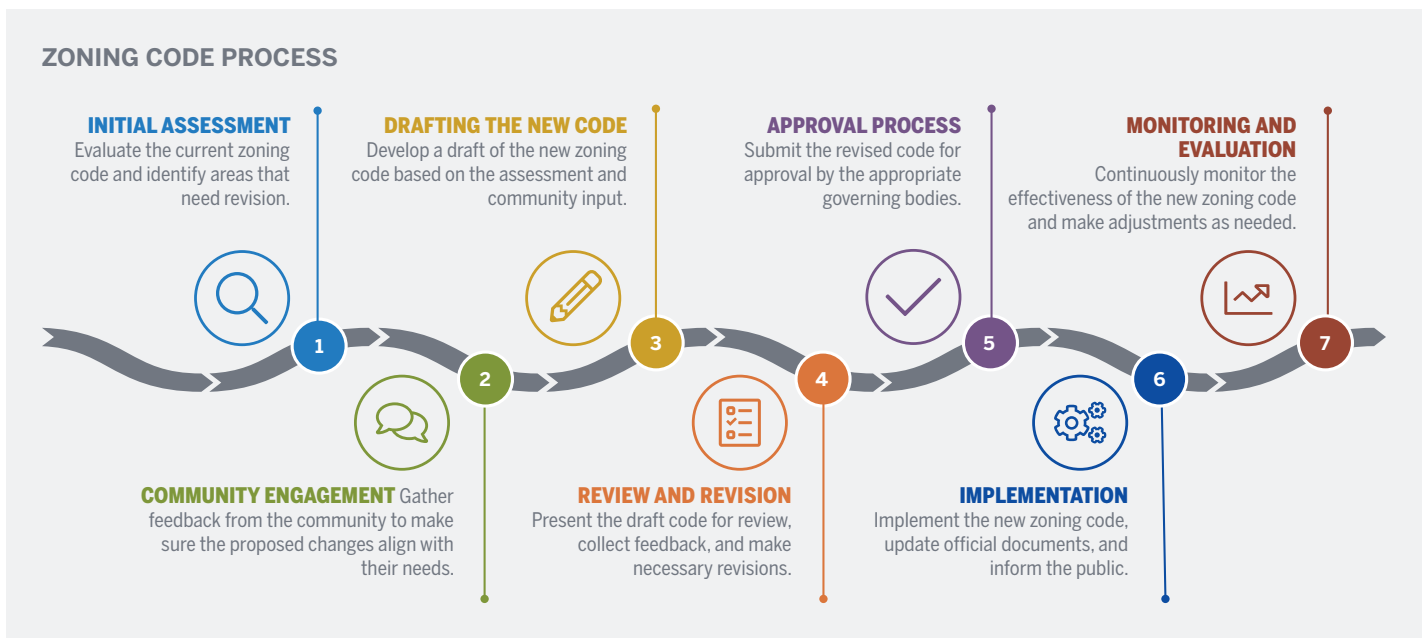
While comprehensive plans communicate a community's challenges and its vision for the future, development codes are the tools that address those challenges and move the community toward its desired future. SEH has created updates and developed all-new codes for localities throughout Wisconsin, Minnesota, Iowa, Indiana, and North Dakota. Our team has a deep understanding of best practices for creating development codes that lead to better results on the ground. 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 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 were incorporated with new zoning and subdivision ordinances, and for Burns Harbor, Indiana, which were incorporated with their new zoning code. We also have worked with the Bois Forte Tribal Council in Minnesota to complete their zoning ordinance rewrite.

## PROVEN ENGAGEMENT PROCESS

Aligning your development codes with the goals of your comprehensive plan requires meaningful engagement with stakeholders that include citizens, business owners, builders, developers, and elected officials. Each group brings its unique perspective to the table. We can navigate the process of addressing the different interests expressed by multiple communities. We will work with City of Columbus staff to design an engagement process that provides multiple opportunities for these stakeholder groups to be heard.





# Project Statement

The SEH team has reviewed the RFP and proposed scope of work in detail and is excited for the opportunity to work with the City of Columbus on a new zoning code and new subdivision code. The Project Statement describes our approach to delivering a high quality product on time.

## PROJECT UNDERSTANDING

Your development codes are incredibly important. Mere words and a map shape the very essence of your community's character. They work in the background, known perhaps only to the planning and zoning staff and the people building in your community.

Many communities are seeing the unintended effects of post WWII development codes: increased commuting times, being stuck in traffic, soaring housing costs, limited mobility options, and unsustainable infrastructure maintenance burdens. Increasing amounts of a community's most precious resource – land – have been consumed by wasteful land development and expanses of parking that are underused and fiscally unproductive.

Columbus is beginning the challenging and vital work of realigning its codes in a way that will yield more sensible development that will create value and endure over

time. Objectives 1 through 4 listed in the RFP tell us you are ready to make a substantive change in direction. You seek to increase housing options, encourage better development patterns that are productive and fiscally sustainable, and increase mobility options available to your citizens.

