



Finance/Personnel Committee

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Revised Agenda

Tuesday, February 13, 2018

7:30 PM

De Pere City Hall Council Chambers

Pursuant to Wisconsin Statutes 19.84, Notice is hereby given to the public that a meeting of the **Finance/Personnel Committee** of the City of De Pere will be held on **February 13, 2018** at **7:30 PM** in the **De Pere City Hall Council Chambers, 335 S. Broadway Street, De Pere, WI 54115**.

This meeting can be viewed LIVE at www.depere.tv. This meeting is also rebroadcast on TW Cable Channel 4 and AT&T U-verse Channel 99 throughout the week and available on demand at www.depere.tv.

Call to Order

1. Roll Call
2. Approval of the Minutes of the January 9, 2018, Regular Meeting of the Finance/Personnel Committee.
3. Approval of Police Overtime for January 2018
4. Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.
5. Introduction to Charles Schwab: Drive efficiencies in General Fund investments
6. Consideration of the transfer of the City's investment account from Dana Investment Advisors to Charles Schwab* (amendment)
7. Consider Fire Department's request to apply for 2018 AFG Grant.*
8. Consider Fire Department's Operational Change.*
9. Recommended Changes to Administrative Time for Clerk/Treasurer and Maintenance Supervisor
10. Consider Closed Captioning for Channel 4 Programming*
11. Consider Bid Proposals for Cleaning Contracts for City Hall, the Police Department, and the Community Center.*
12. Request to receive direct distribution of property tax credits from the State of Wisconsin.*
13. Request for City-Funded Residential Infrastructure for Pine Ridge Subdivision. Submitted by Keith Garot. *
14. Request to acquire and develop 123 N Broadway Lot (Parcel ED-769), submitted by SKB Management Incorporated. *
15. Review request to acquire/develop city-owned parking structure, also known as Perrot Square (Parcels ED-796, ED-794, ED-793, ED-788-1) for George Street Station redevelopment, submitted by De Pere Retro, LLC. *
16. Recommendation to hire Duncan Associates for the Rewrite of the City of De Pere Zoning Ordinance in an amount not to exceed \$124,800.*
17. Consideration of Subsequent OPEB Valuation Contract from Key Benefit Concepts*
18. Public Comment and announcements.

19. Future agenda items.
20. Discuss collective bargaining strategies for police and fire union contract negotiations and authorize the Human Resources Director, Department representatives and City Attorney to comprise the City's bargaining Teams.*

PLEASE TAKE NOTICE THAT, pursuant to Wis. Stats. §19.85(1)(g), the Committee may convene in closed session for the purpose of discussing and determining labor contract negotiation strategies for collective bargaining with the police and fire department unions, which requires a closed session. The Committee may reconvene in open session to take action on any matter discussed in closed session or for such other purposes as are allowed by law.

21. Adjournment

Notice is also given that a majority of the members of the Common Council of the City of De Pere will attend this meeting to gather information about a subject(s) over which they have decision-making responsibility. As such, this committee meeting is also considered a meeting of the Common Council.

Any person wishing to attend this meeting who, because of disability, requires special accommodations should contact the Clerk-Treasurer's office at 339-4050 by Noon, the previous day so that arrangements can be made.

Agenda Sent To:

Alderspersons
City Administrator
Mayor
Department Heads
TV, Newspapers & Radio Stations
Kress Family Library
De Pere Chamber of Commerce
Lefebvre Investment CO LLC
Belle Holdings LLC
Belmont Downtown Enterprises LLC
Karen Classen, SKB Management
Bryan Kaster
Terry Gerbers, Gerbers Law, S.C.
Keith Garot, Landmark Real Estate & Development
David Dudek, Charles Schwab
Brian Arkens, De Pere Police Benevolent Association
Ryan Hintz, De Pere Professional Firefighters Association IAFF Local 141

City of De Pere, Wisconsin



Request For Finance/Personnel Committee Action

MEETING DATE: February 13, 2018

DEPARTMENT: City Attorney

FROM: Angela Zills

SUBJECT: Approval of the Minutes of the January 9, 2018, Regular Meeting of the Finance/Personnel Committee.

ATTACHMENTS:

- January 9, 2018 DRAFT Minutes (PDF)



Finance/Personnel Committee

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Draft Minutes

Tuesday, January 9, 2018

7:30 PM

De Pere City Hall Council Chambers

1. Call to Order. Alderperson Lueck, Chair pro tem, called the regular meeting of the Finance/Personnel Committee to order at 7:30 PM on January 9, 2018, at De Pere City Hall Council Chambers, 335 South Broadway Street, De Pere, Wisconsin 54115.

Attendee Name	Title	Status	Arrived
Scott Crevier	Aldersperson	Present	
Ryan Jennings	Aldersperson	Present	
Larry Lueck	Aldersperson	Present	
Casey Nelson	Aldersperson	Present	
Michael J. Walsh	Mayor	Excused	

Also Present: City Administrator Lawrence Delo, Police Chief Derek Beiderwieden, Fire Chief Alan Matzke, Department of Public Works Maintenance Supervisor Tom Blohowiak, Public Works Director Scott Thoresen and Finance Director Joe Zegers.

2. Approval of the Minutes of the December 12, 2017, Regular Meeting of the Finance/Personnel Committee.

RESULT: ADOPTED [UNANIMOUS]
MOVER: Casey Nelson, Aldersperson
SECONDER: Scott Crevier, Aldersperson
AYES: Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED: Michael J. Walsh

3. Approval of Police Overtime for December 2017.

RESULT: ADOPTED [UNANIMOUS]
MOVER: Scott Crevier, Aldersperson
SECONDER: Casey Nelson, Aldersperson
AYES: Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED: Michael J. Walsh

4. Fire Department Overtime and LifeQuest Services Billing Reports for December, 2017.

RESULT: ADOPTED [UNANIMOUS]
MOVER: Ryan Jennings, Aldersperson
SECONDER: Larry Lueck, Aldersperson
AYES: Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED: Michael J. Walsh

5. Consideration of Donations to Police Department from Barbara Demoulin and Christian Outreach.*

RESULT: ADOPTED [UNANIMOUS]
MOVER: Casey Nelson, Aldersperson
SECONDER: Scott Crevier, Aldersperson
AYES: Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED: Michael J. Walsh

6. Consideration of Donation to Police Department from Kwik Trip.*

Aldersperson Jennings expressed gratitude to all donors, including Kwik Trip, Barbara Demoulin and Christian Outreach for their generosity.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Scott Crevier, Aldersperson
SECONDER:	Ryan Jennings, Aldersperson
AYES:	Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED:	Michael J. Walsh

7. Consider Community Center Boiler Repairs.*

Administrator Delo requested an explanation on this item from DPW Maintenance Supervisor, Tom Blohowiak, who indicated a water leak in a cracked coil was caused by a transformer failure for which emergency repairs were authorized and tentative preventative measures were taken to avoid further damage or failure. Administrator Delo added that money is budgeted to replace the second boiler, but this request is for funding above and beyond that amount for emergency repair. In answer to Aldersperson Lueck's question, DPW Maintenance Supervisor Blohowiak confirmed that the failure was caught before any other significant additional damage was done. In answer to Aldersperson Crevier's question, DPW Maintenance Supervisor Blohowiak indicated that the needed parts on are on order and repairs should be completed quickly thereafter. He further added that once the coils are replaced, the HVAC will be programmed to return to running more efficiently.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Scott Crevier, Aldersperson
SECONDER:	Ryan Jennings, Aldersperson
AYES:	Scott Crevier, Ryan Jennings, Larry Lueck, Casey Nelson
EXCUSED:	Michael J. Walsh

8. Public comment and announcements.

None.

9. Future agenda items.

None.

10. Adjournment.

Upon Motion of Aldersperson Nelson, seconded by Aldersperson Crevier, the Finance/Personnel Committee unanimously adjourned at 7:35 PM.

Respectfully submitted,
Angela Zills

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Police

FROM: Derek Beiderwieden

SUBJECT: Approval of Police Overtime for January 2018

The overtime (OT) report covers a four-week period. Two previous years of overtime report summaries are attached for comparison.

Miscellaneous OT of 16 hours is comprised of 10 hours of Patrol fraction allotments, and 6 hours for Field Training Daily Observation Reports.

Reimbursed Miscellaneous OT of 33 hours is comprised of 26.5 OWI task force hours and 6.5 Drug Task Force Hours.

Please let me know if you have any questions about this overtime report

ATTACHMENTS:

- 2016 PD OT Report Summary (PDF)
- 2017 PD OT Report Summary (PDF)
- January 2018 PD OT Report (PDF)

**DE PERE POLICE DEPARTMENT
OVERTIME BY REASON
2016**

REASON	JAN*	FEB**	MAR***	APR+	MAY++	JUN ^	JUL #	AUG ##	SEPT^^	OCT^^^	NOV*+	DEC*++	TOTAL
OFFICER SICK RELIEF	42.00	8.00	21.00	29.00	71.50	12.50	30.50	71.75	60.50	119.50	113.50	38.50	618.25
OFFICER WORKED ON HOLIDAY	8.00	8.00	36.00	4.00	80.75	20.00	60.00	2.25	121.75	4.00	64.00	77.00	485.75
OFFICER FOR COURT	13.00	10.50	12.00		22.00	34.00	8.00	2.00	48.25	29.50	14.50	6.00	199.75
OFFICER TRAINING	40.50	42.50	155.75	227.50	132.25	191.00	35.00	90.25	45.25	131.00	209.50	103.25	1403.75
OFFICER RELIEF FOR FUNERAL		7.50		7.50	4.00								19.00
OFFICER ATTEND MEETING	14.00	10.00	20.00	14.00	4.50	15.50	10.00	7.50	16.00	7.00	2.50	11.50	132.50
STAFFING LEVEL	8.00	19.00	34.50	28.50	135.50	142.50	159.00	172.00	131.00	173.00	154.00	107.50	1264.50
INVESTIGATION	39.50	25.50	18.25	49.50	47.00	28.75	55.00	41.00	26.00	37.75	73.00	21.00	462.25
HONOR GUARD FOR FUNERAL		7.50						3.00			15.00		25.50
SCHOOL LIAISON REIMBURSED	21.50	20.00	7.00	17.50	26.00	13.50		9.50	56.50	39.00	15.50	11.00	237.00
COMMUNITY RELATIONS										16.50	5.50		22.00
SPECIAL ASSIGNMENT						9.00	2.00		4.00	4.00	28.00		47.00
SPECIAL ASSIGNMENT REIMBURSED		12.50			197.75								210.25
MISCELLANEOUS	8.00	17.25	46.00	15.50	36.75	18.00	11.25	27.50	23.25	21.75	32.00	16.75	274.00
MISCELLANEOUS REIMBURSED	76.50	42.00	112.00	89.00	43.00	24.00	14.00	19.50	7.00	25.00	39.50	5.50	497.00
Gross OFFICER OVERTIME	271.00	230.25	462.50	482.00	801.00	508.75	384.75	446.25	539.50	608.00	766.50	398.00	5898.50
SUBTOTAL REIMBURSED OVERTIME	(98.00)	(74.50)	(119.00)	(106.50)	(266.75)	(37.50)	(14.00)	(29.00)	(63.50)	(64.00)	(55.00)	(16.50)	(944.25)
NET OFFICER OVERTIME	173.00	155.75	343.50	375.50	534.25	471.25	370.75	417.25	476.00	544.00	711.50	381.50	4954.25
Community Service Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Total Overtime Budget: \$140,000
Expenditures through 12/23/2016 \$173,667
Percent of Total Budget: 124.05%

NOTES:

* Period 01/02/2016 - 01/29/2016
 **Period 1/30/2016 - 02/26/2016
 ***Period 02/27/2016 - 03/25/2016

+Period 3/26/2016 - 4/22/2016
 ++Period 4/23/2016 - 6/3/2016
 ^Period 6/4/2016 - 7/1/2016

#Period 7/2/2016 - 7/29/2016
 ##Period 7/30/2016 - 8/26/2016
 ^Period 8/27/2016 - 9/23/2016

^^Period 9/24/2016 - 10/21/2016
 *+Period 10/22/2016 - 12/2/2016
 **Period 12/3/2016 - 12/30/2016

Attachment: 2016 PD OT Report Summary (6627 : Police January 2018 Overtime Report)

**DE PERE POLICE DEPARTMENT
OVERTIME BY REASON
2017**

REASON	JAN*	FEB**	MAR***	APR+	MAY++	JUN ^	JUL #	AUG ##	SEPT^^	OCT^^^	NOV*+	DEC*+*	TOTAL
OFFICER SICK RELIEF	12.00	64.75	39.50	24.75	23.50	15.00	38.00	37.00	18.00	32.75	4.00	23.00	332.25
OFFICER WORKED ON HOLIDAY	97.00	13.75		31.00	97.00	21.75	54.75	8.00	121.75	16.00	66.00	87.00	614.00
OFFICER FOR COURT	9.00	10.00	6.00	1.75	21.00	10.00	4.00	25.00	4.00	22.00	15.00	4.00	131.75
OFFICER TRAINING	207.00	65.50	36.00	39.00	241.75	60.25	16.50	46.75	259.25	203.00	51.25	97.00	1323.25
OFFICER RELIEF FOR FUNERAL													0.00
OFFICER ATTEND MEETING	5.50	27.25	10.50	16.00	17.50	9.50	16.50	3.00	2.00	12.00	2.00	14.00	135.75
STAFFING LEVEL	63.00	22.50	39.25	39.50	199.50	74.00	66.50	97.50	130.50	209.50	98.00	69.00	1108.75
INVESTIGATION	37.50	44.50	43.50	36.50	73.75	24.50	47.00	26.25	23.50	108.50	28.50	57.50	551.50
HONOR GUARD FOR FUNERAL		2.00		11.00									13.00
SCHOOL LIAISON REIMBURSED	18.00	23.50	25.00	7.00	31.50	15.00		5.00	41.00	61.00	10.00	16.00	253.00
COMMUNITY RELATIONS					2.00			3.50	3.50	3.00			12.00
SPECIAL ASSIGNMENT		6.25					9.00						15.25
SPECIAL ASSIGNMENT REIMBURSED		6.25		18.50	219.50	13.00			8.00	29.50	29.00		323.75
MISCELLANEOUS	27.50	13.50	42.75	20.25	26.25	17.75	10.75	11.50	9.75	35.50	17.00	20.25	252.75
MISCELLANEOUS REIMBURSED	66.00	130.00	45.00	60.00	104.00	67.50	57.50	51.00	30.50	42.50	26.00	19.00	699.00
Gross OFFICER OVERTIME	542.50	429.75	287.50	305.25	1057.25	328.25	320.50	314.50	651.75	775.25	346.75	406.75	5766.00
SUBTOTAL REIMBURSED OVERTIME	(84.00)	(159.75)	(70.00)	(85.50)	(355.00)	(95.50)	(57.50)	(56.00)	(79.50)	(133.00)	(65.00)	(35.00)	(1275.75)
NET OFFICER OVERTIME	458.50	270.00	217.50	219.75	702.25	232.75	263.00	258.50	572.25	642.25	281.75	371.75	4490.25

Total Overtime Budget: \$145,000.00
Expenditures through 1/02/2018 \$182,422.00
Percent of Total Budget: 125.81%

01/02/2018
Report Date

NOTES:

* Period 12/31/2016 - 1/27/2017
**Period 1/28/2017 - 2/24/2017
***Period 02/25/2017 - 3/24/2017

+Period 03/25/2017 - 4/21/2017
++Period 4/22/2017 - 6/02/2017
^Period 6/03/2017 - 6/30/2017

#Period 7/1/2017 - 7/28/2017
##Period 7/29/2017 - 8/25/2017
^^Period 8/26/2017 - 9/22/2017

^^^Period 9/23/2017 - 11/3/2017
*+Period 11/4/2017 - 12/1/2017
**+Period 12/2/2017 - 12/29/2017

Attachment: 2017 PD OT Report Summary (6627 : Police January 2018 Overtime Report)

**DE PERE POLICE DEPARTMENT
OVERTIME BY REASON
2018**

REASON	JAN*	FEB**	MAR***	APR+	MAY++	JUN ^	JUL #	AUG ##	SEPT^^	OCT^^^	NOV*+	DEC*+*	TOTAL
OFFICER SICK RELIEF	41.50												41.50
OFFICER WORKED ON HOLIDAY	105.75												105.75
OFFICER FOR COURT	4.00												4.00
OFFICER TRAINING	82.00												82.00
OFFICER RELIEF FOR FUNERAL													0.00
OFFICER ATTEND MEETING	10.50												10.50
STAFFING LEVEL	68.00												68.00
INVESTIGATION	50.75												50.75
HONOR GUARD FOR FUNERAL													0.00
SCHOOL LIAISON REIMBURSED	12.50												12.50
COMMUNITY RELATIONS													0.00
SPECIAL ASSIGNMENT													0.00
SPECIAL ASSIGNMENT REIMBURSED													0.00
MISCELLANEOUS	16.00												16.00
MISCELLANEOUS REIMBURSED	33.00												33.00
Gross OFFICER OVERTIME	424.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	424.00
SUBTOTAL REIMBURSED OVERTIME	(45.50)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(45.50)
NET OFFICER OVERTIME	378.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	378.50

Total Overtime Budget: \$150,000.00
Expenditures through 01/29/2018 \$9,209.37
Percent of Total Budget: 6.14%

NOTES:

* Period 12/30/2017 - 1/26/2018

**Period

***Period

+Period

++Period

^Period

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^^Period

^^^Period

*+Period

*+*Period

City of De Pere, Wisconsin



Request For Finance/Personnel Committee Action

MEETING DATE: February 13, 2018

DEPARTMENT: Fire Department

FROM: Lea Taylor

SUBJECT: Fire Department Overtime and LifeQuest Services Billing Reports
for January, 2018.