It is wise to pursue a completely new zoning code and subdivision code rather than trying to repair your existing codes through piecemeal amendments. Starting anew, your codes can be constructed according to today's needs without carrying forward arcane provisions and ideas of the past. A fresh start also enables reorganization for better usability and consistent style and language throughout.



By realigning your development codes, we will help you create sensible, sustainable growth that enhances community character and increases housing and mobility options.

# PROJECT APPROACH

Your decision to create new development codes will open up the opportunity for complete restructuring around these principles:



**Regulate the right things.** Our approach will help steer new development with a different emphasis on which aspects of development need to be managed more and which need to be managed less. For example, to improve development outcomes, more attention needs to be paid to the building location, how it relates to the street, and the arrangement of other uses such as parking and access. Conversely, a lighter touch is needed when it comes to how buildings and sites are used, moving away from old models that micromanage and strictly segregate land uses. A great building abutting the sidewalk, with good transparency, is flexible and can support many different uses, even within the same structure. This is the beloved form of Main Street, USA. We call it historic and protect it, but our codes often make it illegal to duplicate.



**Make good development easy.** Your 16 project objectives tell us that you have experienced situations where development proposals are well designed and clearly beneficial, but your code forces them to rezone to a planned unit development district. The project becomes subject to a process with an unpredictable outcome, which, in our experience, frustrates developers even more than strict rules. They might walk away rather than even try to navigate the ambiguity. We will seek to restructure your codes in a way that beneficial development characteristics are rewarded with a path of least resistance.



**Communicate clearly.** Development codes are complex, but they don't have to be complicated. First, we will make your codes easier to comprehend and navigate. We achieve this with strategic thought about overall organization and how content is presented in ways that can be referenced and understood easily, like tables and illustrations. Second, your code should articulate the desired development outcomes of your regulations. Your zoning administrator and the person at the permit counter should be able to explain the "why" of your regulations.

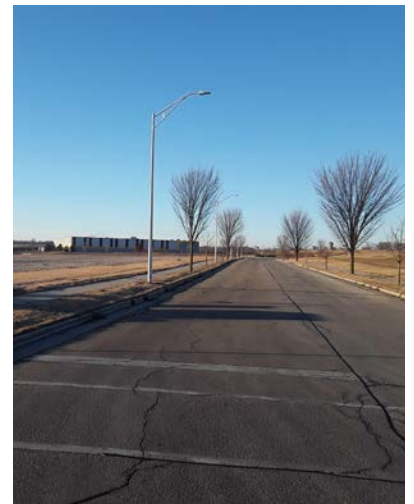


**Align requirements.** We will create a new code that considers each of these needs:

- Meets state law requirements for zoning and subdivision codes
- Incorporates contemporary planning ideas about mixing uses, increasing community housing and transportation options, and fiscal responsibility
- Implements the community vision expressed in your planning documents
- Makes it easy for developers to work in ways that benefit the overall community

SEH will leverage the team's experience to guide our work on two fronts: First, we know how important it is to make codes easier to navigate and understand, using graphics and tables to present information and convey ideas clearly. Second, experience tells us that processes that are slow and unwieldy for applicants could also be an unnecessary burden on City staff, so there is a mutual interest in creating pathways to approval that are timely and streamlined. In crafting your new codes, we will look at how a new could reshape the applicant experience to be more expedient and predictable.

SEH's team will guide you in creating a new, adaptable code that prioritizes effective regulation, simplifies development processes, and aligns with your community's vision and legal requirements.



This approach helps ensure that your community thrives with sensible, sustainable growth and attracts developers who appreciate clear and predictable guidelines. Together, we can build a better future for your community.

# SCOPE OF WORK

SEH will deliver the final zoning and subdivision codes through five general tasks.

## TASK 1 PROJECT COORDINATION

This task corresponds to items 4, 5, and 6, of the RFP scope. Coordination work continues throughout the life of the project. The SEH team will work with staff to coordinate meeting dates, times, and locations.

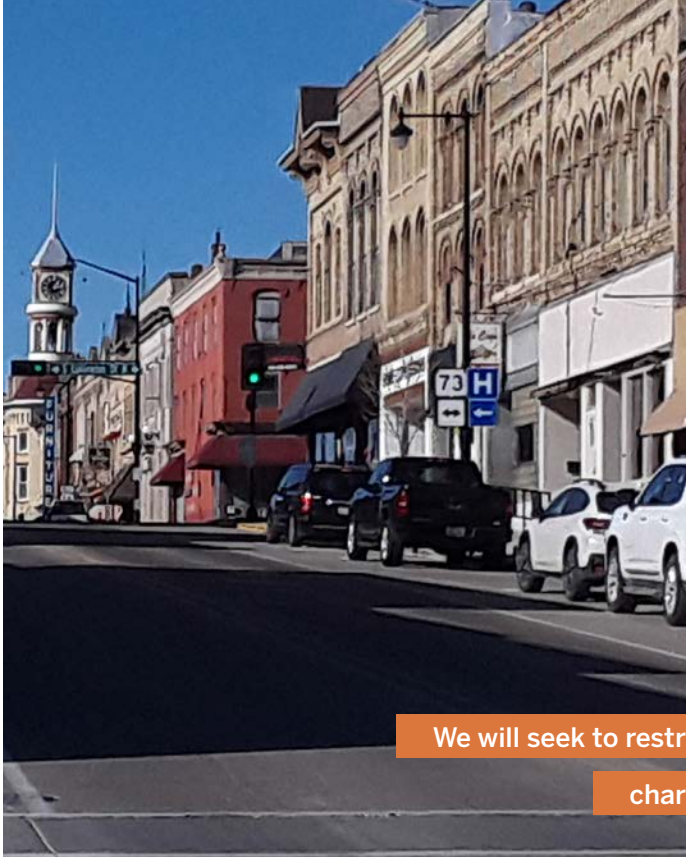
### MEETINGS WITH STAFF

We will start with an initial kickoff meeting to finalize project management details like project schedule, milestones, communication plan, and the public engagement plan.

Individual calls and meetings between SEH and staff may be arranged as needed.

### PUBLIC PARTICIPATION PLAN

SEH will work City of Columbus staff to develop the Public Participation Plan for this project. As noted in Task 4, we will work with staff to develop details of an overall strategy for stakeholder engagement throughout the project.



We will seek to restructure your codes in a way that beneficial development characteristics are rewarded with a path of least resistance.

## TASK 2 NEEDS ASSESSMENT AND RECOMMENDATION REPORT

This task corresponds to Items 1, 2, and 3 in the Scope of Work and Deliverables in your RFP. 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.

In addition to our professional judgment, recommendations in this report will be informed by other data we consider:

- Public engagement results
- Plan Commission discussion
- Comprehensive plan and other planning documents
- Analysis of development outcomes
- Analysis of decision-making processes
- Wisconsin state code authority and requirements

The 16 objectives you list in the RFP will be valuable in guiding our work toward your success.

## TASK 3 DRAFT ZONING AND SUBDIVISION CODE

The SEH team will begin to build the new zoning and subdivision codes soon after the Plan Commission begins its work and confirms direction. This work will run concurrent with the review of the Needs Assessment and Recommendations and public involvement.

This task will also involve developing enhancements like tables, illustrations, and flow charts. Based on a variety of conditions, we will test how well regulations lead to desired development outcomes and identify potential unintended consequences. Additionally, we will recommend the necessary changes to the zoning map to reflect any new naming convention or the elimination, addition, or modification of the districts.



## TASK 4 PUBLIC INVOLVEMENT

SEH understands that City of Columbus staff desires to conduct the majority of the community engagement meetings for the project. We will work in partnership with the City to develop a plan that works according to that model. We propose in-person attendance for two or three SEH members for the two workshops listed below:

- Partner with City staff to design an overall engagement strategy (Participation Plan) using techniques such as focus groups, surveys, workshops, pop up events, legacy and social media, and visual preference surveys
- Design and deliver an Initial workshop open to the community to provide information about the purpose of the project and ideas that may be explored
- Design and deliver an open house workshop after the proposed codes are released

If the City needs additional guidance or involvement by SEH, we can make arrangements to provide those services as needed.

## TASK 5 ADOPTION AND PROJECT COMPLETION

SEH will guide the new zoning and subdivision ordinances through City Council adoption, including two public hearings. This will involve the following:

- Preparation and delivery of presentation to City Council
- Final versions of these documents in PDF format

- Needs assessment and recommendations
- Summary results of public engagements
- Final version of the zoning code and subdivision code, as adopted
- Content for social media and project website to announce their completion
- Briefing presentations and memos created for the process
- Materials created for workshops

## TASK 6 OPTIONAL ADD-ON TASKS

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

- Produce applicant and staff guidance documents and checklists
- Update development review applications
- Create educational materials and briefs on features of the new codes
- Provide additional community engagement time and materials rate
- Create how-to-apply and navigation documents for decision-making processes like conditional use permits, rezoning, and site plan review, along with the associated application forms
- Provide a series of social media posts to communicate major changes to residents and the development community

## PROJECT SCHEDULE

The SEH team is prepared to take on this project and complete each task in accordance with the schedule the City has provided.

	2025									2026				
	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Selection process and contract approval	█													
Kickoff meeting with staff		█												
Final participation plan, communication plan, and schedule		█												
Community workshop #1			█											
Stakeholder meetings (by City staff)			█	█						█	█			
Plan Commission briefings (by City staff)				█	█	█			█	█	█			
Needs assessment and recommendations		█	█	█	█	█								
Create zoning and subdivision codes					█	█	█	█	█	█	█			
Community workshop #2											█			
Final review and revisions											█	█	█	
Adoption process											█	█	█	
Delivery of completed codes													█	
Monthly reports on progress			█	█	█	█	█	█	█	█	█	█	█	█



# Project Examples and References

Our newly expanded planning team at SEH brings together professionals with deep municipal experience and a strong background in zoning and subdivision code updates, enhancing our ability to deliver high-quality planning solutions.

With this strengthened team, SEH is poised to take on more projects that involve comprehensive code updates and municipal planning. We are committed to leveraging our team's unique insights and skills to support communities in achieving their development goals, making sure that each project is tailored to meet the specific needs and regulatory requirements of the area. Our focus on innovation and excellence will drive us to seek out and successfully complete more projects of this nature.