ATTACHMENTS:

- JAN 2018 OT REPORT (PDF)

DE PERE FIRE RESCUE
OVERTIME BREAKDOWN BY REASON
FOR THE YEAR OF 2017

REASON	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	TOTAL
DUTY CREW	219.75	184.50	154.50	147.00	184.75	75.00	132.00	78.00	51.00	100.25	54.00	168.00	1,548.7
EMS TRAINING	24.00	257.50	72.00	40.50	89.00	0.00	0.00	0.00	75.00	81.00	81.00	66.50	786.50
FIRE TRAINING	35.00	0.00	10.50	89.50	316.25	21.25	12.75	0.00	3.75	54.25	22.25	62.50	628.00
RESCUE CALLS	5.50	6.75	39.25	8.50	6.00	9.25	0.00	19.50	7.25	18.00	6.75	8.50	135.25
FIRE CALLS	0.00	0.00	8.75	0.00	0.00	0.00	6.00	0.00	1.25	0.00	0.00	14.50	30.50
MEETINGS	37.00	55.25	60.00	53.00	16.75	22.50	5.25	0.00	15.00	32.00	33.25	4.50	334.50
STAFFING REP.	34.50	0.00	0.00	72.00	99.75	72.00	64.25	0.00	20.25	11.00	85.50	36.00	495.25
MAINTENANCE	0.00	0.00	0.00	0.00	0.75	14.25	0.00	0.00	0.00	16.50	12.00	0.00	43.50
PUB. ED.	9.75	0.00	9.00	15.00	3.75	5.00	0.00	3.75	9.00	81.25	0.00	0.00	136.50
SPECIAL EVENTS	0.00	0.00	0.00	0.00	274.00	0.00	0.00	29.50	66.00	22.50	6.00	0.00	398.00
# FIRE RUNS	42.00	32.00	33.00	15.00	35.00	31.00	41.00	41.00	22.00	31.00	25.00	48.00	396.00
# EMS RUNS	174.00	163.00	172.00	178.00	187.00	180.00	170.00	182.00	161.00	180.00	151.00	204.00	2,102.0
DISPATCH ERRORS	2.00	5.00	7.00	7.00	0.00	6.00	4.00	1.00	1.00	3.00	4.00	1.00	41.00
TOTAL HRS.	365.50	504.00	354.00	425.50	991.00	219.25	220.25	130.75	248.50	416.75	300.75	360.50	4,536.7

OVERTIME BREAKDOWN BY REASON
FOR THE YEAR OF 2018

REASON	Jan.*	Feb.**	Mar.***	Apr.+	May++	June+++	July^	Aug.^	Sept.^^	Oct.#	Nov.##	Dec.###	TOTAL
DUTY CREW	153.00												153.00
EMS TRAINING	79.50												79.50
FIRE TRAINING	21.75												21.75
RESCUE CALLS	17.00												17.00
FIRE CALLS	1.00												1.00
MEETINGS	30.25												30.25
STAFFING REP.	0.00												0.00
MAINTENANCE	26.50												26.50
PUB. ED.	13.50												13.50
SPECIAL EVENTS	58.75												58.75
# FIRE RUNS	39.00												39.00
# EMS RUNS	193.00												193.00
DISPATCH ERRORS	6.00												6.00
TOTAL HRS.	401.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	401.25

Special Events included in Overtime

Total Overtime Budget \$95,000, Expenditures through February 5, 2018 \$8,935, 9%

*Period: 12/30/17-01/26/18

+Period:

^Period:

#Period:

**Period:

++Period:

^^Period:

##Period:

***Period:

+++Period:

^^^Period:

###Period:

**DE PERE FIRE RESCUE
OVERTIME CAUSED BY SICK LEAVE
JANUARY, 2018**

DATE	HOURS OF SICK LEAVE	OVERTIME PAID
TOTAL	0	0

*Overtime generated when staffing levels fall below minimum as a result of sick leave.

**LIFEQUEST MEDICAL BILLING - 2018
MONTHLY REPORT**

	JAN.	FEB.	MARCH	APRIL	MAY	JUNE
CHARGES	163,001					
PAYMENTS	52,987					
CREDIT ADJUSTMENTS	56,314					

	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
CHARGES						
PAYMENTS						
CREDIT ADJUSTMENTS						

Payments to LifeQuest	
Jan. 2018	2,588
Feb. 2018	
March 2018	
April 2018	
May 2018	
June 2018	
July 2018	
Aug. 2018	
Sept. 2018	
Oct. 2018	
Nov. 2018	
Dec. 2018	
Total Paid	\$2,588

**See attached details

Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)



Billing, Collection, & Data Management Services

1-888-777-4911 • www.lifequest-services.com

N2930 State Road 22, Wautoma, WI 54982-5267

De Pere Fire Rescue

Income and Expenditures

252

January 2018

All Phases

Charges	Billing Phase 1	Collections Phases 2 & 3	Total
Collection Placements / Charges	\$142,218.00	\$20,782.50	\$163,000.50
Interest on Delinquent Accounts	\$0.00	\$0.00	\$0.00
Insurance Interest	\$0.00	\$0.00	\$0.00
Transaction Fees	\$0.00	\$0.00	\$0.00
Probate Fees	\$0.00	\$0.00	\$0.00
Subtotal of Charges	\$142,218.00	\$20,782.50	\$163,000.50
Account Transfers	\$14,859.36	\$5,923.14	\$20,782.50
Credit Summary			
Total Credits - All Types	\$101,521.12	\$3,154.84	\$104,675.96
Total Credit Adjustments	\$55,510.33	\$804.12	\$56,314.45
Total Closed Account Adjustments	\$0.00	\$0.00	\$0.00
Total Payments Received (Applied to Acct Bal's)	\$46,010.79	\$2,350.72	\$48,361.51
Total Overpayments (OP)	\$(4,817.55)	\$0.00	\$(4,817.55)
Total Payments Received (plus overpayments)	\$50,828.34	\$2,350.72	\$53,179.06
Total Overpayment Returns (\$ not deposited)	\$(192.10)	\$0.00	\$(192.10)
Total Payments Received (less OP returns)	\$50,636.24	\$2,350.72	\$52,986.96
Less Payment Kept By (PKB, \$ kept by service)	\$0.00	\$0.00	\$0.00
Total Deposits	\$50,636.24	\$2,350.72	\$52,986.96
Summary of Disbursement			
Total Deposits & Payments Kept By	\$50,636.24	\$2,350.72	\$52,986.96
Less Overpayment Refunds (patient / ins reimbursement)	\$(4,625.45)	\$0.00	\$(4,625.45)
Gross Revenue	\$46,010.79	\$2,350.72	\$48,361.51
Total LifeQuest Fee	\$2,070.49	\$517.16	\$2,587.65
Probate Fees	\$0.00	\$0.00	\$0.00
Other / Fees			\$0.00
Total Due LifeQuest	Check #	EFT	\$2,587.65
Total Service Revenue	\$43,940.30	\$1,833.56	\$45,773.86
Total Payment Kept By	\$0.00	\$0.00	\$0.00
Total Service Payable	\$0.00	\$0.00	\$0.00
Probate Fees	\$0.00	\$0.00	\$0.00
Other / Fees	\$0.00	\$0.00	\$0.00
Total Due Service	Check #	EFT	\$45,773.86

Messages:

Quality

Speed

Service

Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)



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N2930 State Road 22, Wautoma, WI 54982-5267

De Pere Fire Rescue

Billing Summary

252

January 2018

Phase 1 - 4.500%

Charges

Charges	\$142,218.00	
Interest on Delinquent Accounts	\$0.00	
Insurance Interest	\$0.00	
Transaction Fees	\$0.00	
Probate Fees	\$0.00	
Subtotal of Charges		\$142,218.00

Account Transfers

Transferred out of Phase 1	\$14,859.36	
----------------------------	-------------	--

Credit Summary

Total Credits - All Types	\$101,521.12	
Total Credit Adjustments	\$55,510.33	
Total Closed Account Adjustments	\$0.00	
Total Payments Received (Applied to Acct Bal's)	\$46,010.79	
Total Overpayments (OP)	\$(4,817.55)	
Total Payments Received (plus overpayments)	\$50,828.34	
Less Overpayment Returns (\$ not deposited)	\$(192.10)	
Total Payments Received (less OP returns)	\$50,636.24	

Net Monthly Activity

\$40,696.88

Summary of Disbursement

Total Deposits & Payments Kept By	\$50,636.24	
Less Overpayment Refunds (patient / ins reimbursement)	\$(4,625.45)	
Gross Revenue	\$46,010.79	
Total LifeQuest Fee	\$2,070.49	
Probate Fees	\$0.00	
Total Due LifeQuest	\$2,070.49	
Total Service Revenue	\$43,940.30	
Total Payment Kept By	\$0.00	
Total Service Payable	\$0.00	
Probate Fees	\$0.00	
Other / Fees	\$0.00	
Total Due Service	\$43,940.30	

Messages:

Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)

Quality

Speed

Service

Receivables Distribution Report**Receivables Cash****All Companies****All Directories**

<u>Charges</u>	<u>Feb 2017</u>	<u>Mar 2017</u>	<u>Apr 2017</u>	<u>May 2017</u>	<u>Jun 2017</u>	<u>Jul 2017</u>	<u>Aug 2017</u>	<u>Sep 2017</u>	<u>Oct 2017</u>	<u>Nov 2017</u>	<u>Dec 2017</u>	<u>Jan 2018</u>	<u>Totals</u>
Feb 2017	0	24766	11607	5859	1544	3858	2486	205	0	1558	216	0 \$	52100
110798	0	22.4	10.5	5.3	1.4	3.5	2.2	0.2	0	1.4	0.2	0 %	47
Mar 2017		6291	15478	13033	8750	4355	2979	218	231	1857	0	-1134 \$	52057
109191		5.8	14.2	11.9	8	4	2.7	0.2	0.2	1.7	0	-1 %	47.7
Apr 2017			0	8066	20412	7986	8243	5244	1233	2349	469	88 \$	54090
107626			0	7.5	19	7.4	7.7	4.9	1.1	2.2	0.4	0.1 %	50.3
May 2017				1798	22826	23795	7792	3294	1657	1104	1393	142 \$	63802
133686				1.3	17.1	17.8	5.8	2.5	1.2	0.8	1	0.1 %	47.7
Jun 2017					3377	21992	14962	2548	563	2741	131	373 \$	46688
106453					3.2	20.7	14.1	2.4	0.5	2.6	0.1	0.4 %	43.9
Jul 2017						728	22797	13962	9092	3397	1997	266 \$	52238
103344						0.7	22.1	13.5	8.8	3.3	1.9	0.3 %	50.5
Aug 2017							2988	24116	14116	9411	2465	1410 \$	54507
111672							2.7	21.6	12.6	8.4	2.2	1.3 %	48.8
Sep 2017								2844	20242	14852	8493	2815 \$	49246
100120								2.8	20.2	14.8	8.5	2.8 %	49.2
Oct 2017									0	19943	25613	8406 \$	53962
115091									0	17.3	22.3	7.3 %	46.9
Nov 2017										979	18831	13157 \$	32968
97943										1	19.2	13.4 %	33.7
Dec 2017											69	21318 \$	21387
118936											0.1	17.9 %	18
Jan 2018												0 \$	0
87669												0 %	0
Averages	<u>1st Mo</u>	<u>2nd Mo</u>	<u>3rd Mo</u>	<u>4th Mo</u>	<u>5th Mo</u>	<u>6th Mo</u>	<u>7th Mo</u>	<u>8th Mo</u>	<u>9th Mo</u>	<u>10th Mo</u>	<u>11th Mo</u>	<u>12th Mo</u>	
Extended	1.5	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	<NA>	
Weighted	1.5	18.1	15.1	6.8	3	2.5	0.8	0.8	0.5	0.5	-0.4	0	

Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)

Total Page : 24 of 25

Page : 1 of 2

Date : 01/31/2018

Time : 19:30:57

History ID : 42469633

Credit Summary

Summary By Credit Code - Report Category/Code ID

Phase 1 Credit Report**DE PERE FIRE RESCUE**

<u>ID</u>	<u>Description</u>	<u>Credits</u>	<u>QTY %</u>	<u>Amount</u>	<u>Amount %</u>
Report Category	ADJUSTMENTS				
8	A--MEDICARE ADJUSTMENT	152	28.95	18094.28	17.82
9	A--MEDICAL ASSIST ADJUST	13	2.48	2857.07	2.81
223	A--MC 2% SEQUESTERED AMT ADJ	28	5.33	129.03	0.13
466	A--W/COMP ADJUSTMENT	2	0.38	39.68	0.04
667	A--NOT MEDICALLY NECESSARY	1	0.19	758.00	0.75
778	A--OTHER MC/MA MANDATORY ADJ	38	7.24	18774.87	18.49
JO	A--INTEREST OFFSET	9	1.71	-1.96	0.00
LC	A--LIFEQUEST COLLECTIONS	24	4.57	14859.36	14.64
		-----		-----	
		267		55510.33	

Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)

Total Page : 9 of 9
 Page : 1 of 1
 Date : 01/31/2018
 Time : 19:30:23
 History ID : 42469630

Aging Summary

Phase 1 Aging Report

Report As Of January 31, 2018

Grouped By Schedule on Call

DE PERE FIRE RESCUE

ID	Description	Calls	Current	31 to 60	61 to 90	91 to 120	121 to 150	151 to 180	Over 180	Total
ATTY-EMS	Attorney (EMS)	1	0.00	0.00	0.00	977.80	0.00	0.00	0.00	977.80
CONT	CONTRACT SCHEDUL	3	0.00	692.40	0.00	1752.60	0.00	0.00	0.00	2445.00
DENY	PAYOR DENIED/NOT	15	1424.92	2270.40	2471.20	893.40	0.00	0.00	0.00	7059.92
EPA	EPA PENDING PAID IN	1	275.00	0.00	0.00	0.00	0.00	0.00	0.00	275.00
IE	Insurance (Electronic)	50	18979.60	13570.46	9341.20	2494.40	893.00	947.20	0.00	46225.86
IE2	Insurance 2ndary (Ele	4	211.09	0.00	0.00	0.00	0.00	0.00	0.00	211.09
IMA	INSURANCE/MA	6	898.20	3686.40	870.40	0.00	0.00	0.00	0.00	5455.00
IMAR	Insurance/MA Review	1	0.00	0.00	0.00	705.00	0.00	0.00	0.00	705.00
IP	INSURANCE (PAPER)	2	1094.20	0.00	1235.80	0.00	0.00	0.00	0.00	2330.00
IP2	Insurance 2ndary (Pa	3	275.00	100.00	204.45	0.00	0.00	0.00	0.00	579.45
IPAY	Ins May Pay Pt (Elec) -	20	5937.20	6839.40	947.00	1076.40	0.00	1909.20	1723.20	18432.40
Lat	Latitude - Export to	5	0.00	0.00	0.00	0.00	2247.04	0.00	0.00	2247.04
MAHO	MA HMO/OUT OF STA	4	916.60	1940.60	985.20	0.00	0.00	0.00	0.00	3842.40
MAHOR	MA HMO/Out of State	2	0.00	0.00	0.00	0.00	0.00	0.00	1134.00	1134.00
MAWI	MEDICAID - WISCONSI	9	1286.52	1645.20	275.00	942.80	0.00	0.00	0.00	4149.52
MCA	Medicare Appeals	1	0.00	745.20	0.00	0.00	0.00	0.00	0.00	745.20
MCB	Medicare Part B	35	20949.20	7670.20	0.00	1680.20	0.00	0.00	0.00	30299.60
MCD	MEDICARE DENIED RE	2	1399.20	0.00	0.00	0.00	0.00	0.00	0.00	1399.20
MCIMA	PRIM PD/DENY 2ND IN	2	166.31	0.00	0.00	0.00	0.00	0.00	0.00	166.31
MRR	Medical Records Requ	2	1857.80	0.00	0.00	0.00	0.00	0.00	0.00	1857.80
NOMATCH	Rtn Mail No Match Dea	2	0.00	0.00	0.00	856.80	0.00	0.00	922.40	1779.20
OPMT	OVERPAYMENT SCHE	6	-2483.88	0.00	0.00	0.00	0.00	0.00	0.00	-2483.88
OPMTL	OVERPAYMENT - NEE	2	0.00	-1058.36	0.00	0.00	0.00	0.00	-1066.00	-2124.36
PRIV	Private (Self) Pay - EM	69	21234.40	20175.20	7293.40	5237.80	4937.80	850.80	928.00	60657.40
PRIV2	PRIM PAYOR PD PRIM	57	8651.10	2389.19	2002.73	4032.47	0.00	0.00	0.00	17075.49
PRMX	Ins 2ndary (Auto X-O	17	1443.06	0.00	86.07	0.00	0.00	0.00	0.00	1529.13
PSMA	PRIMARY PAID - HOL	2	176.28	0.00	0.00	0.00	0.00	0.00	0.00	176.28
RCP	RECOUPMENT SCHED	3	0.00	0.00	0.00	0.00	0.00	-206.88	27.75	-179.13
RRE	RAILROAD MEDICARE	1	1106.60	0.00	0.00	0.00	0.00	0.00	0.00	1106.60
SIG	SIGNATURE NEEDED (	24	14402.40	5863.20	769.20	0.00	0.00	0.00	0.00	21034.80
SRH	Service Requested Ho	2	0.00	337.19	0.00	850.09	0.00	0.00	0.00	1187.28
T1	TIME PAY PHASE 1	19	5779.76	1701.79	794.80	0.00	0.00	0.00	0.00	8276.35
TLOxpMR	TLOxp Rtn - Manual R	4	0.00	0.00	0.00	0.00	0.00	703.00	3445.60	4148.60
TLOxpUPDATE	TransUnion Returned	21	0.00	0.00	2007.60	41.20	525.00	2903.00	9091.40	14568.20
UHC	UHC DO NOT USE A0	4	0.00	0.00	0.00	0.00	0.00	1470.00	4470.00	5940.00
UPDATED	Innovis Returned with	1	0.00	1495.60	0.00	0.00	0.00	0.00	0.00	1495.60
VA	Veterans Admin Ins	2	1050.80	1013.40	0.00	0.00	0.00	0.00	0.00	2064.20

Company Totals: 252 DE PERE FIRE RESCUE

404	107031.36	71077.47	29284.05	21540.96	8602.84	8576.32	20676.35	266789.35
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Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)



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N2930 State Road 22, Wautoma, WI 54982-5267

DE PERE FIRE RESCUEBilling Reconciliation Summary
January 2018

252

Charges

Prior Month's Balance	\$226,092.47
January Charges	\$142,218.00

Subtotal of Charges	\$368,310.47
----------------------------	---------------------

Adjustments

Intercept	\$0.00
Credit Tagged	\$0.00
Per Contract	\$0.00
LifeQuest Collections	\$14,859.36
Closed	\$0.00
Other	\$40,650.97

Total Adjustments for the Month	\$55,510.33
--	--------------------

Credits

Cash / Check	\$10,857.78
Contract Payments	\$0.00
Credit Card	\$0.00
Direct Deposit	\$30,851.87
Hospital	\$0.00
Insurance	\$9,118.69
Payment Kept By	\$0.00

Total Payments Received for the Month	\$50,828.34
--	--------------------

Overpayment

Recoupment	\$0.00
Refunds	\$-4,625.45
Returns	\$-192.10
Service Payable	\$0.00
Other	\$0.00

Total Overpayments for the Month	-\$4,817.55
---	--------------------

Total for Reconciliation Summary	\$266,789.35
---	---------------------

Ending Balance of Accounts Receivables	\$266,789.35
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Attachment: JAN 2018 OT REPORT (6650 : Fire Department Overtime and LifeQuest Services Billing Reports for January, 2018.)



**DE PERE FIRE RESCUE
STRUCTURAL FIRE "STILL" ALARMS FOR JANUARY 2018**

Incident Date	Incident Location	Shift	Reported Situation	Units Dispatched	Disposition
01/01/2018	Lawrence/Scheuring	A	Passenger vehicle fire	E111, E121, A311	Investigate, fire out at time of arrival
01/04/2018	675 Heritage Road	A	Fire alarm sounding	E111	Investigate, unintentional
01/05/2018	901 Main Avenue	A	Smoke or odor removal	E111	Investigate, exhaust vent pipe
01/06/2018	1722 O'Hearn	B	Carbon monoxide detector sounding	E111	Investigate
01/08/2018	1320 Villa Park Circle (Village of Bellevue)	C	Smoke or odor removal	E121	Investigate
01/08/2018	714 S. Melcorn Circle	B	Fire alarm sounding	E111	Investigate, malfunction
01/08/2018	810 N. Libal Street	B	Fire alarm sounding	E111	Investigate, malfunction
01/09/2018	1776 Burgoyne Court	C	Carbon monoxide detector sounding	E111, E121	Investigate
01/10/2018	1776 Burgoyne Court	C	Carbon monoxide detector sounding	E111, E121	Investigate
01/15/2018	2001 Lost Dauphin Road	B	Fire alarm sounding	E121	Investigate, malfunction
01/15/2018	W812 CTH Z (Town of Buchanan)	B	Fire in structure, other than in a building (silo)	C102, L111	Extinguishment by fire personnel
01/16/2018	920 Fourth Street	B	Excessive heat with no ignition	C102, A111, E111, E122, L111	Ventilate, salvage and overhaul
01/20/2018	200 S. Ninth Street	C	Excessive heat	E111, E121	Investigate, burnt popcorn

Incident Date	Incident Location	Shift	Reported Situation	Units Dispatched	Disposition
01/21/2018	1551 Lawrence Drive	A	Fire alarm sounding	A121	Investigate, malicious act
01/21/2018	1499 Lawrence Drive	A	Fire alarm sounding	E121	Investigate, unintentional
01/23/2018	102 N. Broadway Street	B	Fire alarm sounding	E111, E121	Investigate, malfunction
01/25/2018	1745 East Matthew Drive	C	Fire alarm sounding	E111, E121	Investigate, unintentional
01/30/2018	250 S. Ninth Street	A	Fire alarm sounding	E121	Investigate, unintentional
01/30/2018	1177 S. Ninth Street	A	Fire alarm sounding	E111	Investigate, unintentional

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: City Clerk-Treasurer

FROM: Shana Ledvina

SUBJECT: Introduction to Charles Schwab: Drive efficiencies in General Fund investments

ATTACHMENTS:

- memo to finance committee re charles schwab (DOCX)
- De Pere Portfolio Options Example 01-17-18 (PDF)
- fixed_income_come_to_right_place (PDF)

CITY OF DE PERE**MEMO**

DATE: February 8, 2018

TO: Members of the Finance Committee

FROM: Shana Ledvina, Clerk-Treasurer
Joe Zegers, Finance Director

RE: Consideration of Investment Agreement with Charles Schwab

We have been reviewing the City's investment options. For years, our two major investment agencies were J.P. Morgan and Dana Investment Advisors. The City Council approved Associated Bank Trust Company in December 2016 as the successor management company of the J.P. Morgan account, when J.P. Morgan announced that they would no longer be managing municipal investment accounts.

We have also been reviewing the performance of the Dana investment portfolio and have noted that the portfolio's performance has diminished over the last few years. We have also been approached and had discussions with personnel from Charles Schwab regarding their municipal investment experience and performance. We feel that their strategies conform to the City's investment policies as well as potentially provide greater investment yields, particularly by decreased trust fees in comparison with the Dana Investment account.

Dave Dudek and Patrick Kerrigan of Charles Schwab will provide the Finance Committee with a short 5-10 informative presentation on their investment strategies and strengths to manage the City's investment portfolio. They will be available to answer any questions you may have. Additionally, they have agreed to attend Finance Committee Meetings to provide quarterly updates and reviews. The local Charles Schwab office is based in Appleton, whereas the Dana office is located in the Milwaukee area. Dave also lives in De Pere and we believe this will provide the City with quicker accessibility for investment reviews throughout the year.

We recommend the Finance Committee approve the transfer of the City's investment account from Dana Investment Advisors to Charles Schwab. Feel free to contact myself or Joe if you have any questions and Joe will be present at the Finance Committee Meeting.

Attachment: memo to finance committee re charles schwab (6664 : Introduction to Charles Schwab: Drive efficiencies in General Fund

Schwab BondSource® Fixed Income Report

Report prepared on January 17, 2018
by Derek Meade, Fixed Income Specialist

Contact number: 1-312-517-4074

This report and the information contained herein is not intended to be used as the sole basis for investment decisions and it is not a recommendation by Schwab to buy, hold, or sell any specific security or to engage in any specific strategy unless otherwise expressly stated by a Schwab representative. This report is for informational purposes only. It is not a substitute for and should be distinguished from your account statements at Schwab and other financial institutions. It may include assets and/or transactions that Schwab does not hold/has not executed on your behalf and which are not included in Schwab's books and records. Schwab has not verified information related to assets held elsewhere, including the existence of SIPC coverage. See the Glossary and Disclosures at the end of this report for more details and important information.

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Own your tomorrow®

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Portfolio Summary	3
Portfolio Breakdown: Total Portfolio	4
Next 12-Months Estimated Cash Flow	9
Holding Details	12
Glossary	15
Disclosures	18

This report is for informational purposes only. It is not a substitute for and should be distinguished from your account statements at Schwab and other financial institutions. It may include assets and/or transactions that Schwab does not hold/has not executed on your behalf and which are not included in Schwab's books and records. Schwab has not verified information related to assets held elsewhere, including the existence of SIPC coverage. See the Glossary and Disclosures at the end of this report for more details and important information.

Portfolio Summary

Par Value	\$6,060,000.00
Market Value	\$6,022,569.73
Accrued Interest	\$19,547.12
Total Value	\$6,042,116.85
Estimated Annual Income	\$102,645.00
Number of Positions	21
Average Coupon	1.690%
Average Maturity	1.91 years
Average Duration	1.84
Average Yield to Maturity/APY	2.014%
Average Yield to Call/Worst	
Average Tax Equivalent Yield	2.014%
Average Credit Rating	AA

This portfolio includes: Bonds and CDs.

Not all metrics in summary table include all security types. See Holdings page, Glossary and Disclosures at the end of this report for details. Tax Equivalent Yield calculation assumes federal tax rate of 0.0% and no state tax deduction. APY means "Annual Percentage Yield" and is disclosed for new issue CDs.

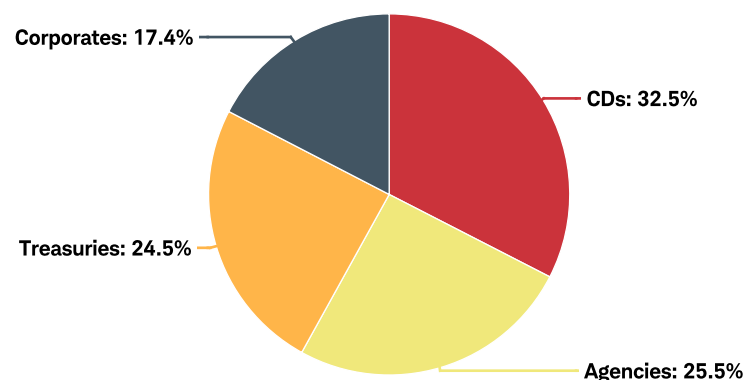
The information contained in this report may not be a complete listing of your Schwab holdings and may include outside holdings and holdings proposed by you, or Schwab. For a complete listing of your Schwab holdings, please review your most recent account statement(s) or the "Positions" section on Schwab.com.

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Portfolio Breakdown: Total Portfolio

Report prepared on January 17, 2018

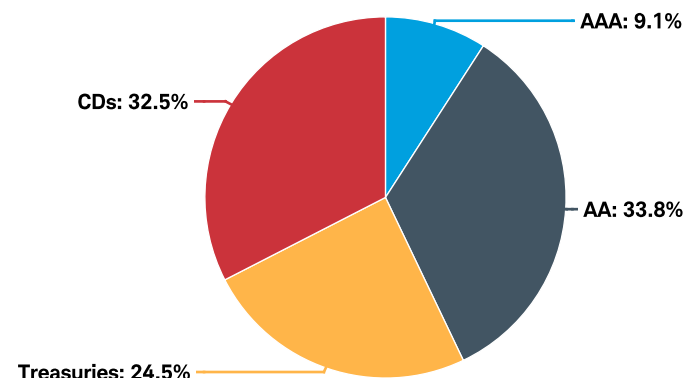
Investment Types



Type	Market Value (\$)	Percentage (%)
CDs	\$1,960,000.00	32.5%
Agencies	\$1,535,941.05	25.5%
Treasuries	\$1,478,523.68	24.5%
Corporates	\$1,048,105.00	17.4%
Total:	\$6,022,569.73	100%

Breakdown includes: Bonds and CDs.

Credit Category



Credit Category	Market Value (\$)	Percentage (%)
AAA	\$549,410.00	9.1%
AA	\$2,034,636.05	33.8%
Treasuries	\$1,478,523.68	24.5%
CDs	\$1,960,000.00	32.5%
Total:	\$6,022,569.73	100%

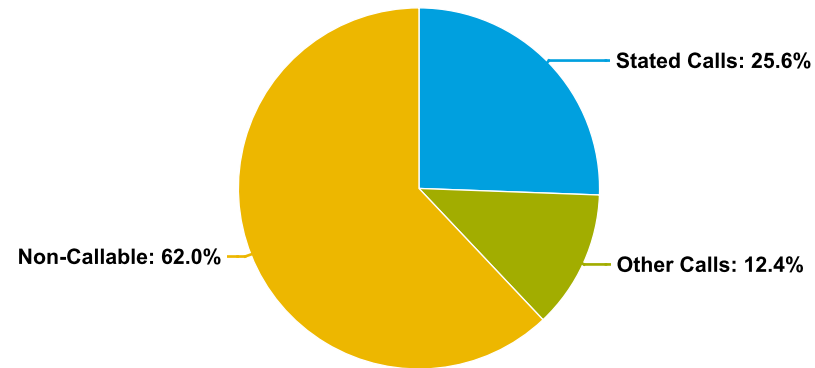
Breakdown includes: Bonds and CDs.

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Portfolio Breakdown: Total Portfolio

Report prepared on January 17, 2018

Call Type



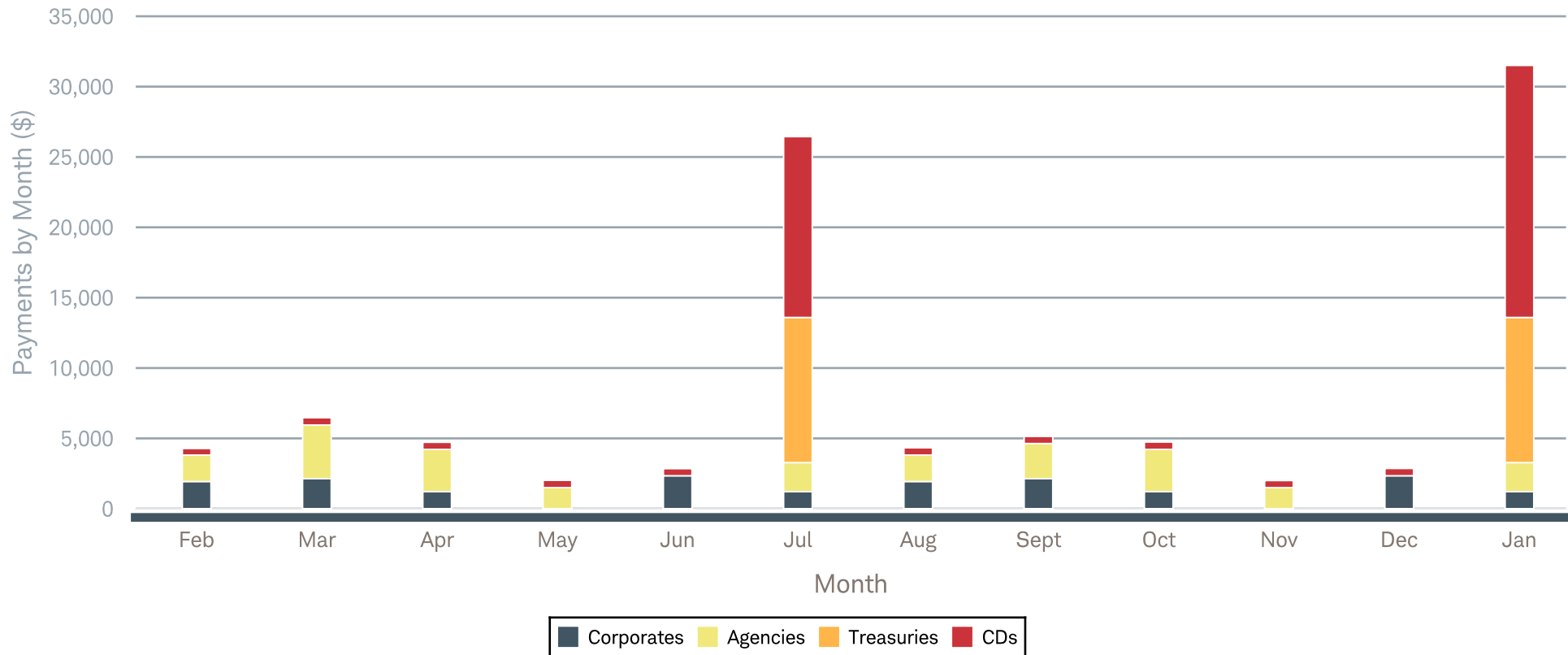
Type	Par Value (\$)	Percentage (%)
Stated Calls	\$1,550,000.00	25.6%
Other Calls	\$750,000.00	12.4%
Non-Callable	\$3,760,000.00	62.0%
Total:	\$6,060,000.00	100%

Breakdown includes: Bonds and CDs.

Stated Calls includes bonds or certificates of deposit (CDs) with a specified call schedule. Other Calls include Extraordinary Calls, Make Whole Calls, Sinking Fund provisions, and other Special Redemptions. Mortgage-backed securities (MBS) are considered non-callable but subject to prepayment. See Glossary for full descriptions.

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Payments by Month



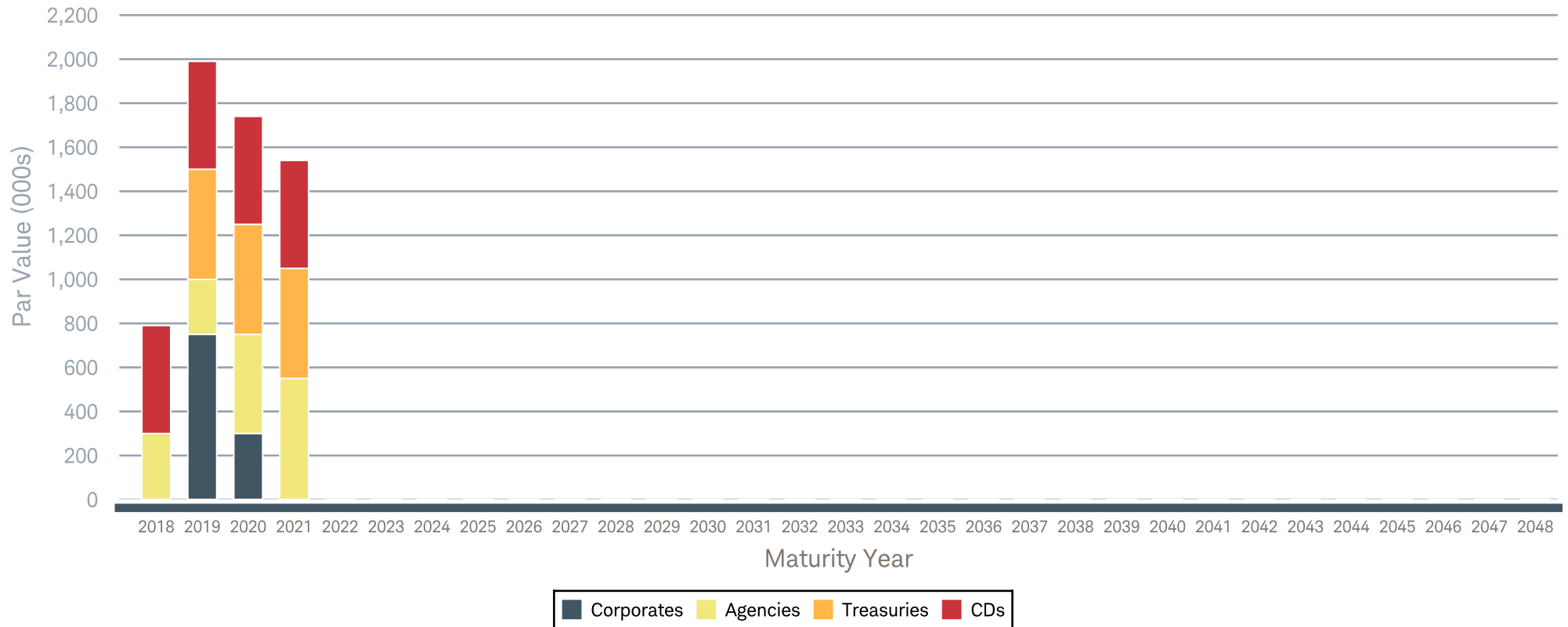
Breakdown includes: Bonds and CDs.