## UNIFIED DEVELOPMENT CODE/ZONING ORDINANCE REWRITES

### ASHLAND, WI

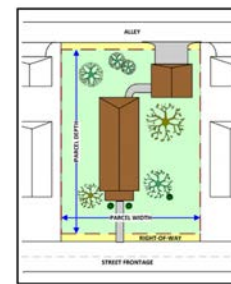
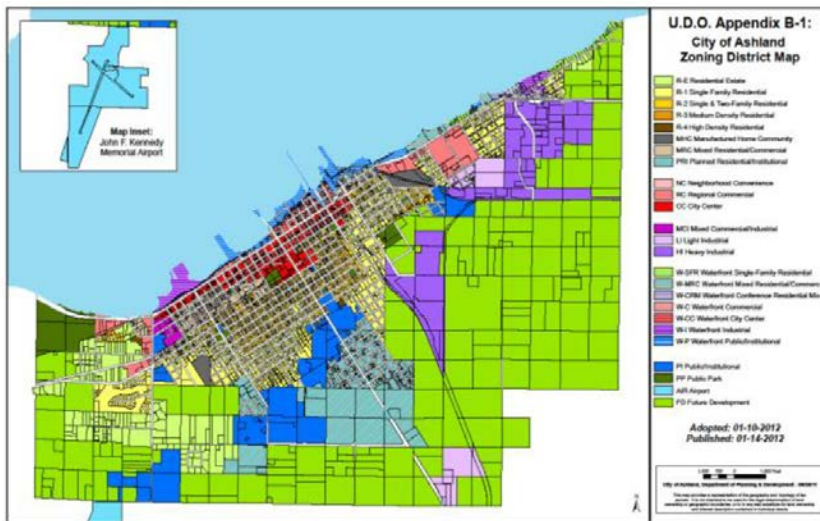


Figure 6.1 A-1b: Parcel Width & Depth (Interior Parcel)

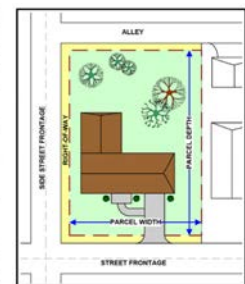


Figure 6.1 A-1a: Parcel Width & Depth (Corner Parcel)

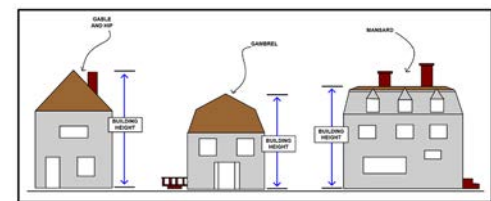


Figure 6.1 C-1: Building Heights for Different Roof Types

Following the adoption of the City of Ashland's 20-year comprehensive plan, the Making 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.

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 Ashland



#### DURATION

April 2022 to November 2022



#### REFERENCE

Ed Monroe, Former Mayor  
601 Main Street West  
Ashland, WI 54806  
715.682.8592  
monrophoto@gmail.com

# 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, and facilitated working group meetings



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



## CLIENT

City of Fort Atkinson



## DURATION

July 2020 to August 2021

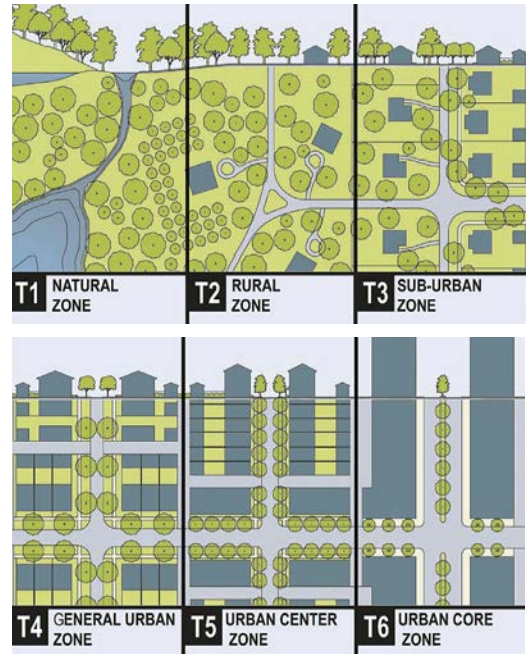


## REFERENCE

Andy Selle, City Engineer  
101 N. Main Street  
Fort Atkinson, WI 53538  
920.397.9901  
aselle@fortatkinsonwi.net

# ZONING ORDINANCE UPDATE

STEWARTVILLE, MN



SEH 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. 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's site visit to Stewartville helped ensure that the updated code met the specific needs of the community.