Coupon payments are based on scheduled interest payments and are not guaranteed, and assume investments are held up to the scheduled payment dates and not otherwise redeemed early by you or the issuer. Estimated payments from MBS not included.

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Maturity Schedule

Average Maturity 1.91 years



Breakdown includes: Bonds and CDs.

Maturity amounts assume investments are held to maturity and not otherwise redeemed early by you or the issuer. The principal payments illustrated are not guaranteed. Principal repayments from mutual funds, ETFs and MBS are not included.

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Portfolio Breakdown: Total Portfolio

Report prepared on January 17, 2018

Estimated Cash Flow by Year

Payments		Maturity Schedule Average: 1.91 years		Total Cash Flow
Year	Amount (\$)	Par Value (\$)	% of Portfolio	Payments Plus Par (\$)
2018	\$76,175.11	\$790,000.00	13%	\$866,175.11
2019	\$84,345.43	\$1,990,000.00	33%	\$2,074,345.43
2020	\$49,248.75	\$1,740,000.00	29%	\$1,789,248.75
2021	\$15,000.41	\$1,540,000.00	25%	\$1,555,000.41

Breakdown includes: Bonds and CDs.

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charles
SCHWAB

Next 12-Months Estimated Cash Flow

Report prepared on January 17, 2018

Principal repayments are shown in italics.

Qty	Description	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Total
PORTFOLIO TOTALS: Payments		4,282.36	6,467.71	4,722.17	2,020.21	2,847.17	26,445.52	4,332.71	5,138.42	4,738.96	2,003.42	2,863.96	31,505.60	97,368.21
<i>Principal</i>			300,000				490,000						990,000	1,780,000
Outside		1,875.00	3,812.50	4,218.75	1,500.00		3,281.25	1,875.00	2,500.00	4,218.75	1,500.00		3,281.25	28,062.50
300	FREDDIE MAC 0.875% 03/07/2018 3137EADP1		1,312.50 300,000											1,312.50 300,000
250	FHLB 1.5% 08/22/2019 Callable 3130ABWK8	1,875.00						1,875.00						3,750.00
200	FEDERAL HOME LN MTG STEP 05/22/2020 Callable Step 11/22/2018 @ 1.75 3134GBMP4				1,500.00						1,500.00			3,000.00
250	FEDERAL HOME LN MTG 1.65% 07/10/2020 Callable 07/10/2018 @ 100.00000 3134GBVN9						2,062.50						2,062.50	4,125.00
300	Intl Bk Recon & Dev 1.625% 10/05/2020 Callable 04/05/2019 @ 100.00000 45905U7J7			1,218.75			1,218.75			1,218.75			1,218.75	4,875.00
300	FEDERAL HOME LN MTG 2% 04/27/2021 Callable 01/27/2018 @ 100.00000 3134GBGR7			3,000.00						3,000.00				6,000.00
250	FED 2% 09/27/2021 Callable 12/27/2017 @ 100.00000 3130ACGX6		2,500.00						2,500.00					5,000.00

Breakdown includes: Bonds and CDs.

Coupon and principal payments are based on scheduled payments and assume investments are held up to scheduled payment date or maturity and not otherwise redeemed early by you or the issuer. The payments are not guaranteed. Mutual fund and ETF cash flow is estimated by the fund's yield over the previous 12 months. Yields include dividend and interest distributions, but exclude capital gains distributions. Estimated payments from MBS not included.

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Next 12-Months Estimated Cash Flow

Report prepared on January 17, 2018

Principal repayments are shown in italics.

Qty	Description	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Total
PORTFOLIO TOTALS: Payments		4,282.36	6,467.71	4,722.17	2,020.21	2,847.17	26,445.52	4,332.71	5,138.42	4,738.96	2,003.42	2,863.96	31,505.60	97,368.21
<i>Principal</i>			300,000				490,000						990,000	1,780,000
Proposed		2,407.36	2,655.21	503.42	520.21	2,847.17	23,164.27	2,457.71	2,638.42	520.21	503.42	2,863.96	28,224.35	69,305.71
245	ZB NA 1.6% CD 07/24/2018 98878BPG7						1,943.89 245,000							1,943.89 245,000
245	TriSt Cap Bk 1.6% CD 07/31/2018 89677DEV4						1,943.89 245,000							1,943.89 245,000
245	BUSEY BANK CHAMPAIGN 1.8% CD 01/25/2019 12316LCU9												4,397.92 245,000	4,397.92 245,000
245	MORGAN STANLEY PRIVA 1.8% CD 01/25/2019 61760AGT0												4,410.00 245,000	4,410.00 245,000
500	US Treasury 1.5% 01/31/2019 912828B33						3,750.00						3,750.00 500,000	7,500.00 500,000
250	APPLE INC 1.55% 02/08/2019 037833CE8	1,937.50						1,937.50						3,875.00
250	EXXON MOBIL CORP 1.708% 03/01/2019 30231GAP7		2,135.00						2,135.00					4,270.00
250	JOHNSON & JOHNSON 1.875% 12/05/2019 478160BM5					2,343.75						2,343.75		4,687.50
245	Goldman Sachs Bk USA 2.25% CD 01/24/2020 38148PWR4						2,733.60						2,778.90	5,512.50
245	Ally Bank 2.25% CD 01/27/2020 02007GAQ6						2,733.60						2,778.90	5,512.50
500	US Treasury 1.25% 01/31/2020 912828H52						3,125.00						3,125.00	6,250.00

Breakdown includes: Bonds and CDs.

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Next 12-Months Estimated Cash Flow

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Principal repayments are shown in italics.

Qty	Description	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Total
PORTFOLIO TOTALS: Payments		4,282.36	6,467.71	4,722.17	2,020.21	2,847.17	26,445.52	4,332.71	5,138.42	4,738.96	2,003.42	2,863.96	31,505.60	97,368.21
<i>Principal</i>			<i>300,000</i>				<i>490,000</i>						<i>990,000</i>	<i>1,780,000</i>
245	Morgan Stanley Bk NA 2.45% CD 01/25/2021 61747MG96						2,976.58						3,025.92	6,002.50
500	US Treasury 1.375% 01/31/2021 912828N89						3,437.50						3,437.50	6,875.00
245	WELLS FARGO BK N A 2.5% CD 02/01/2021 949763ND4	469.86	520.21	503.42	520.21	503.42	520.21	520.21	503.42	520.21	503.42	520.21	520.21	6,125.01

Breakdown includes: Bonds and CDs.

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Holding Details

Report prepared on January 17, 2018

Type	Qty.	S&P / Moody's	Description	Coupon	Maturity	Duration	Price	YTM/APY*	YTW	Callable	Est. Annual Income (\$)	Accrued Interest (\$)	Market Value (\$)	% of FI Portfolio
Non-Schwab		AA/AAA		1.588	2.30 yrs	2.221		2.023			\$29,375.00	\$6,020.49	\$1,835,941.05	30.48%
Agen Bond	300	AA+/Aaa	FREDDIE MAC 0.875% 03/07/2018 3137EADP1	0.875	03/07/18	0.138	99.92470	1.414			\$2,625.00	\$947.92	\$299,774.10	4.98%
Agen Bond	250	AA+/Aaa	FHLB 1.5% 08/22/2019 Callable 3130ABWK8	1.500	08/22/19	1.568	99.07850	2.089		02/22/18	\$3,750.00	\$1,510.42	\$247,696.25	4.11%
Agen Bond	200	AA+/Aaa	FEDERAL HOME LN MTG STEP 05/22/2020 Callable Step 11/22/2018 @ 1.75 3134GBMP4	1.500	05/22/20	2.264	99.16300	2.340		02/22/18	\$3,000.00	\$458.33	\$198,326.00	3.29%
Agen Bond	250	AA+/Aaa	FEDERAL HOME LN MTG 1.65% 07/10/2020 Callable 07/10/2018 @ 100.00000 3134GBVN9	1.650	07/10/20	2.414	98.79190	2.153		07/10/18	\$4,125.00	\$80.21	\$246,979.75	4.10%
Corp Bond	300	AAA/Aaa	Intl Bk Recon & Dev 1.625% 10/05/2020 Callable 04/05/2019 @ 100.00000 45905U7J7	1.625	10/05/20	2.652	100.00000	1.625		04/05/19	\$4,875.00	\$162.50	\$300,000.00	4.98%
Agen Bond	300	AA+/Aaa	FEDERAL HOME LN MTG 2% 04/27/2021 Callable 01/27/2018 @ 100.00000 3134GBGR7	2.000	04/27/21	3.152	98.86390	2.362		01/27/18	\$6,000.00	\$1,333.33	\$296,591.70	4.92%

Price for proposed holdings indicates the current quote at the time this report was generated. Price for Schwab and any outside holdings indicates the prior day's matrix price (closing price for mutual funds and ETFs) at the time this report was generated. Div. Dist. % means Dividend Distribution Percentage and is displayed for bond mutual funds and ETFs. Average coupon and Average Maturity may not be available for all mutual funds and ETFs. When unavailable it will be indicated on the Holding's page for that security and not included in these calculations for the portfolio. Average Coupon or Average Maturity are not applicable to cash investments such as money market funds as indicated by N/A in these fields above when present. Estimated annual income calculations are based on scheduled interest payments and are not guaranteed. Actual yield to maturity and average life for MBS may differ. * APY means "Annual Percentage Yield" and is disclosed for new issue CDs.

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Holding Details

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Type	Qty.	S&P / Moody's	Description	Coupon	Maturity	Duration	Price	YTM/APY*	YTW	Callable	Est. Annual Income (\$)	Accrued Interest (\$)	Market Value (\$)	% of FI Portfolio
Agen Bond	250	AA+/Aaa	FED 2% 09/27/2021 Callable 12/27/2017 @ 100.00000 3130ACGX6	2.000	09/27/21	3.537	98.62930	2.389		03/27/18	\$5,000.00	\$1,527.78	\$246,573.25	4.09%
Proposed		AA/AAA		1.740	1.74 yrs	1.675		2.011			\$73,270.00	\$13,526.64	\$4,186,628.68	69.52%
CDs	245		ZB NA 1.6% CD 07/24/2018 98878BPG7	1.600	07/24/18	0.492	100.00000	1.606			\$3,920.00	\$0.00	\$245,000.00	4.07%
CDs	245		TriSt Cap Bk 1.6% CD 07/31/2018 89677DEV4	1.600	07/31/18	0.492	100.00000	1.606			\$3,920.00	\$0.00	\$245,000.00	4.07%
CDs	245		BUSEY BANK CHAMPAIGN 1.8% CD 01/25/2019 12316LCU9	1.800	01/25/19	0.984	100.00000	1.800			\$4,410.00	\$0.00	\$245,000.00	4.07%
CDs	245		MORGAN STANLEY PRIVA 1.8% CD 01/25/2019 61760AGT0	1.800	01/25/19	0.987	100.00000	1.800			\$4,410.00	\$0.00	\$245,000.00	4.07%
Tres Bond	500		US Treasury 1.5% 01/31/2019 912828B33	1.500	01/31/19	1.022	99.624736	1.867			\$7,500.00	\$3,485.05	\$498,123.68	8.27%
Corp Bond	250	AA+/Aa1	APPLE INC 1.55% 02/08/2019 037833CE8	1.550	02/08/19	1.039	99.68700	1.851			\$3,875.00	\$1,732.99	\$249,217.50	4.14%
Corp Bond	250	AA+/Aaa	EXXON MOBIL CORP 1.708% 03/01/2019 30231GAP7	1.708	03/01/19	1.101	99.79100	1.897			\$4,270.00	\$1,636.83	\$249,477.50	4.14%
Corp Bond	250	AAA/Aaa	JOHNSON & JOHNSON 1.875% 12/05/2019 478160BM5	1.875	12/05/19	1.836	99.76400	2.003			\$4,687.50	\$572.92	\$249,410.00	4.14%
CDs	245		Goldman Sachs Bk USA 2.25% CD 01/24/2020 38148PWR4	2.250	01/24/20	1.941	100.00000	2.250			\$5,512.50	\$0.00	\$245,000.00	4.07%

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Type	Qty.	S&P / Moody's	Description	Coupon	Maturity	Duration	Price	YTM/APY*	YTW	Callable	Est. Annual Income (\$)	Accrued Interest (\$)	Market Value (\$)	% of FI Portfolio
CDs	245		Ally Bank 2.25% CD 01/27/2020 02007GAQ6	2.250	01/27/20	1.950	100.00000	2.250			\$5,512.50	\$0.00	\$245,000.00	4.07%
Tres Bond	500		US Treasury 1.25% 01/31/2020 912828H52	1.250	01/31/20	1.996	98.41900	2.047			\$6,250.00	\$2,904.21	\$492,095.00	8.17%
CDs	245		Morgan Stanley Bk NA 2.45% CD 01/25/2021 61747MG96	2.450	01/25/21	2.872	100.00000	2.450			\$6,002.50	\$0.00	\$245,000.00	4.07%
Tres Bond	500		US Treasury 1.375% 01/31/2021 912828N89	1.375	01/31/21	2.950	97.66100	2.175			\$6,875.00	\$3,194.63	\$488,305.00	8.11%
CDs	245		WELLS FARGO BK N A 2.5% CD 02/01/2021 949763ND4	2.500	02/01/21	2.890	100.00000	2.500			\$6,125.00	\$0.00	\$245,000.00	4.07%
Average:		AA		1.694	1.91 yrs	1.841	99.382339	2.014		Total:	\$102,645.00	\$19,547.12	\$6,022,569.73	100%
Current Yield: 1.70%												Total Value: \$6,042,116.85		

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Glossary

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Accrued Interest The amount of interest that has accumulated since the later of the date of issue and the last interest payment date. Some securities are structured with variable interest rates therefore these values may be estimates and are not guaranteed.

Alternative Minimum Tax (AMT) Created by Congress in 1969 to ensure that all taxpayers pay at least some tax. The rules governing AMT identify a minimum amount of tax that an individual should pay, based on his or her income. If the individual, following normal tax rules, is not required to pay at least this amount, then he or she will need to pay the AMT.

Annual Percentage Yield (APY) A standardized way to quote the annual rate of return for certificates of deposit (CDs) and takes into account the effect of compound interest.

Assumed Average Life For MBS, the weighted average number of years to get back all principal on a security. For example, an investment that pays 50% of the principal back after one year and the other 50% of its principal back in two years has an assumed average life of 1½ years. This estimate can vary, and is based on prepayment assumptions that may or may not be met. Actual average life may differ.

Assumed Yield to Maturity For MBS, the yield to maturity based on the current assumed average life and prepayment assumptions. Actual yield may differ.

Average Coupon The average interest or dividend rate of all the investments in the fixed income portfolio, weighted by their corresponding market value. Average coupon shown for mutual funds and ETFs only includes long fixed income assets in the fund. Schwab uses 100% of your mutual fund and ETF position values to weight the average coupon of your portfolio. The actual average coupon of your portfolio may differ from that shown.

Average coupon may not be available for all mutual funds and ETFs. When unavailable it will be indicated on the Holdings page for that security and not included in the Average Coupon calculation for the portfolio. Cash investments, such as money market funds are not included in this calculation.

Average Credit Rating Indicates the average credit worthiness of the fixed income portfolio, computed with the credit rating of the individual securities weighted by their corresponding market value. Credit ratings for individual bonds are provided by Standard and Poor's and Moody's Investor Services. Individual U.S. Treasuries, MBS, and CDs are not rated by either agency and are not included when determining the Average Credit Rating of a portfolio. See disclosures for more information.

Average Duration The average duration of all investments in the portfolio, with each weighed by its corresponding market value. Can be used to evaluate the interest rate sensitivity of all investments combined. MBS, mutual funds and ETFs are not included when determining the average duration of the portfolio.

Average Maturity The average length of time for the principal amount of fixed income portfolio investments to be paid. It is computed with the time to principal payment weighted by its corresponding market value. Perpetual securities and any preferred securities held in mutual funds or ETFs are not included in this calculation. When computing average maturity for MBS, it is assumed that the current prepayment speed will persist. Actual maturity may differ.

Average maturity may not be available for all mutual funds and ETFs. When unavailable it will be indicated on the Holdings page for that security and not included in the Average Maturity calculation for the portfolio. Cash investments, such as money market funds are not included in this calculation.

Average Underlying Rating For individual municipal bonds only, the average credit rating of a bond portfolio on a stand-alone basis absent of credit enhancement such as bond insurance, weighted by its corresponding market value. Underling ratings are not available for all securities.

Average Yield to Maturity The average yield to maturity of all individual fixed income securities in the portfolio, with each weighted by its corresponding market value. For perpetual preferred securities, its current yield is used as its yield to maturity. Assumed yield to maturity is used for MBS when calculating the average yield to maturity of a portfolio. Actual yield may differ. Mutual fund and ETF yields are not included in this calculation.

Average Yield to Worst The average yield to worst of all individual fixed income securities in the portfolio, with each weighted by its corresponding market value. Does not take into consideration the lowest yield possible given special redemption provisions such as Extraordinary Calls, Make Whole Calls, or redemptions on Sinking Funds dates. Pre-payment adjustments for MBS are not considered when calculating YTW for a portfolio. Mutual fund and ETF yields are not included in this calculation.

Bond Insurer A bond insurance company that guarantees timely payment of principal and interest on municipal and certain other types of bonds if the issuer defaults.

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Coupon The annual interest rate the issuer promises to pay the holder each year, usually expressed as a percentage of par value of the security.

Credit Rating An assessment of an issuer's ability to repay its debt, based on its history of borrowing, repayment and other factors. For individual bonds, credit ratings are provided by Standard and Poor's and Moody's Investors Service. Ratings reflect a current assessment of an issuer's creditworthiness, and do not guarantee future performance.

Current Yield For individual bonds, the ratio of the annual coupon or dividend payments to the current market price.