## CLIENT

City of Stewartville



## DURATION

May 2023 to December 2023



## REFERENCE

Jimmie-John King, Mayor  
PO Box 275  
Stewartville, MN 55976-0275  
507.533.4745  
jking@stewartvillemn.com

## PROJECT TEAM SPOTLIGHT



**CHRIS CHITUM**  
LEAD PLANNER

**36 YEARS OF EXPERIENCE**

### ZONING REFORM PROJECT\* ROANOKE, VA

Following adoption of City Plan 2040, Chris led a multiple-phase effort to reform the City's zoning code to remove barriers to housing development and neighborhood choice. This project involved an extensive citizen engagement process using deliberative models that helped stakeholders understand our mutual issues. The need for zoning reform was driven largely by the housing cost burdening and neighborhood choice issues that most communities face. The project involved the deep study of the economic and policy forces that created scarcity in sectors of the market.

### NEW SUBDIVISION CODE\* ROANOKE, VA

Chris developed a new subdivision code to replace a code that was based on a model of suburban sprawl. Goals for the new code had considerable overlap with those of Columbus. There were multiple procedural successes:

- Full assessment to help ensure compliance with state codes and consistency with other development codes
- Use of plain language
- Information presented in tabular form
- Clear content requirements for plats and plans (checklist)
- Straightforward approval processes that are completely administrative

The code established new standards for streets and alleys, many of which are based on traditional development patterns that bear repeating in new development:

- Street interconnectivity required
- Sidewalks and street trees required for all new streets
- Reduced pavement widths
- Maximum crossing distance and caps on curb radius for a pedestrian-friendly neighborhood
- Permit modern alleys for rear access to properties, parking, utilities, services, and enhanced fire access

\*Prior to joining SEH



Our work to help communities update their codes is

focused on practicality and clarity.

## ZONING CODE UPDATE

### TOWN OF BROOKFIELD, WI

SEH currently provides municipal planning services to the Town of Brookfield and is in the process of assisting with their zoning code update. The goal of this project is to update their zoning code to be more user-friendly, modernize the code, align with statutory requirements, and provide more clarity regarding the development process.



#### CLIENT

Town of Brookfield



#### REFERENCE

Tom Hagie, Town Administrator  
645 N. Janacek Road  
Brookfield, WI 53045  
262.796.3788  
administrator@townofbrookfield.com



#### DURATION

September 2023 to  
Spring 2025 (estimated)

## ZONING CODE

### TOWN OF CEDARBURG, WI

SEH is in the process of assisting the Town of Cedarburg in updating their zoning code to consider new zoning districts tailored to attracting new mixed-use development in their Town Center. SEH is working with a subconsultant to deliver the Town's expected code changes.



#### CLIENT

Town of Cedarburg



#### REFERENCE

Eric Ryer, Town Administrator  
1293 Washington Avenue  
Cedarburg, WI 53012  
262.377.4509  
eryer@townofcedarburgwi.gov



#### DURATION

June 2023 to  
Summer 2025 (estimated)



# Project Team

Led by Project Manager **Bryce Hembrook**, the team of professionals listed below have been selected based on their specific abilities and extensive experience assisting communities similar in size, demographics, natural settings, and economic environment to the City of Columbus.

## City of Columbus

### MANAGEMENT

**Bryce Hembrook** AICP  
Project Manager, Municipal Planner

**Brea Grace** AICP, NCI  
Senior Planner, QA/QC

**Turner Perrow** PE  
Principal in Charge

### PROJECT TEAM

**Chris Chittum** AICP, ICMA-CM(C), CNU-A  
Lead Planner

**Henry Elling**  
Municipal Advisor

**Laurie Miller**  
Public Engagement Specialist, Municipal Planner

**Jana Williams** AICP  
Comprehensive Plan Implementation Specialist

**Marty Falk** AICP  
GIS Analyst

**Brian Depies**  
Development Manager, Acquisition Manager

**Nancy Dossdall** AICP, LEED GREEN ASSOCIATE  
Code Evaluation Specialist

**Molly Wagner** PLA, CLARB  
Landscape Architect

**David Walter** PE  
Civil Advisor

**Zach Hochevar**  
Civil Technician and Planner

**Heidi Kennedy**  
Environmental, Legal Support

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

## BRYCE HEMBROOK AICP PROJECT MANAGER, MUNICIPAL PLANNER

**Bryce will oversee the entire zoning and subdivision ordinance rewrite project, helping to ensure timely and successful completion.**

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 Update – Marshfield\*, Brookfield (Town), and Cedarburg (Town), WI
- Comprehensive Plan – Baraboo, Brookfield (Town), Trempealeau, and Medford, WI
- City Planning Services – Delafield and Marshfield, WI
- Town Planning Services – Erin, Hudson, Brookfield, and Cedarburg, WI



**8**  
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

\*Prior to joining SEH

## CHRIS CHITTUM AICP, ICMA-CM(C), CNU-A LEAD PLANNER

**Chris will guide the planning team in developing new zoning and subdivision codes that align with the City's comprehensive plan and improve development outcomes.**

Chris is a project planner with experience in city planning, public administration, and community development. During his career, he has led long-range planning, administration of development codes, construction review and inspection, and professional support to boards and commissions. Chris has spearheaded a zoning remapping project, more than two dozen code revision packages, and a major zoning reform initiative. He delivers innovative, community-centered solutions by navigating the interrelationships of land use policies, housing, urban design, capital investments, economic development, and sustainability.