Div. Dist. % or Dividend Distribution Percentage Used when estimating cash flow (income) for bond mutual funds and bond ETFs. It is calculated by dividing the total of per-share dividends paid in the last 12 months by the current available NAV price and is based on third party yield data. Daily changes in the market value of securities may cause cash flow estimates to vary based on the timing of this report. The estimates may be based on historical payment information and are for planning purposes only. See disclosures for more details.

Duration A calculation used to estimate how a change in the interest rate will affect the price of an individual bond or bond portfolio. Duration assumes a 100 basis point change in the interest rate. For example, if a bond has a duration of 8 and the yield to maturity for the bond moves by 1%, then the bond's price is expected to go up or down by 8%. Does not consider the effects on price of any stated call features or other redemption provisions. For purposes of this report, mutual funds, ETFs and MBS are not included when determining the average duration of a bond portfolio.

Estimated Annual Income Interest or dividend payments scheduled or estimated for the next 12 months are used for estimating the annual income of variable, floating, fixed rate coupon agency, corporate, municipal, Treasury, and mortgage-backed securities, bond funds and bond ETFs. These payments cannot be guaranteed. Payments received in the current month are not included in the estimates; as a result, the cash flow estimates under the current month may appear lower than expected. Please note that the income for preferred securities is not adjusted for any deferred interest or dividends.

Extension risk When mortgage rates rise, homeowners tend to refinance less frequently and MBS tend to pay back principal slower than anticipated. This can result in a longer average life and a lower expected return since investors receive the original fixed coupon for a longer period of time. This risk is most common for MBS bought at a discount.

Extraordinary Redemption A provision which gives issuers the right to call bonds due to unforeseen or unusual circumstances. Most common with municipal revenue bonds. If you buy a bond with an extraordinary call provision at a price above par value, and the bond is called, you would generally receive par value, and forfeit any premium paid for the bond.

Factor For mortgage-backed securities, the factor is the ratio of principal outstanding to the original balance. For example, a mortgage-backed security with a factor of 0.75 has 75% of principal remaining in the pool. The other 25% has already been paid back to investors.

General Obligation Bond (GO) A municipal bond issued to raise money to build schools, roads, and various other public improvements. The money to service the bonds comes from taxes and some user fees. GOs are usually backed by the full faith and credit of the issuing municipality.

Make Whole Call A type of call feature that allows a borrower to pay off bonds early with a lump sum payment based on the net present value of all future coupon and principal payments. The provision specifies the rate used to calculate the net present value, such as a spread over a Treasury bond with a similar maturity.

Market Value The current price of an investment multiplied by the quantity held. The market values for Treasury Inflation Protected Securities also take into account the principal adjustments that occur after issuance.

Matrix Price An evaluated or estimated price for an individual fixed income investment, usually based on a pricing model that considers factors such as trades for similar securities, benchmark prices, dealer quotations, and other factors.

Maturity The date when the issuer of a fixed income investment must repay the principal amount to the holder.

Original Purchase Date On the Purchase Date Report, this is the date on which our records indicate you have purchased this individual security for the reflected quantity. See disclosures for more information.

Original Purchase Price On the Purchase Date Report, this is the price for which our records indicate you have purchased this individual security for this reflected quantity. See disclosures for more information.

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Original YTM On the Purchase Date Report, this is the Yield to Maturity for the purchase date, price, and quantity that our records indicate for this individual security. See disclosures for more information.

Par Value The amount the issuer is expected to pay when the investment matures. Par value of Treasury Inflation Protected Securities have been adjusted by their Index Ratio. For preferred securities, Original Issue Price is used as the par value, which may be higher or lower than the actual par value.

Prepayment risk When mortgage rates fall, homeowners tend to refinance more frequently and mortgage-backed securities tend to pay back principal more quickly than anticipated. This can result in a shorter average life and a lower expected return since investors receive the fixed coupons for a shorter period of time. This risk is most common for MBS bought at a premium.

Prepayment speed (PSA) For mortgage-backed securities, used in models to evaluate principal prepayment speeds, particularly when calculating potential yields on mortgage-backed securities given different interest rate changes. The higher the PSA the faster the security is expected to return principal.

Price Indicates the current quote for proposed holdings, and prior days matrix price (closing price for mutual funds and ETFs) for Schwab and outside holdings, at the time the report is generated.

Principal The dollar amount the issuer is scheduled to pay at maturity or on a call date.

Purchase Date Report Provides a summary of the original purchase information for each bond or CD currently held in your account. This report does not include bond mutual funds or bond ETFs. See disclosures for more information. **Revenue Bond** A municipal bond backed by the revenue from projects, such as airports, toll roads, hospitals, utilities (electric, water, sewer), public leasing, and housing.

Sinking Fund An account to which the issuer must make periodic payments to be used to redeem specific outstanding bonds. A sinking fund may be required by the bond indenture to improve the likelihood of repayment. If the issuer fails to make payments to the sinking fund, it can result in default. A sinking fund may result in the bond being redeemed before its stated maturity.

Special Redemption Provisions A provision that gives the issuer the right to redeem a bond before maturity. See the Official Statement for details.

Stated Calls Indicates a bond, CD, or preferred stock has a specified call schedule (list of dates on which a security may be called) and list of prices that apply to each date. Stated calls generally exclude extraordinary calls, make whole calls and other special redemption provisions because these call types usually do not have a scheduled next call date.

Tax Equivalent Yield A calculation converts the yield on a tax-free security into the equivalent yield for a taxable security, and can be used to compare taxable and tax-free investments. This does not reflect the effects of any state or local taxes, which may increase the tax-equivalent yield. For questions about calculating your individual rate, see your tax advisor.

Total Value Indicates the total current portfolio value and is equal to the sum of the portfolio's market value plus any accrued interest.

Underlying Credit Rating The credit rating of a bond on a stand-alone basis without bond insurance.

Yield For fixed income securities, yield reflects the approximate measure of returns to the investor. There are several yield measures that are relevant to fixed income securities.

Yield to Call YTC The rate of return that an investor would earn if a callable investment is purchased at its current market price and is held until the call date, assuming the bond is called on that date and that interest payments are reinvested at the same rate.

Yield to Maturity YTM The rate of return that an investor would earn if the bond is purchased at its current price and held until maturity, assuming interest payments are reinvested at the same rate. For preferred securities, current yield is used as a proxy for yield to maturity. For mortgage-backed securities, the yield to maturity is calculated by assuming that the current principal prepayment speed will persist.

Yield to Worst YTW The lower of the yield to a stated call date and the yield to maturity of the security. Does not take into consideration the lowest yield possible given other redemption provisions such as Extraordinary Calls, Make Whole Calls, Special Redemption Provisions, mortgage-backed security prepayments, or redemptions on Sinking Funds dates.

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Disclosures

Report prepared on January 17, 2018

Investors should consider carefully information contained in the prospectus, including investment objectives, risks, charges, and expenses. You can request a prospectus by calling Schwab at 800-435-4000. Please read the prospectus carefully before investing.

Purpose of This Report:

This report is for informational purposes only. It is not a substitute for and should be distinguished from your account statements at Schwab and other financial institutions. It does not represent an official account statement of assets held at or outside of Schwab. Neither account owners nor third parties (including but not limited to banks, mortgage companies and other broker-dealers) should rely on the information presented in this report in making credit extension or other financial decisions.

Please retain and periodically review your Schwab and other account statements. These documents may contain notices, disclosures and other important information, and may serve as a reference should questions arise regarding the accuracy of the information in this report.

The report and the information contained herein is not intended to be used as the sole basis for investment decisions and it is not a recommendation by Schwab to buy, hold, or sell any specific security or to engage in any specific strategy unless otherwise expressly stated by a Schwab representative.

Securities Not Held at Schwab

This report may include securities that Schwab does not hold on your behalf and which are not included in Schwab's books and records. Schwab is relying on you alone for complete and timely information about these holdings. Although Schwab has taken reasonable steps to accurately reproduce information provided by you regarding these securities, Schwab did not verify the existence of, or descriptive information for, these securities, and there may be information or data relevant to these securities about which Schwab is not aware. The information regarding these securities, including market value and quantity, may not have been updated as recently or as often as for other holdings. Assets held away from Schwab may not be covered by SIPC.

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Cash Flow Estimates:

All illustrations of cash flow are designed to help you examine the cash flow aspects of your portfolio. They are estimates for consideration in broad purposes only and should not be used for any other purpose. They are not projections or guarantees of future payments nor are they to be construed as performance data, past or future. Your estimated results may vary with each report and over time as the underlying factors are updated.

Estimated cash flow is derived from information provided by third parties as well as from various calculations performed by Schwab; While Schwab believes it is reliable, Schwab cannot guarantee the accuracy, timeliness or completeness of such information. Payments received or due in the current month are not included in the estimates. Past performance is no guarantee of future results. The estimated cash flow information for fixed income securities is based on scheduled coupon and principal payments. All estimated cash flows are based on the investment being held through the twelve months or until maturity.

Mutual fund and ETF cash flow over the following 12 months and each year thereafter is estimated by the fund's yield over the previous 12 months and is indicated by Dividend Distribution % displayed on the Holding Details. Yields include dividend and interest distributions, but exclude capital gains distributions. These estimates are based on each fund's past distributions and may differ materially in timing and amount from the actual distributions that will be paid over the next 12 months. You should not rely on the actual month where the data is presented on the report because some mutual funds may change payment months and frequencies. Also, funds often hold different securities over time, so the yield over the previous 12 months may change as securities are traded in and out of the fund. Market conditions may also result in varying yields from the previous 12 months. This report assumes all dividends and interest on bond funds and ETFs are paid in cash and not reinvested.

The interest, dividend, and principal payments scheduled for the next 12 months are used for cash flow estimates in fixed-rate, floating-rate, variable rate, zero-coupon, agency, corporate, municipal, preferred, U.S. Treasury securities, and certificates of deposit based on one of the following methods depending on the securities: (1) the interest, dividend and principal scheduled for the next 12 months; or (2) the most recently published yields or interest rates. The cash flows of variable and floating coupon paying bonds are based on their last reported coupon rates, but these rates may change based on future market conditions. Treasury Inflation Protected Securities (TIPS) cash flows are based on the last reported index ratio.

Some cash flow metrics shown in this report, such as scheduled coupon payments by month and maturity schedule, do not include cash flows generated from mutual funds, exchange-traded funds (ETFs) and mortgage-backed securities (MBS).

Estimates do not consider redemption features, if any. Please note that cash flow for preferred securities may not be adjusted for any deferred interest or dividends.

Investment Risks:

Investment value will fluctuate, and shares, when redeemed, may be worth more or less than original cost. Fixed income securities are subject to increased loss of principal during periods of rising interest rates. Fixed-income investments are also subject to various risks including changes in credit quality, market valuations, liquidity, prepayments, early redemption, corporate events, tax ramifications and other factors.

Lower-rated securities are typically subject to greater credit risk, default risk, and liquidity risk.

TIPS are inflation-linked securities issued by the US Government whose principal value is adjusted periodically in accordance with the rise and fall in the inflation rate. The interest amount payable is also impacted by variations in the inflation rates and it is based upon the principal value of the bond. The payment at maturity may be the greater of the original face amount at issuance or that face amount plus an adjustment for inflation.

Investment strategies, including diversification, do not assure a profit and cannot protect against losses in a declining market. Investing in sectors may involve a greater degree of risk than an investment in securities with broader diversification.

Interest income on municipal bonds may be subject to the Alternative Minimum Tax (AMT) and capital appreciation from discounted bonds may be subject to state or local taxes. Capital gains are not exempt from federal income tax. Individual municipal bonds may not be tax advantaged, depending on the bond issuer and your state of residence. Please consult your tax advisor regarding your particular situation.

In addition, MBS are subject to prepayment and extension risk due to the uncertain cash flow patterns of mortgage-backed securities versus other fixed income securities. For more information regarding the risks of MBS please contact your Schwab representative.

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Report prepared on January 17, 2018

Credit Categories and Underlying Credit Ratings:

Schwab uses Standard and Poor's (S&P) and Moody's Investor Services (Moody's) ratings to assign credit ratings to individual bonds. If S&P and Moody's have a different rating on a bond, the lower rating of the two is used to determine average credit ratings in the Portfolio Summary and in the credit charts. If the bond is only rated by one agency, that rating is used. Individual U.S. Treasuries, MBS, and CDs are not rated by either agency. They are not assigned a rating in the Credit Category chart and are not included when determining the average credit rating of a portfolio. Moody's ratings are mapped to the S&P categories as follows: Aaa to AAA, Aa to AA, A to A, Baa to BBB, Ba to BB and B, Caa, Ca, C, and D to B or lower.

Credit ratings are only displayed for individual fixed income securities. Bond mutual funds and ETFs are not included in any credit reporting metric or element.

Treatment of Mutual Fund and ETF Holdings

Information on these securities is provided by Morningstar on a periodic basis. Schwab believes that this information is reliable but does not guarantee its accuracy, timeliness or completeness.

Mutual fund and ETF holdings are excluded from maturity schedule, average duration, average credit rating, and average underlying credit rating, and average yield metrics. For some funds, average coupon and average maturity may be unavailable.

For the "Investment Types" breakdown, mutual fund and ETF holdings are proportionally distributed into the fixed income types identified based on Morningstar data. Schwab uses 100% of your mutual fund and ETF position values when calculating portfolio level averages and percentages for individual charting elements. Fund percentages in these categories are provided by Morningstar and according to Morningstar methodology. Average coupon for mutual funds considers the long only exposure in the fund. Investment Type breakdown and Funding Type percentages are reported by Morningstar after rescaling only the long exposure to 100%. Average maturity and all credit percentages are reported using the net exposure of the fund. Because of this methodology, your actual exposure may differ from that shown. Where any of the above holding data is not provided to Schwab via a third party, the report will reflect that mutual fund or ETF data is missing. This (*) indicates that the noted data point does not reflect part of your portfolio.

Corporate Bond Sectors

Schwab uses a third-party vendor to classify corporate bond issuers into sectors and groups them by five categories: Financial, Industrial, Utilities, Supranational, and Other.

Cash Investment Information

This category refers to sweep and non-sweep money market funds. All income estimates are based on the most recently published yields or interest rates. Cash investments, such as money market fund holdings are not included in the average coupon or average maturity calculations for the portfolio.

Pricing

The price displayed for individual fixed income investments held in Schwab or outside accounts is based on a matrix-pricing model that estimates the price from alternative information in addition to recent trade data. The price displayed for mutual funds and ETFs is the prior day's closing price.

The price shown may differ from actual market transactions and should be used for approximate account valuation purposes only. Contact your Schwab representative for additional price information about a particular holding.

Investments shown as "proposed" are priced using current offering prices on the date and time at which this report was generated and should be considered subject to change and availability.

In the bond market there is no centralized exchange or quotation service for most fixed income securities. Prices in the secondary market generally reflect activity by market participants or dealers linked to various trading systems. Bonds available through Schwab may be available through other dealers at superior or inferior prices compared to those available at Schwab. The securities listed herein are subject to availability. All prices are subject to change without prior notice.

Bond Insurance

Municipal bond insurance is displayed for informational purposes only and should not be construed as a guarantee against loss or default. Schwab recommends evaluating the creditworthiness of any bond insurance company before making a decision to buy or sell a bond. Information on insurance on municipal bonds held in mutual funds and ETFs is not included.

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Disclosures

Report prepared on January 17, 2018

Additional Information about Assets in Portfolio:

Bonds in default are considered to have no periodic cash flows and as a result will show no value for estimated income, coupon payments, maturity payments, duration, yield to maturity, yield to call, yield to worst, tax equivalent yield, or accrued interest. For purposes of calculating portfolio averages, a zero value will be used for coupon and yield, and bonds in default they are excluded from average maturity and duration.

MBS are considered "bonds" when referencing the investment types included in the overall portfolio and individual charting elements.

Proposed Transaction Summary

The Proposed Transaction Summary reflects hypothetical Sell and Buy transactions that Schwab estimates would occur if the current portfolio shown in the report were to be exchanged for the proposed portfolio. The transactions shown are not actual transactions or orders to buy or sell any positions in your account. They do not represent instructions to place or execute such orders, nor do they represent recommendations or solicitations to buy or sell any securities (unless explicitly stated by your Schwab representative).

Prices for "sell" transactions are the matrix price (see Glossary definition for "matrix price") and may or may not reflect actual prices at which you can sell the security. "Buy" transactions generally reflect current prices (see Glossary definition for "price").

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Packet Pg. 44

Attachment: De Pere Portfolio Options Example 01-17-18 (6664 : Introduction to Charles Schwab:



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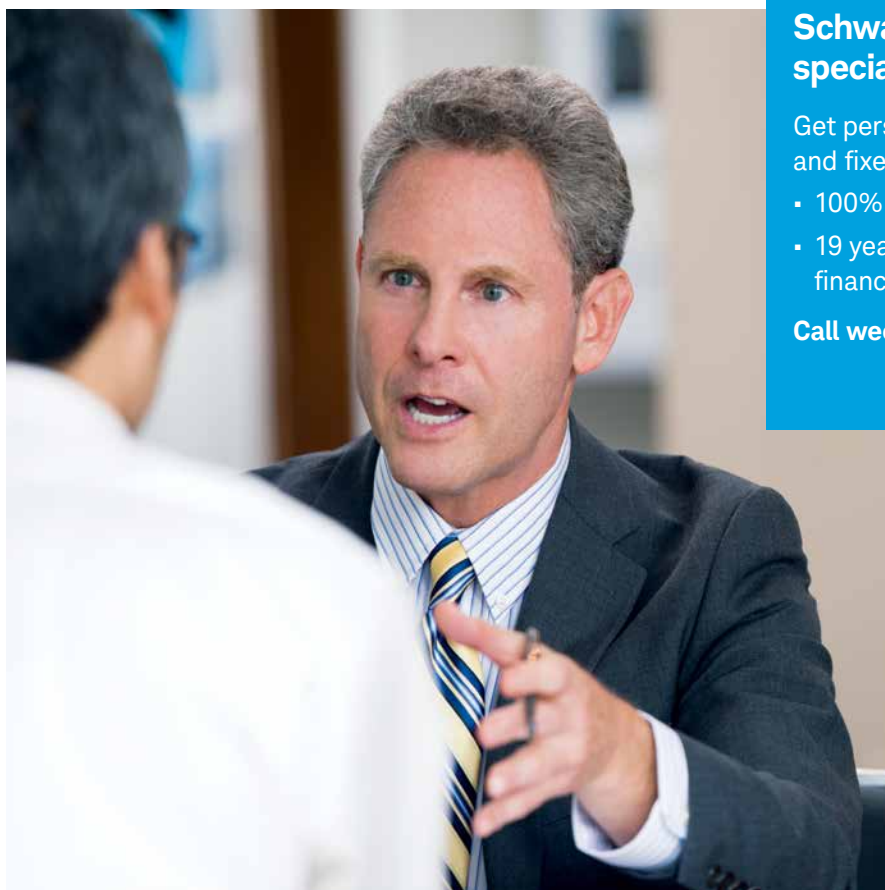
Market commentary online. To help you position your portfolio to accommodate changing market conditions, Schwab publishes timely and actionable fixed income market commentary.