### EXPERIENCE

- Zoning Reform for Complete Neighborhoods initiative – Roanoke, VA\*
- Aligning Zoning Code with Planning Policy – Roanoke, VA\*
- New Subdivision Code – Roanoke, VA\*
- Comprehensive Plans and Community Plans – Roanoke, VA\*
- Executive Director of Community Development – Roanoke, VA\*



36  
YEARS OF  
EXPERIENCE



### EDUCATION

Master of Public Administration  
Virginia Tech

Bachelor of Arts  
Urban Affairs and Planning  
Virginia Tech



### REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute  
of Certified Planners

Credentialed Manager Candidate,  
International City/County  
Management Association

Accredited by the Congress of  
New Urbanism

\*Prior to joining SEH

## BREA GRACE AICP, NCI SENIOR PLANNER, QA/QC

**Brea will oversee the quality and accuracy of the zoning and subdivision ordinance through rigorous review and quality control processes.**

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. Brea is an adept problem solver, implementing solutions that are workable for all parties while maintaining the integrity of the original goals.

### 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 – Kinnickinnic, WI



26  
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

NCI Charrette System Certificate,  
National Charrette Institute

Certified Planner, American  
Planning Association

## HENRY ELLING

MUNICIPAL ADVISOR

**Henry will provide guidance on municipal regulations and help ensure compliance with state statutes and local ordinances.**

Henry 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. His efforts have assisted communities ranging from rural townships to regional economic centers. 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
- TIF Assistance – Hixton, WI
- Zoning and Shoreland Code Rewrite – Summit, WI\*
- Commercial/Industrial Design Guidelines – Summit, WI\*
- Zoning/Subdivision Code Update – Germantown, WI\*
- Sign Code Creation – Summit, WI\*



39  
YEARS OF  
EXPERIENCE



### EDUCATION

Master of Public Administration  
Indiana University-Bloomington

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

\*Prior to joining SEH

## LAURIE MILLER

PUBLIC ENGAGEMENT SPECIALIST, MUNICIPAL PLANNER

**Laurie will facilitate community involvement and gather public input to inform the zoning and subdivision ordinance rewrite.**

Laurie is a highly skilled project planner with extensive experience in developing comprehensive plans and other planning documents. With several years of experience in local and regional government as a land use planner, transportation planner, and zoning administrator, Laurie has led public engagement efforts and utilized advanced technologies such as land use modeling, GIS, and AI to enhance planning initiatives. Her proficiency in reviewing site, building, landscaping, and lighting plans, along with her ability to analyze permit applications and conduct field inspections, underscores her comprehensive understanding of zoning and urban planning. Laurie is adept at assisting communities with the implementation of plans by identifying and pursuing funding opportunities, helping to ensure successful project execution and community development.

### EXPERIENCE

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



17  
YEARS OF  
EXPERIENCE



### EDUCATION

Bachelor of Science  
Geography  
University of Wisconsin-Milwaukee

**JANA WILLIAMS** AICP  
 COMPREHENSIVE PLAN IMPLEMENTATION SPECIALIST

**Jana will align the new zoning code with the City’s comprehensive plan, prioritizing consistency and coherence.**

Jana is a project planner with experience in planning and community development for city, regional, and state government, as well as the private sector. With extensive experience in regional planning, interagency coordination, and policy implementation, she reviews comprehensive plans and amendments to assess impacts on state resources. Jana oversees grant programs and coordinates with agencies on projects impacting critical state areas. She also manages revolving loan funds, manages economic development grants, and serves as a community liaison to support strategic neighborhood projects.

**EXPERIENCE**

- Brandon Oaks Development of Regional Impact (DRI) Neighborhood Open House – Walton County, FL\*
- Comprehensive Plan Amendment and Zoning Amendment – Callaway, FL \*
- Comprehensive Plan Update – Carrabelle, FL\*
- Evaluation and Appraisal Report (EAR)-Based Comprehensive Plan Amendments – DeFuniak Springs, FL\*
- Shoal River Ranch Preliminary Planning Evaluation – Okaloosa County, FL \*



**22**  
 YEARS OF  
 EXPERIENCE



**EDUCATION**

Master of Science  
 Urban and Regional Planning  
 Florida State University

Bachelor of Science  
 Media Communication  
 Florida State University



**REGISTRATIONS/CERTIFICATIONS**

Certified Planner (AICP), American Planning Association

\*Prior to joining SEH

**MARTY FALK** AICP  
 GIS ANALYST

**Marty will utilize Geographic Information Systems to analyze spatial data and support the development of the new zoning code.**

Marty is a planner specializing in transportation, environmental planning, and GIS. His work has focused primarily on corridor and land use studies, transportation infrastructure improvement, and regional transportation plans. Marty has experience with environmental documentation and successfully managing sensitive resources and issues, including Section 4(f) and Section 6(f) resources, Environmental Justice populations, wetlands, threatened and endangered species, traffic noise, hazardous materials, agricultural preservation, and archeological and historic resources. He also has experience with agency, local official, and tribal coordination, and he has successfully managed public involvement efforts ranging from public involvement meetings to specialized focus groups.



**11**  
 YEARS OF  
 EXPERIENCE



**EDUCATION**

Master of Urban Planning  
 University of Wisconsin-Milwaukee

Bachelor of Science  
 Geography (Concentration:  
 Environmental Science) (Minors:  
 Spanish, Environmental Studies)  
 University of Wisconsin-La Crosse



**REGISTRATIONS/CERTIFICATIONS**

Certified Planner, American Institute of Certified Planners

**EXPERIENCE**

- Comprehensive Plan – Baraboo, WI
- Comprehensive Plan Update – Trempealeau, WI
- Comprehensive Plan Update – Stewartville, MN
- 2020-2040 Comprehensive Plan – Hudson, WI
- I-94 Corridor and 2050 Comprehensive Plan (Town of Yorkville Sewer/Water Commission) – Yorkville, WI



## BRIAN DEPIES

DEVELOPMENT MANAGER, ACQUISITION MANAGER

**Brian will advise on development standards and practices to make sure the new ordinances achieve community development goals.**

Brian is a project development manager with extensive experience in land use planning, zoning code administration, and development. Having broad-ranging experience with both public and private sectors, Brian offers clients a wide range of expertise, starting from initial conceptual discussions, all the way through to project completion. Brian specializes in regional, county, and local planning as well as code administration for public sector clients. He works with citizens throughout Wisconsin and the Upper Midwest to assess projects, make recommendations, and meet regulatory compliance.

### EXPERIENCE

- Town of Erin Zoning Administrator – Erin, WI
- Zoning Ordinance Modifications Incorporating Shoreland Provisions and Floodplain Ordinance – Summit, WI
- Heritage Park North Subdivision Development Manager – Germantown, WI
- Farmstead Creek North Subdivision Development Manager – Slinger, WI
- Farmstead Creek Highlands Subdivision Development Manager – Slinger, WI
- Storage Authority Acquisition and Development Manager – Union Grove, WI
- JXB Performance Acquisition and Development Manager – Saukville, WI



32  
YEARS OF  
EXPERIENCE



### EDUCATION

Bachelor of Science  
Geography  
University of Wisconsin-Whitewater



### PROFESSIONAL ASSOCIATIONS

National Home Builders Association  
Wisconsin Builders Association -  
Executive Board  
Metropolitan Builders Association  
(MBA) - Construction /Developers  
Advocacy Council)  
Wisconsin County Code  
Administrators (WCCA)

## NANCY DOSDALL AICP, LEED GREEN ASSOCIATE CODE EVALUATION SPECIALIST

**Nancy will support this process by evaluating the new code.**

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

- Zoning Ordinance Update – Stewartville, MN
- Land Use Code Update – Ouray, CO
- Municipal Code Revisions – Ignacio, CO
- Municipal Codes – Center, CO
- Rock Creek Affordable Housing Subdivision – Ignacio, CO
- Minor Exemption Subdivision Permit Applications – La Plata County, CO



41  
YEARS OF  
EXPERIENCE



### EDUCATION

Master of Urban and Regional  
Planning  
Regional Planning  
Washington State University-Pullman

Bachelor of Science  
Environmental Studies  
University of Vermont-Burlington



### REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute  
of Certified Planners

**MOLLY WAGNER** PLA, CLARB  
LANDSCAPE ARCHITECT

**Molly will provide additional project insight regarding landscape planning and design.**

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.

**EXPERIENCE**

- King Street Greenway – La Crosse, WI
- Cantonment-Wide Stormwater Master Plan (US Army - Fort McCoy) – Fort McCoy, WI
- Comprehensive Safety Action Plan Development (Kenosha County Highway Department) – Kenosha County, WI
- CORP and Downtown Parks Master Plan – Baldwin, WI
- Park and Recreation Plan – Stevens Point, WI



**18**  
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

**ADDITIONAL PROJECT SUPPORT**



**DAVID WALTER** PE (WI)  
**CIVIL ADVISOR**  
28 Years of Experience

David is a project manager and senior professional engineer with extensive experience **designing and managing diverse infrastructure projects**, specializing in roadway and utility systems.



**ZACH HOCHAVAR**  
**CIVIL TECHNICIAN AND PLANNER**  
11 Years of Experience

Zach is an engineering technician with experience **undertaking transportation, civil, and structural engineering projects**. He has a background in building and structural design, route and highway design, and land surveying techniques.



**HEIDI KENNEDY**  
**ENVIRONMENTAL, LEGAL SUPPORT**  
24 Years of Experience

Heidi is a **natural resources scientist** with experience working for the Wisconsin Department of Natural Resources (WDNR) prior to joining SEH. She has extensive experience in water resource policies working with federal, state, and local agencies on natural resources issues.

# Budget Proposal and Fee Schedule

On the following pages, we have outlined our anticipated budget based on the services identified throughout this proposal.