Research. Access online research reports from Ned Davis and Credit Suisse, as well as rating reports from Moody's and DPC Data on many fixed income securities.

Fixed income education online. Review essential basics such as how to generate retirement income, diversify your portfolio, and determine what types of investments may suit your investment goals at www.schwab.com/understandingbonds.

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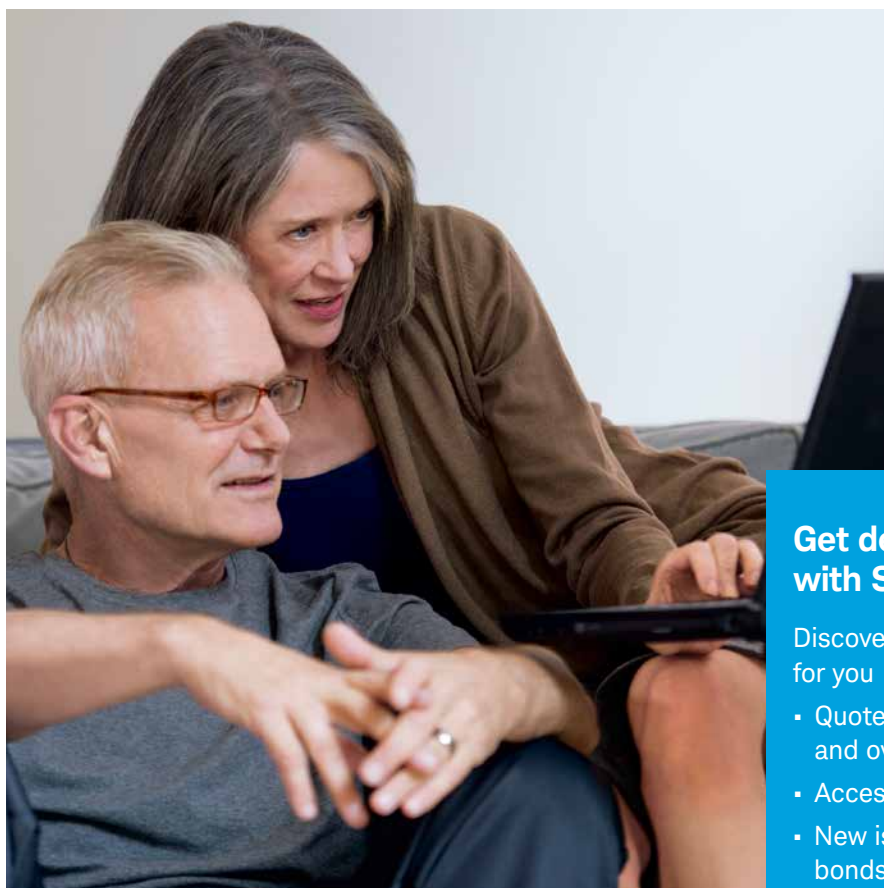
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Price.

It can pay to compare prices.

Straightforward pricing.

Pricing affects bond yields

Hypothetical bond: 4% interest, 10-year maturity		
Dealer	Price	Yield to maturity
A	\$100.00	4.00%
B	\$100.50	3.94%
C	\$101.25	3.85%

Sources: Schwab Center for Financial Research and Bloomberg. Assumes semi-annual coupon payments. For illustrative purposes only.

Because the yield you earn on fixed income products is impacted by what you pay for them, shopping around for the lowest price and transaction costs can help you increase your return on a fixed income product without adding risk.

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What are your fixed income goals?

Whether you're looking to diversify your portfolio or you're ready to start drawing income from your savings, here are just some of the ways we can help you find investments that meet your goals.



Generate Income

If you're looking for ways to generate income, ask us about:

- Our experts' list of income-generating mutual funds
- Helping you build a bond ladder for income
- Income-focused portfolios that are managed for you



Diversify

If you're adding bonds to your portfolio to help smooth out volatility, ask us about:

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Preserve Capital

If capital preservation is important to you, ask us about:

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- U.S. Treasuries



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If minimizing taxable income is important, ask us about:

- After-tax returns on tax-exempt securities
- Choosing tax-exempt municipal bonds
- Managed portfolios of tax-exempt municipal bonds

Note: Interest income from Municipal bonds is generally exempt from federal taxes (except for the Alternative Minimum Tax), and depending on the bond, may also be state tax-exempt if you reside in the state where it is issued. Treasury bonds are also exempt from state taxes but not from federal taxes. Capital appreciation from bond funds and discounted bonds may be subject to state or local taxes. Capital gains are not exempt from federal income tax.



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¹ As of January 2014.

² Availability on Schwab BondSource® as of December 2013.

³ Conditions apply: Trades in ETFs available through Schwab ETF OneSource™ (including Schwab ETFs™) are available without commissions when placed online in a Schwab account. Service charges apply for trade orders placed through a broker (\$25) or by automated phone (\$5). An exchange processing fee applies to sell transactions. Certain types of Schwab ETF OneSource transactions are not eligible for the commission waiver, such as short sells and buys to cover (not including Schwab ETFs). Schwab reserves the right to change the ETFs we make available without commissions. All ETFs are subject to management fees and expenses. Please see pricing guide for additional information. Charles Schwab & Co., Inc. receives remuneration from third-party ETF companies participating in Schwab ETF OneSource for record keeping, shareholder services, including program development and maintenance.

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Fixed income securities are subject to increased loss of principal during periods of rising interest rates. Investment value will fluctuate, and bonds, when sold, may be worth more or less than their original cost. Fixed income securities are subject to various other risks, including changes in interest rates and credit quality, market valuations, liquidity, prepayments, early redemption, corporate events, tax ramifications, and other factors.

Income may be subject to the alternative minimum tax (AMT), and capital appreciation from discounted bonds may be subject to state or local taxes. Capital gains are not exempt from federal income tax. Individual municipal bonds may not be tax-advantaged, depending on the bond issuer and your state of residence. Bonds issued in U.S. states and territories are exempt from federal taxes, as well as state taxes for the residents of the state of issue.

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Diversification does not eliminate the risk of investment losses.

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Exchange-Traded Funds:

Investment returns will fluctuate and are subject to market volatility such that an investor's shares, when redeemed or sold, may be worth more or less than their original cost. Unlike mutual funds, shares of ETFs are not individually redeemable directly with the ETF. Shares are bought and sold at market price, which may be higher or lower than the net asset value (NAV).

Schwab ETFs are distributed by SEI Investments Distribution Co. (SIDCO). SIDCO is not affiliated with The Charles Schwab Corporation or any of its affiliates.

Mutual Funds:

Investment returns will fluctuate and are subject to market volatility such that an investor's shares, when redeemed or sold, may be worth more or less than their original cost.

Charles Schwab & Co., Inc., member SIPC, receives remuneration from fund companies participating in the Mutual Fund OneSource® service for recordkeeping and shareholder services and other administrative services. Schwab also may receive remuneration from transaction fee fund companies for certain administrative services.

Trades in no-load mutual funds available through the Mutual Fund OneSource service (including Schwab Funds®), as well as certain other funds, are available without transaction fees when placed through Schwab.com or our automated phone channels. For each of these trade orders placed through a broker, a \$25 service charge applies. Schwab reserves the right to change the funds we make available without transaction fees and to reinstate fees on any funds. Funds are also subject to management fees and expenses.

Schwab's short-term redemption fee of \$49.95 will be charged on redemption of funds purchased through Schwab's Mutual Fund OneSource service (and certain other funds with no transaction fee) and held for 90 days or less. Schwab reserves the right to exempt certain funds from this fee, including Schwab Funds, which may charge a separate redemption fee, and funds that accommodate short-term trading. Funds are also subject to management fees and expenses.

Brokerage Products: Not FDIC-Insured ■ No Bank Guarantee ■ May Lose Value

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: City Clerk-Treasurer

FROM: Shana Ledvina

SUBJECT: Consideration of the transfer of the City's investment account from Dana Investment Advisors to Charles Schwab* (amendment)

City of De Pere, Wisconsin



Request For Finance/Personnel Committee Action

MEETING DATE: February 13, 2018

DEPARTMENT: Fire Department

FROM: Lea Taylor

SUBJECT: Consider Fire Department's request to apply for 2018 AFG Grant.*

ATTACHMENTS:

- 2018 AFG GRANT REQUEST (PDF)

Memo



To: Honorable Mayor Michael Walsh
Members of the Common Council

From: Alan Matzke, Fire Chief

Date: February 7, 2018 *ASM*

Re: Request to Apply for 2018 AFG Grant

The Fire & Rescue Department would like to respectfully retroactively request permission to apply for the Assistance to Firefighters Grant Program (AFG) through FEMA for the City of De Pere for 2018. Approximately \$340,000,000 has been set aside to fund this program for 2018.

The cities that are awarded grants must demonstrate a need for any requested equipment and articulate the benefit to the community and the staff providing the service. The grant awards are a matched percentage that is based on the population that is served by an agency. De Pere qualifies for 90% funding and the total cost is \$87,216.00 resulting in an \$8,721.60 financial burden to the city.

This request is to purchase two Stryker Patient Lift Systems, as well as one Stryker Power Cot. De Pere Fire Rescue set out with a goal of equipping all three ambulances with a combination of a Stryker Power Cot, along with a Stryker Patient Lift Systems. In 2014, the organization purchased one Stryker Power Cot and received donation funding to purchase a second cot. The power cots dramatically reduced the amount of patient lifting that occurs in the daily execution of our service.

The 2017 ambulance was purchased with a Stryker Power Lift System and this system in conjunction with a Stryker Power Cot, again reduces the amount of times our staff have to dead lift a patient up to three times per call. Each time our staff has to dead lift a patient, they are putting themselves and the patient at significant risk for injury.

The goal of outfitting our entire fleet with this much needed equipment is approximately one half complete since 2014 and if successful, with this request, would complete our goal. This initiative is to reduce staff fatigue and lifting related injuries, sprains and strains. Our department is experiencing an

Attachment: 2018 AFG GRANT REQUEST (6653 : Consider Fire Department's request to apply for 2018 AFG Grant.*)

aging workforce and the average weight of the patients we serve is continually increasing, along with our call volume. Our department's three year average cost per claim for a firefighter injury is \$9,198.

De Pere Fire Rescue is continually striving to answer the demands for increased service and temper the financial impact to our community. We are experiencing an aging workforce and must maintain and expand the response capabilities while preserving our human resources. This is why I would request that the Common Council consider accessing the AFG Grant to fund the purchase of this equipment.

Thank you for your consideration of this request. I would be happy to discuss the benefits of pursuing this grant with you.

Attachment: 2018 AFG GRANT REQUEST (6653 : Consider Fire Department's request to apply for 2018 AFG Grant.*)

City of De Pere, Wisconsin



Request For Finance/Personnel Committee Action

MEETING DATE: February 13, 2018
DEPARTMENT: Fire Department
FROM: Lea Taylor
SUBJECT: Consider Fire Department's Operational Change.*

ATTACHMENTS:

- FD OPERATIONAL CHANGE (PDF)

Memo



To: Finance/Personnel Committee
From: Alan Matzke, Fire Chief
Date: February 7, 2018
Re: Fire Department Operational Change

I would like to respectfully request your support as I propose an organizational change that I believe will more effectively and efficiently provide emergency services in and around our community, as well as resourcefully address the growing demands for services in the near future.

De Pere Fire Rescue is a combination department made up of two shifts of nine and one of eight with a Chief and Assistant Chief that are all full time employees. We also have ten "Paid on Call" employees on staff with approval for twenty. Our "Paid on Call" model is rooted in the volunteer firefighter model that has seen very little change in the last eighty years. The idea is to employ some full time staff that can engage in emergency preparedness, prevention, education and yet quickly respond with equipment. Historically our Paid on Call firefighters have carried a pager and have responded directly to the scene to provide cost effective labor at the time of crisis.

This model has served the City of De Pere in a cost effective manner for a very long time. However, the model has grown outdated and has become less effective and efficient as our demand for services have shifted to more medical in nature. This year we are on pace to answer 2,470 emergency calls for help with 2,050 or 83% of the calls being medical in nature.

In the past, the paid on call firefighters were vital to the organization to muster any kind of affective firefighting force. Today our department is in its third year of participation in automatic aid with our neighboring departments and the participation brings great benefits to the City of De Pere and its residents. The auto aid program has consistently provided the recommended best practice of four fire engines and one ladder truck with 17 firefighters to each report of a working structure fire in De Pere 88% of the time.

To contrast the auto aid program with the paid on call model, De Pere Fire Rescue has an average response number of three paid on call firefighters for a working structure fire with response times that are

Attachment: FD OPERATIONAL CHANGE (6654 : Consider Fire Department's Operational Change.*)

often longer than that of our auto aid partners. Resulting from the delayed response time, the paid on call rarely get the opportunity to participate in active firefighting and likely are utilized for clean-up and equipment reset leading to low job satisfaction. The auto aid program has provided a more cost effective and efficient alternative to our paid on call firefighter model and addresses the City's firefighting needs.

I believe the continual increasing demand for medical services present the greatest need for some cost effective alternatives to manage the growth. Chief Roemer attempted to improve this model during his tenure when he implemented the "Duty Crew" program. The duty crew is called when De Pere Fire Rescue is depleted of human resources. This happens most often when the on duty staff is engaged in multiple medical calls at the same time. The call goes out to all full time and paid on call staff and they are asked to report to the station and be prepared to respond to any type of additional call for help that may occur.

The goal of the duty crew is to muster at least three staff members that could function as an ambulance crew in the event of a medical call or an engine crew in the event of a fire. In 2016, De Pere Fire Rescue called for a "Duty Crew" 355 times and achieved this goal only 207 times or 58%. Utilizing this duty crew model, we wait until we have exhausted our resources and then often times we bring in the least trained and experienced part-time staff and potentially dispatch them in to a high risk/low frequency event with little or no supervision and expect a positive outcome.

I propose to overhaul the paid on call and duty crew program utilizing a paid on premise model. The paid on premise model would assign a part-time employee to the station during the times of highest call volume and augment the full-time staff. I believe this will provide an opportunity for our organization to have additional human resources at our disposal and available for rapid deployment at the time of need.

Many other benefits of efficiency are possible with this proposed overhaul.

I conducted one-on-one interviews with all of the staff in December of 2016 and the feedback provided from the paid on call staff is that they feel disconnected from the full-time staff and they enjoy opportunities to work more closely with the full-time staff. The paid on call staff went on to describe their desire to help in any capacity possible. This model will bring the paid on premise staff into the daily operation of the organization facilitating the use of part time employees for the non-emergent tasks; such as fire inspections, public education, vehicle and equipment maintenance and preparedness.

Under this model the city would have options in the future to address changes or increases in emergency services demand and could choose to expand the paid on premise staff to meet demands with a short term cost effective solution. By supplementing the full time staff and spreading the capitol knowledge of a full-time employee with the enthusiasm and limited experience of a part time employee, the city and its residents have a greater potential to maintain the professional high level of care that the community and its residents have come to expect.

I propose to get the part-time staff level to the twenty positions that have been previously approved. I would ask the part time staff to fill one position on Monday through Friday from 7:00a.m. to 4:30 p.m. for a total of 2,470 hours per year. This would require each part time employee to work at least one shift per month. The current wage rate for our POC firefighters is \$15.00 per hour and they also receive a \$50 monthly stipend to carry a pager. To incentive a POC to add obtain additional Fire/EMS related certifications, I am proposing adding an additional .25 per hour for most certifications that an employee would obtain and a \$1.00 per hour if they become certified as a paramedic. If an employee would obtain all additional certifications, they would be making \$17.75 per hour. The Fire department budget supports the wage change and the paid on premise model.

Thank you for the opportunity to present this proposal and I hope you receive it with the spirit with which it is intended. De Pere Fire Rescue is committed to providing a superior level of emergency service that continually improves the quality of life, health and safety of the community we serve. I believe this is the most cost effective path forward for De Pere Fire Rescue to continue our mission. We exist to serve our community.

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Human Resources

FROM: Shannon Metzler

SUBJECT: Recommended Changes to Administrative Time for Clerk/Treasurer
and Maintenance Supervisor

ATTACHMENTS:

- 2018 Administrative time policy to finance (DOCX)
- 2018 Admin Time Hours (DOCX)

MEMO

CITY OF DE PERE

To: Members of Finance/Personnel Committee
From: Shannon Metzler, Human Resources Director
Date: February 13, 2018
Re: Recommended Changes to Administrative Time for Clerk/Treasurer and Maintenance Supervisor

The administrative time policy (previously called compensatory time) was adopted in 1990. It applies to management exempt (salaried) employees, whose attendance is required at meetings of the City Council, committee meetings, etc., and/or who work hours in excess of a 40-hour workweek as required by their job responsibilities. It provides a set number of hours be granted to a position based upon the duties of the position. The hours are reviewed annually to determine if the amount of hours allocated for each position are appropriate. The maximum number of hours granted to a position is 40 hours per year. There is no carryover nor is unused time paid out.

The City Clerk/Treasurer currently receives 40 hours of administrative time per year. Effective January 1st, this position is now an 80% position. Typically a position that is less than full-time would not receive administrative time. This position will remain exempt and the incumbent will still be required to attend evening meetings; however, the position will be treated as hourly and the employee will flex most additional hours with the exception of hours during the elections. Therefore, we are recommending 24 hours of administrative time per year.

The Maintenance Supervisor is a new position that was part of the Department of Public Works reorganization. Due to the responsibilities of this position, we are recommending 40 hours of administrative time for this position.

If you have any questions in advance of the meeting, please feel free to contact me at 339-4045.

Thank you.

Attachment

Administrative Time Policy
January 1, 2018

<u>Position</u>	<u>Administrative Time Per Calendar Year</u>
Assistant City Engineer	40 Hours
Assistant Fire Chief.....	40 Hours
City Administrator	40 Hours
City Attorney	40 Hours
City Engineer	40 Hours
Park Superintendent/City Forester	40 Hours
Clerk-Treasurer	24 Hours
Recreation Superintendent	40 Hours
Director of Parks, Recreation and Forestry.....	40 Hours
Director of Development Services.....	40 Hours
Director of Public Works	40 Hours
Finance Director.....	40 Hours
Fire Chief	40 Hours
Health Officer/Director	40 Hours
Human Resources Director	40 Hours
Information Technology Administrator.....	40 Hours
Recreation Supervisor	40 Hours
Planner II.....	40 Hours
Police Captain	40 Hours
Police Chief	40 Hours
Police Business Manager	24 Hours
Public Health Sanitarian	24 Hours
Street Superintendent.....	40 Hours
Water Department Supervisor	40 Hours
Maintenance Supervisor	40 Hours

Attachment: 2018 Admin Time Hours (6597 : Recommended Changes to Administrative Time for Clerk/Treasurer and Maintenance Supervisor)

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018
DEPARTMENT: City Attorney
FROM: Judith Schmidt-Lehman
SUBJECT: Consider Closed Captioning for Channel 4 Programming*

ATTACHMENTS:

- Memorandum-ClosedCaptioning_02-09-2018 (PDF)

MEMORANDUM

City of De Pere

TO: Mayor Michael J. Walsh
Common Council Members

FROM: Kevin Clark, Video Production and Marketing Coordinator

DATE: February 8, 2018

SUBJECT: Captioning for Video Content

Staff has been made aware that video content produced by the City is not in compliance with Title II of the Americans with Disabilities Act (ADA) as it doesn't provide equal access to the information for persons who are deaf and/or hard of hearing. Staff is looking at captioning services as a solution with estimated costs ranging from \$7,000 to \$17,000 for 2018.

Details for ADA compliance:

- <https://www.ada.gov/pcatoolkit/chap3toolkit.htm> states:
 - “Under Title II of the ADA, all state and local governments are required to take steps to ensure that their communications with people with disabilities are as effective as communications with others. This requirement is referred to as “effective communication” and it is required except where a state or local government can show that providing effective communication would fundamentally alter the nature of the service or program in question or would result in an undue financial and administrative burden.”
 - What does it mean for communication to be “effective”? Simply put, “effective communication” means that whatever is written or spoken must be as clear and understandable to people with disabilities as it is for people who do not have disabilities. This is important because some people have disabilities that affect how they communicate.
- Options to become compliant:
 - Closed captions (captions can be turned on or off)
 - Open captions (captions always displayed)
 - A sign language interpreter shown in a picture-in-picture format.
- Captioning must be a minimum of 99% accurate to be compliant
- Voice-to-text services such as YouTube's automatic captioning is not sufficient
- Captions should include non-speaking audible indicators such as [Gavel Slams], [Laughter], and speaker identification

Additional Information

- Public meeting videos represent the majority of new video content that would need to be captioned. Historically:
 - 2015 & 2016 had roughly 75 hours of meeting video coverage
 - 2017 had roughly 85 hours of meeting video coverage
- Additionally all other video content produced by the City would need to be captioned.
- To continue live broadcasts and live streaming the City would need to purchase additional hardware and the services of a transcriptionist at each meeting. Further consideration would be required to maintain live broadcast/streaming services.
- In 2017 there were 407 views of live streamed meetings
- In 2017 there were 1,550 views of on-demand meetings online
- There is no data available for TV channel views
- 2017 Average meeting length: 58 Minutes
- 2016 average meeting length: 53 minutes
- Staff is working on the technical details of solutions. More information on possible solutions will be provided prior to the Finance and Personnel meeting.

City of De Pere, Wisconsin

**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Public Works

FROM: Tom Blohowiak

SUBJECT: Consider Bid Proposals for Cleaning Contracts for City Hall, the Police Department, and the Community Center.*

The City of De Pere requested quotes for a new cleaning contract for City Hall, the Police Department and the Community Center. The requested quote was for a 3 year contract with an optional 2 year extension. The following three quotes were received for consideration. The references for the lowest bidder were checked and the Police Department completed background checks on the prospective employees. Attached is also a copy of the schedule of pricing per month for all three bidders.

VENDER 2018	Community Center	City Hall	Police Department	Total
Fox City Janitorial	\$950.00	\$950.00	\$850.00	\$2750.00
Cleaning Solution Services	\$1348.21	\$1657.49	\$1354.06	\$4360.76
Pro One Janitorial	\$1515.00	\$3,335.00	\$1595.00	\$6445.00

VENDER 2019	Community Center	City Hall	Police Department	Total
Fox City Janitorial	\$978.50	\$978.50	\$875.50	\$2832.50
Cleaning Solution Services	\$1376.20	\$1690.63	\$1381.14	\$4447.97
Pro One Janitorial	\$1515.00	\$3,335.00	\$1595.00	\$6445.00

VENDER 2020	Community Center	City Hall	Police Department	Total
Fox City Janitorial	\$1007.86	\$1007.86	\$901.77	\$2917.49
Cleaning Solution Services	\$1403.72	\$1724.44	\$1408.76	\$4536.92
Pro One Janitorial	\$1515.00	\$3,335.00	\$1595.00	\$6445.00

Attached

1. Schedule of prices for Fox City Janitorial
2. Schedule of prices for Cleaning Solution Services (current contractor for PD/City Hall)
3. Schedule of prices for Pro 1 One Janitorial (current Contractor for MSC)

Staff is recommending the Contract be given to Fox City Janitorial for all 3 buildings at a cost of \$2750.00 per month for a total of \$ 33,000.00 for the year.

ATTACHMENTS:

- Cleaning Solution Services Proposal (PDF)
- Fox City Janitorial Cleaning Proposal (PDF)
- Pro-One Janitorial Cleaning Proposal (PDF)

Request for Quotes
City of De Pere cleaning services

SCHEDULE OF PRICES: Cleaning Solution Services

2018

Building	Price
Community Center	1349.21
City Hall	1657.44
Police Department	1354.06
Total	4360.76

2019

Building	Price
Community Center	1376.20
City Hall	1690.63
Police Department	1381.14
Total	4447.97

2020

Building	Price
Community Center	1403.72
City Hall	1724.44
Police Department	1408.76
Total	4536.92

Please provide a separate sheet of fees for items identified as "upon request". These items shall be separate of the approved contract.

If agreed upon by both parties, the City intends to extend the agreement up to an additional two years. Please complete the below information identifying the applicable increase from the 2016 fees.

2021 2 % increase from 2016 fees
 2022 2 % increase from 2017 fees

--The City reserves the right to award a contract based on parts or all of the proposed bid.--

Request for Quotes
City of De Pere cleaning services

SCHEDULE OF PRICES:

Fox City Janitorial

2018

Building	Price
Community Center	\$950
City Hall	\$950
Police Department	\$850
Total	\$2750

2019

Building	Price
Community Center	\$978.50
City Hall	\$978.50
Police Department	\$875.50
Total	\$2832.50

2020

Building	Price
Community Center	\$1007.86
City Hall	\$1007.86
Police Department	\$901.77
Total	\$2917.49

Please provide a separate sheet of fees for items identified as "upon request". These items shall be separate of the approved contract.

If agreed upon by both parties, the City intends to extend the agreement up to an additional two years. Please complete the below information identifying the applicable increase from the 2016 fees.

2021	<u>3</u>	% increase from 2016 fees
2022	<u>3</u>	% increase from 2017 fees

--The City reserves the right to award a contract based on parts or all of the proposed bid.--

**Request for Quotes
City of De Pere cleaning services**

SCHEDULE OF PRICES:

Pro 1 One Janitorial

2018

Building	Price
Community Center	\$1,515.00
City Hall	\$3,335.00
Police Department	\$1,595.00
Total	\$6,445.00

2019

Building	Price
Community Center	\$1,515.00
City Hall	\$3,335.00
Police Department	\$1,595.00
Total	\$6,445.00

2020

Building	Price
Community Center	\$1,515.00
City Hall	\$3,335.00
Police Department	\$1,595.00
Total	\$6,445.00

Please provide a separate sheet of fees for items identified as "upon request". These items shall be separate of the approved contract.

If agreed upon by both parties, the City intends to extend the agreement up to an additional two years. Please complete the below information identifying the applicable increase from the 2016 fees.

2021 4 % increase from 2016 fees
 2022 4 % increase from 2017 fees

--The City reserves the right to award a contract based on parts or all of the proposed bid.--

Attachment: Pro-One Janitorial Cleaning Proposal (6644 : Consider Bid Proposals for Cleaning Contracts*)

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: City Clerk-Treasurer

FROM: Shana Ledvina

SUBJECT: Request to receive direct distribution of property tax credits from the State of Wisconsin.*

In 2014, the Common Council passed Resolution 14-09, which authorized the City Clerk-Treasurer to request that the DOR directly distribute tax credits to the City of De Pere. Wisconsin Act 29 changed the requirements and an ordinance approved by the Common Council is needed to continue requesting these tax credits to come directly to the City instead of going to Brown County for distribution. The previously approved resolution is attached for your review. If you have any questions please contact Shana Ledvina at 339-4072 ext. 1355 or Joe Zegers at 339-4041.

ATTACHMENTS:

- Res. 14-09 (PDF)

RESOLUTION #14-09

AUTHORIZING ANNUAL NOTIFICATION TO WISCONSIN DEPARTMENT
OF ADMINISTRATION REQUESTING DIRECT DISTRIBUTION OF
LOTTERY TAX CREDIT, SCHOOL TAX CREDIT AND ANY OTHER
TAX CREDITS TO THE CITY OF DE PERE

WHEREAS, in 2008, state law modified the distribution of lottery tax and school tax credits by first distributing the credits to Counties, which in turn, distributed the credits to cities and other municipalities within that county; and

WHEREAS, under that 2008 state law, if a municipality receives \$3,000,000 (three-million) or more annually in such tax credit payments, the municipality may notify the Department of Administration to directly distribute those tax credits to the municipality if approved by a majority of the Common Council; and

WHEREAS, since 2008, the Council has yearly authorized the Clerk-Treasurer to so notify the Department of Administration on a yearly basis; and

WHEREAS, the Council believes it to be more effective and efficient to authorize the Clerk-Treasurer, on a yearly basis, so notify the Department of Administration to disburse such tax credits directly to the City in each year the City reaches the monetary credit payment threshold as set out in Wis. Stats. §79.10(7m) (cm) 1.a.

NOW THEREFORE BE IT HEREBY RESOLVED THAT:

The City Clerk-Treasurer is authorized and directed to, on a yearly basis; notify the State Department of Administration to disburse lottery tax credits, school tax credits and other such credits, directly to the City in each year the City reaches the monetary credit payment threshold as set out in Wis. Stats. §79.10(7m) (cm) 1.a.

BE IT FURTHER RESOLVED THAT:

All City officials, officers, and employees are authorized and directed to take such steps as are lawful and necessary in furtherance thereof.

Resolution #14-09
Page 2 of 2

Adopted by the Common Council of the City of De Pere, Wisconsin, this 18th day of
February, 2014.

APPROVED:


Michael J. Walsh, Mayor

ATTEST:


Shana L. Defnet, Clerk-Treasurer

Ayes: 8

Nays: 0

Attachment: Res. 14-09 (6615 : Request to receive direct distribution of property tax credits from the State of Wisconsin.)

City of De Pere, Wisconsin

**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Planning

FROM: Kimberly Flom

SUBJECT: Request for City-Funded Residential Infrastructure for Pine Ridge Subdivision. Submitted by Keith Garot. *

ATTACHMENTS:

- Pine Ridge FP Memo 2-2018 (DOCX)
- Residential Infrastructure Policy (PDF)
- Pine Ridge Concept Plan (PDF)
- Pine Ridge Developer Request (PDF)
- Pine Ridge Bank Letter (PDF)
- Pine Ridge Market Letter (PDF)

City of De Pere MEMORANDUM



To: Finance & Personnel Committee
 From: Kimberly Flom, Economic Development & Planning Director
 Date: February 13, 2018

RE: **Pine Ridge Subdivision Request for City Funded Infrastructure, submitted by Keith Garot.**

Background/Summary

In 2010, the City Council adopted the attached residential infrastructure development policy. De Pere was one of the first communities in the region to offer this program, which was catalytic in spurring residential growth during the economic downturn. Since then, most neighboring communities have adopted similar policies and many new subdivisions in Brown County utilize a similar method for financing public improvements.

The City Council annexed the property proposed as Pine Ridge Subdivision earlier this year. The attached draft plat shows a mix of single-family homes and a multi-family parcel. The Plat is anticipated to be reviewed at the February or March 2018 Plan Commission meeting.

In order for this project to continue to move forward, the developer has requested a cursory review of the city funded infrastructure request. Approval of city-funded infrastructure is a term of sale that must be completed before the developer can close on the property.

Request Review

The attached policy includes a number of Developer Requirements.

Property Ownership: The Developer currently has the property under contract. Securing city-funded infrastructure is a required term of sale before the developer can close on the property.

Project Plat: The City Council annexed the property proposed as Pine Ridge Subdivision earlier this year. The attached draft plat shows a mix of single-family homes and a multi-family parcel. The Plat is anticipated to be reviewed at the February or March Plan Commission meeting.

Request for Infrastructure: The Developer has requested the installation of public improvements per the attached letter dated June 2017. While the letter specifically calls out engineering, surveying, wetland delineation and utility installation for the public improvements, the City will not be providing anything above and beyond what is typical for this policy, and what is typical for other residential subdivisions.

Required Documentation:

Letter from primary bank declining to fund (attached). The lender noted via a phone call that they typically fund the land acquisition or the infrastructure but not both.

Market analysis (attached)

Type of residential structures attached (single family home and multi-family per attached plat)

Attachment: Pine Ridge FP Memo 2-2018 (6646 : Pine Ridge Subdivision - Residential Infrastructure Policy Request *)

Cost Estimates, Assessments & Payments: The City Engineering Division has prepared preliminary estimates for the project and is currently scheduling the work for 2018. Work for this project was also included with, and approved as part of the 2018 City Budget. More definitive cost estimates will be calculated for inclusion on the final agreement. The developer has not requested any modifications to these requirements.

Accepted Offers to Purchase: The Developer has requested a waiver to the requirement that ‘at least one-third of all platted lots shall be subject to accepted offers to purchase.’ Unlike the market in 2010, lot sales over the past few years have been very strong and De Pere especially has experienced a significant demand for lots amidst a short supply.

The developer is seeking a preliminary recommendation from the Finance and Personnel Committee at the February meeting, but the actual agreement will not be forwarded to Council until the infrastructure estimate is refined and the plat is approved. The attached policy also includes a number of criteria relevant to the review of this request.

Because the policy is now almost 8 years old, staff will be reviewing the requirements and criteria in order to ensure that it is still relevant based on current market conditions. If policy revisions are appropriate, they will be brought forward for discussion at a future meeting.

If you have any questions on this item, don’t hesitate to reach out to me.

RESOLUTION #10-131

APPROVING AND ADOPTING RESIDENTIAL
INFRASTRUCTURE DEVELOPMENT POLICY

WHEREAS, pursuant to §13-7 De Pere Municipal Code, the Common Council has the discretion to authorize construction of public improvements paid for by special assessment when the property owner does not file a letter of credit for payment of such improvements and the Common Council determines it to be in the public interest to construct such improvements; and

WHEREAS, certain economic conditions have created an unwillingness in lending institutions to advance letters of credit for private development in Northeast Wisconsin and nationwide, rendering Developers often times unable to obtain appropriate financing to enable it to file a letter of credit for the aforementioned public improvements; and

WHEREAS, the Finance/Personnel Committee has reviewed the attached Residential Infrastructure Development Policy (incorporated as Exhibit 1), which sets forth standards by which the City may determine to fund residential infrastructure development, and recommends approval and adoption of the same thereof.

NOW, THEREFORE, BE IT HEREBY RESOLVED THAT:

The Common Council hereby approves and adopts the attached Residential Infrastructure Development Policy (Exhibit 1).

BE IT FURTHER RESOLVED THAT:

All City officials, officers and employees are further authorized and directed to take such steps as are lawful and necessary in furtherance thereof.

Resolution #10-131
Page 2 of 2

Adopted by the Common Council of the City of De Pere, Wisconsin, this 21st day
of December, 2010.