	Laurie Miller Public Engagement, Planner	Brian Depies Client Service Manager, Development Advisor	Chris Chittum Project Lead	Bryce Hembrook Project Manager	Jana Williams Comprehensive Plan Implementation	Brea Grace Senior Planner, QA/QC	Nancy Dosdall Code Evaluation Specialist	Henry Elling Municipal Advisor	Marty Falk GIS Analyst	Molly Wagner Landscape Architect	David Waiter Civil Advisor	Jill Meskan Graphic Designer	Heidi Kennedy Environmental, Legal Support	Zach Hochevar Civil and Planner	Kim Stanek Accounting	Heather Hinke Administration	Subtask (Hours)	Subtask (Dollars)
Estimated Hourly Rate	\$182.75	\$203.50	\$193.50	\$148.00	\$150.00	\$195.00	\$240.00	\$167.00	\$141.00	\$174.00	\$230.00	\$138.00	\$200.00	\$125.00	\$137.00	\$93.00		
<b>Project Orientation and Administration</b>																		
Project Kickoff Meeting with City Staff and Steering Committee			4.5	3.5				2									10	
Create Public Participation Plan	1		1.5														2.5	
Virtual Presentation and Public Notice for Public Participation Plan and Adoption			1					2									3	
Monthly Reporting			12	4													16	
Project Administration		2	8	30											16	2	58	
<b>Task 1 Total</b>	<b>1</b>	<b>2</b>	<b>27</b>	<b>37.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>89.5</b>	<b>\$16,500</b>
<b>Needs Assessment and Recommendation Report</b>																		
Review of Existing Planning Documents			4														4	
Subdivision Code Analysis			10	2				2									14	
Land Use/Zoning Incompatibility Analysis			8	2					8								18	
Bulk Standards and Zoning District Requirement Analysis			6	2													8	
State and Federal Law Compliance Review			2	2	10			2									16	
Consistency Review			1		8			2									11	
Evaluation of Development Review and Approval Process/Applicant Experience Evaluation	2	1	2	4	2			1						2			14	
Historic Preservation Ordinance			4	1													5	
Develop Needs Assessment and Recommendation Document			16	1	1			1									19	
<b>Task 2 Total</b>	<b>2</b>	<b>1</b>	<b>53</b>	<b>14</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>109</b>	<b>\$20,000</b>
<b>Creation of Zoning Code and Subdivision Ordinance</b>																		
Re-Organize Base Zoning Districts and Their Permitted/Conditional Uses			36	4				2									42	
Building Form, Siting, and Bulk Standards			20	4				2		20							46	
Shoreland Zoning			4					8					2				14	
Overlay and PUD Districts			8	2													10	
Historic Preservation Ordinance			6	1													7	
Subdivision Ordinance	1		44	6	8						6			2			67	
Sign and Miscellaneous Code Items	2		32	6													40	
Parking Regulations			16	2							2			2			22	
Permits, Development Review, and Approval Process			16	4	3			4									27	
Administration and Enforcement	2		16	2	4			2									26	
Code Performance Evaluation			6	4		4	24	4									42	
GIS – Zoning Map and Analysis			10	2					40								52	

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Estimated Hourly Rate	\$182.75	\$203.50	\$193.50	\$148.00	\$150.00	\$195.00	\$240.00	\$167.00	\$141.00	\$174.00	\$230.00	\$138.00	\$200.00	\$125.00	\$137.00	\$93.00			
Code Document Review and Graphic Development			20	3	3	4		3				24	3				60		
Final Plan Revisions			10	2				2									14		
Final Deliverable (Thumb Drive – PDF Format)								0.5								1	1.5		
<b>Task 3 Total</b>	<b>5</b>	<b>0</b>	<b>244</b>	<b>42</b>	<b>18</b>	<b>8</b>	<b>24</b>	<b>27.5</b>	<b>40</b>	<b>20</b>	<b>8</b>	<b>24</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>470.5</b>	<b>\$89,000</b>	
<b>Public Outreach</b>																			
Community Survey	1		2		11			2									16		
Public Engagement Session 1	1		14	6				2									23		
Assist Client with Community Engagement Strategy	8		8														16		
Project Website			6														6		
Public Engagement Session 2			6	3.5				2									11.5		
<b>Task 4 Total</b>	<b>10</b>	<b>0</b>	<b>36</b>	<b>9.5</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72.5</b>	<b>\$16,000</b>	
<b>Adoption and Final Deliverables</b>																			
SEH Staff Member Presentation (Virtual) and Public Notice for Plan Commission and Public Hearing for Adoption of the Plan			3					1.5									4.5		
SEH Staff Member Presentation and Public Notice for City Council Meeting for Adoption of the Plan			4					1.5									5.5		
<b>Task 5 Total</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>\$3,000</b>	
<b>Total Hours</b>	<b>18</b>	<b>3</b>	<b>367</b>	<b>103</b>	<b>50</b>	<b>8</b>	<b>24</b>	<b>48.5</b>	<b>48</b>	<b>20</b>	<b>8</b>	<b>24</b>	<b>5</b>	<b>6</b>	<b>16</b>	<b>3</b>	<b>751.5</b>		
																	<b>TOTAL COST NOT TO EXCEED</b>		<b>\$144,500</b>

Direct expenses (mileage, materials, salary increase, computer charges, etc.) are included in the total not to exceed cost.