APPROVED:

Michael J. Walsh, Mayor

ATTEST:

Charlene M. Peterson, Clerk-Treasurer

Ayes: _____

Nays: _____

Attachment: Residential Infrastructure Policy (6646 : Pine Ridge Subdivision - Residential Infrastructure Policy Request *)

CITY OF DE PERE

335 South Broadway
De Pere, WI 54115
Fax No.: 920/339-4049
Web: <http://www.de-pere.org>



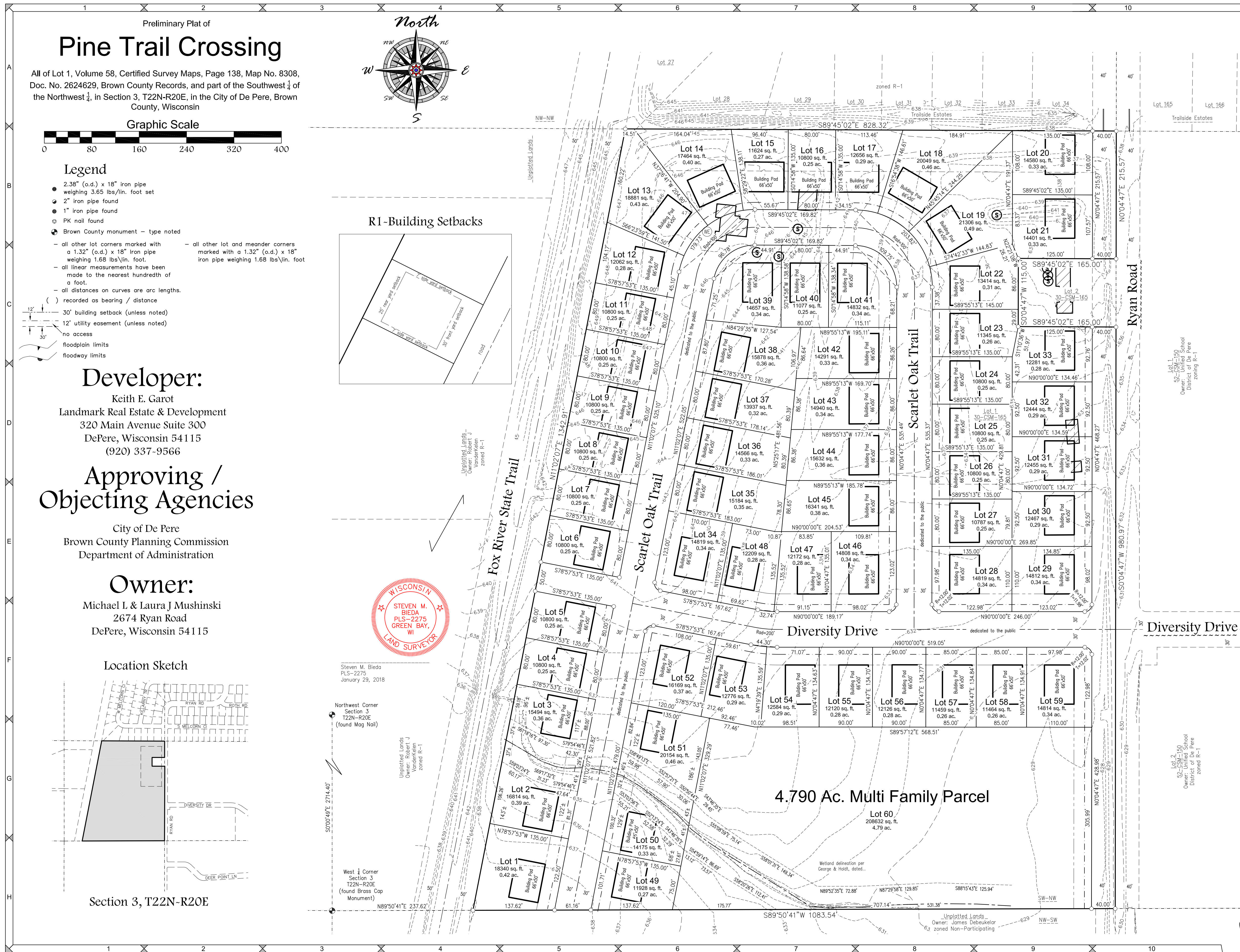
- Policy Name:** City Residential Infrastructure Development Policy
- Purpose:** The purpose of the policy is to outline standards to guide requests for City funded residential infrastructure development. This policy shall be reviewed on an annual and as needed basis.
- Application:** The City's Finance/Personnel Committee will review requests for City funded infrastructure costs associated with residential development. Infrastructure costs include sewer, water, storm water, and public road construction. Please note that the road construction includes both the initial and final installation of asphalt.
- Economic Requirements:** The policy is intended to provide an adequate supply of housing stock. The housing or availability of housing stock must also be balanced to ensure that the lots can be sold within the three-year period. Therefore, the City will not entertain requests to fund infrastructures if a surplus of lots are on the market within the geographic area and target market.
- Developer Requirements:** The following criteria will be used to evaluate if the City will consider approval of the project:
1. The Developer must own the proposed property to be subdivided and sold for residential purposes.
 2. The Developer must have recorded a plat dividing the properties into the residential lots, including taking all steps necessary to obtain City Plan Commission approval. A copy of the recorded plat must be provided to the City Planning Department.
 3. The Developer must, on its own and on behalf of any and all successors and assigns, request the installation of the public improvements.
 4. The Developer must provide the City the following documentation:
 - a. Letter from primary bank declining to fund the project.
 - b. Market analysis on the proposed development.
 - c. The type of residential structures to be developed. The City shall support all levels of housing; however the City reserves the right to refuse projects that use spec homes.
 5. The estimated cost of the improvements to be provided by the City shall be divided up on a per lot basis.
 6. The assessments for the improvements shall be paid as follows:
 - A. Payment of the individual parcel assessments shall be deferred up to three (3) years from the completion of the phase I public improvements, together with

- interest on the unpaid assessment balance. Interest shall commence accruing at such time the phase I improvements are complete as identified in the Notice of Phase I completion sent to the developer. Phase I public improvements include the utilities, storm water management, and crushed aggregate base course material.
- B. Payment of individual parcel deferments shall cease and the amount assessed, plus interest, are due, upon transfer of ownership of the parcel against which such assessment is levied.
 - C. Upon the expiration of three (3) years from the date of completion of the phase I public improvements.
 - D. The Developer shall execute a personal guarantee(s) of specific transaction guaranteeing repayment of not less than one-third of the total public improvement costs to the City in each year of the deferral.
7. The full final cost of the public improvements shall be determined at the completion of the project and prorated per parcel. Should the final assessment per lot sum be smaller than the amount actually paid by transferred parcel(s), the overage collected shall be prorated among the parcels not transferred as of the date of completion. Should the final assessment per lot be greater than the amount actually paid by the transferred parcels, such shortage not collected shall be prorated among the parcels not transferred. If all parcels were previously transferred, the shortage not collected shall be payable upon the Personal Guarantee.
 8. The Developer shall waive any and all right or recourse it may have, through State or Federal Court pursuant to Wis. Stats. §66.0703, or otherwise to challenge the assessment agreed to in this agreement, it being the desire of the Developer, to be placed in the same position as if they had been fully and adequately noticed of the procedures pertaining to the assessment for the reconstruction activity.
 9. At least one-third of all platted lots shall be subject to accepted offers to purchase.

City Discretion
To Approve

In determining whether to approve a request for City funding of residential infrastructure improvements in circumstances where the above criteria are satisfied, the City shall not be obligated to approve such request but shall also consider the following factors in analyzing and considering approval of the request:

1. Existing national and regional economic conditions;
2. Current construction market and the likelihood of receiving favorable public construction bids;
3. Whether previously approved City funded infrastructure developments have met the obligations imposed upon the developer, regardless of the identity of the developer;
4. Whether other requests for City funded infrastructure improvements have been approved or are pending for the same construction season as the request under consideration;
5. Whether City engineering staff has sufficient time to prepare necessary engineering and construction plans for the requested infrastructure improvements;
6. Input or recommendations provided by the City financial advisor;
7. Any other factor relevant to the City's decision.



SCALE
1"=80'

DRAWN BY
JMB

TAX PARCEL NO. ED-R27-1, R-27-1

Preliminary Plat

FILE: D:\6511\PrePlat\012318.dwg Data File: D:\6511\dat Fladework\Completed: sxxvxx

Mau & Associates, LLP
LAND SURVEYING & PLANNING
CIVIL & WATER RESOURCE ENGINEERING
Phone: 920-434-9670 Website: www.mau-associates.com
400 Security Blvd, Green Bay, WI 54313

Landmark Real Estate & Development

PROJECT NO.
D-16511

SHEET NO.
1 of 1

DRAWING NO.
P-2361

June 23, 2007

Ms. Kim Flom
Planning Director
City of De Pere
335 S. Broadway,
De Pere, WI 54115

Dear Ms. Flom:

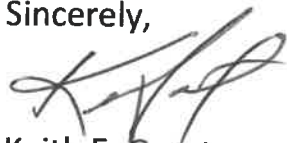
Our partnership has an accepted offer to purchase the real property known as R-27-1, in the Town of Rockland, that is continuous with the border of the City of De Pere. Subject to the contingencies contained in the offer to purchase, and after the property has been annexed to the City of De Pere, our partnership (Mark Gigot, Murray J. Basten, Charles R. Albers, Keith E. Garot) intends to develop this property into residential building sites.

The purchase and development of this parcel of land is subject to the City of De Pere providing financing to our partnership, at mutually agreed upon terms, for the full costs of public improvements required within the property being purchased. These costs will include, but are not limited to, all public improvements, engineering, surveying, wet land delineations and utility installations.

We look forward to working with the City to develop this property into residential building sites.

Please advise when we can meet for further discussion. Thank you.

Sincerely,


Keith E. Garot
Mark Gigot
Murray Basten
Charles R. Albers



February 6, 2018

City of Depere
Finance & Public Works Dept.
335 S. Broadway
De Pere, WI 54115

RE: Development of Muchinski Plat/Parcel

To whom it may concern,

This letter is to confirm that Community First Credit Union as the primary financial for the developers Keith Garot, Charles Albers, Mark Gigot and Murray Basten are not able to offer financing for the infrastructure improvements for the development of the Muchinski Plat/Parcel.

If you have any questions please feel free to contact me at 920-968-6178.

Sincerely,

A handwritten signature in black ink, appearing to read "Brent D. Jensen".

Brent D. Jensen
VP – Senior Lender – Business Services

2626 S. Oneida St. • P.O. Box 1487
Appleton, WI 54912-1487
(920) 830-7200 • 1-866-273-2328
Fax: (920) 830-7321

www.communityfirstcu.com

Market Analysis

The lots will be priced in the mid 50's. There is one multifamily site that would provide approx. 50 units.

There is a strong market for first time buyer homes. We anticipate these homes to be priced in the mid-200 range.

The homes will be between 1400-1800 sq. ft. The property is across from a new school and adjacent to the Fox River Trail.

This new neighborhood will provide new families the ability to live, work and play in the wonderful City of De Pere.

The lots will be marketed to have builders and private buyers.

A handwritten signature in black ink, featuring a large, stylized initial 'X' followed by a series of loops and a long horizontal stroke extending to the right.

Request for Infrastructure Financing

TO: Kimberly Flom
City of De Pere Planning Director

From: Pine Trail Crossing, LLC
c/o Keith Garot
Landmark Real Estate Trail

We are requesting the City of De Pere to finance the improvements for said property. This financing shall include all infrastructures including Wis Public Service, engineering and surveying.

We are requesting a five year term.



City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Planning

FROM: Kimberly Flom

SUBJECT: Request to acquire and develop 123 N Broadway Lot (Parcel ED-769), submitted by SKB Management Incorporated. *

ATTACHMENTS:

- SKB Request 123 N Broadway FP 2-2018 (DOCX)
- De Pere Kim Flom (PDF)

City of De Pere MEMORANDUM



To: City of De Pere Finance and Personnel Committee
 From: Kimberly Flom, Development Services Director
 Date: February 13, 2018

RE: **Municipal Property Development Request – SKB Management. Parcel ED-769, generally known as 123 Broadway Lot.**

Request Summary

SKB Management is interested in acquiring and developing an existing city-owned surface parking lot located at 123 N Broadway (Parcel ED-769, .24AC). SKB is interested in constructing a four story mixed use building. The attached letter includes additional details about the proposal.



123 Broadway Lot

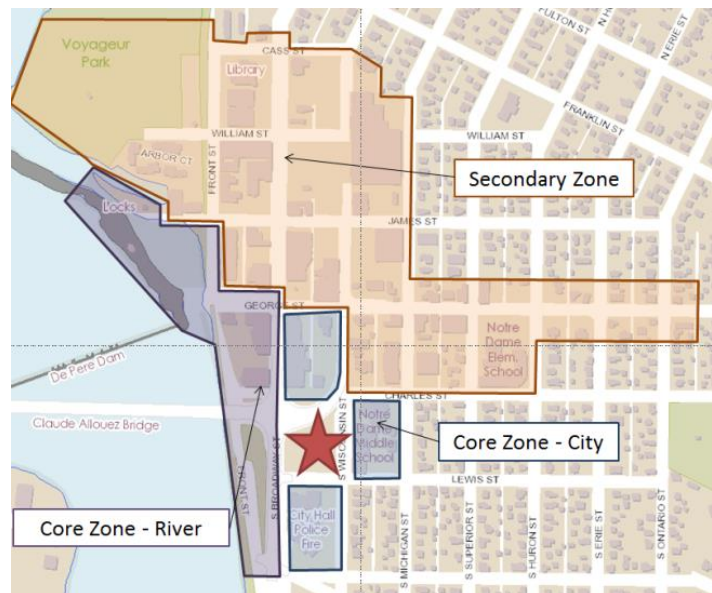
Site History

The 2010 Downtown Master Plan did not specifically include this site as a redevelopment project. However, redevelopment of the lot aligns with many of the goals of the Downtown Master Plan, including:

Attachment: SKB Request 123 N Broadway FP 2-2018 (6645 : SKB Request for 123 N Broadway Lot - Parcel ED-769 *)

- Increasing business and private investment (encourage new private investment)
- Adding life to the District (activate underused sites)
- Creating new neighborhoods in the downtown (increase residential)

The Council recently approved funds to engage in a Cultural District Master Plan in response to the proposed Mulva Cultural Center. The Cultural Center was not under consideration during the preparation of the 2010 Downtown Master Plan and could be a catalytic and legacy development in Downtown De Pere. The Cultural District Master Plan will utilize a charrette style process in order to establish an updated vision for the east side of Downtown De Pere. This project will serve as an extension of the 2010 Downtown Master Plan and help align the conflicting recommendations of the current documents and provide guidance for current initiatives like the zoning code rewrite. This property is located in the secondary zone of the geographic boundary identified by that study, which will have broader recommendations than the core zones.



Cultural District Master Plan Boundary

Property Summary

The property currently provides approximately 27 long-term public parking stalls. The design and circulation of the lot maximizes the parking total, but is confusing and challenging to navigate. The lot is utilized as off street parking for the surrounding businesses. It is likely that any project proposed on site will reduce or eliminate the number of public stalls, but increase the number of private stalls. Any proposed development should be analyzed carefully in order to provide the appropriate amount of parking for a Downtown Development.

The Downtown Master Plan encourages urban redevelopment of many sites but also notes the importance of parking to a successful business district. The plan notes that ‘parking should be adequate in supply and convenient to use, without dominating the urban fabric and character of Downtown.’

This property is not located in a Tax Increment District so TIF assistance would not be available unless a new TID is created. If City financial participation is requested, the Council could consider a land price reduction.

Development Process

The City Council must determine whether this public property should be sold. If so, the Council must determine that the proposed development is in the best interest of the City. The City has customarily used a request for proposal process when marketing city property for development/re-development.

If the Council were to authorize sale of the parcel, it would be only the first step in the development process. The City would then order an appraisal and may need to provide additional information like a property survey and/or a Phase 1 Environmental Assessment. Here is an abbreviated list of other City reviews that might be required:

Phase 1 –LAND ACQUISITION

Property Appraisal (Finance/Personnel & Council – depending on cost)
 Certified Survey Map – if property lines are modified (Plan Commission & Council)
 Request for proposal (unless determined otherwise)
 Sales Agreement/Purchase Option/Development Agreement (Finance/Personnel & Council)

Phase 2 - FINANCING

Purchase Agreement (Finance/Personnel & Council)

Phase 3 - PLANNING AND PERMITTING

Site Plan (Plan Commission)
 Planned Development (in order to modify current zoning requirements) (Plan Commission & Council)
 Right of Way Vacation (Plan Commission & Council)
 Release of Utility Easements (Board of Public Works & Council)
 Building and Health Permits (City – administrative)

Summary

The applicant is requesting to acquire and develop a city owned parking lot located at 123 N Broadway (Parcel ED-769).

Possible courses of action include:

- 1) Approve request.
- 2) Deny request – keep parking lot.
- 3) Issue a Request for Proposals for property.
- 4) Postpone any development consideration until Cultural District Master Plan is complete.
- 5) Other as discussed/introduced by Council.

The Common Council will also review this item. If you have any questions prior to the meeting, feel free to contact me.



February 1, 2018

To: Kimberly Flom, Development Services Director

From: Karen Classon, SKB Management Inc.

Re: Acquisition of Broadway Parking Lot Site, Parcel ED-769, known as 123 Broadway Lot

My name is Karen Classon. My company is SKB Management Inc. My company has been in De Pere since 1998 when we built 801 Heritage Road. We sold Heritage Park in April 2017 and since then I have been actively looking to relocate to Downtown De Pere.

Please consider my interest in acquiring and developing the existing city-owned parking lot located at 123 N Broadway, De Pere.

It would be my intent to construct a four-story mixed-use building. Specifically, the building would consist of commercial/retail space on the ground floor and higher-end, upscale apartment homes on the second, third and fourth floors. The building would be called SKB Terrace because it would include an attractive common area, open-air terrace on the second floor.

I have been working with De Leers Construction, 1825 Nimitz Drive, De Pere on the building plans. We have revised the plans four times with the intent to build an engaging building that will not only enhance De Pere but also serve the demand for downtown living.

I, as owner of SKB Management, would move my business into a portion of the commercial space on the ground floor. The 2nd and 3rd floors would each consist of two 2-bedroom and one 1-bedroom apartment homes. Each apartment home would have a balcony. It is possible that I would personally occupy the 4th floor apartment home which also would have a balcony/terrace area.

I understand that parking is an issue and our plans include underground parking for both residents and building tenants...2 underground stalls for each 2 bedroom unit and 1 stall for each 1 bedroom unit. Plus there would be additional underground stalls and above ground stalls available for building tenants and commercial/retail visitors or customers.

I continue to have sincere interest in developing this site; however, I have some ongoing concerns that I'd like to share with you and the City with its respective departments.

Attachment: De Pere Kim Flom (6645 : SKB Request for 123 N Broadway Lot - Parcel ED-769 *)

1. Economic Feasibility/Sustainability – This project must be economically viable. To that end, I believe I mentioned to you that some form of economic assistance is very important. SKB Terrace will be a source of revenue for the City substantially more so than its current use. Your memorandum states that TIF assistance would not be available. I look forward to discussing a solution to this issue with you and others at the City.

2. Process and Timing – I fully understand and realize there are many steps to this process which may take some time to sort out. I can assure you that I don't want to rush into things either; however, I am interested in relocating my business (SKB Management) and have been looking at potential places for nearly a year. I would love to be in Downtown De Pere and honestly, that is my preference, but my concern is that perhaps this could be a 2 or 3 year process before things even start to happen.

3. It Is Hard to Change a Committee's Mind – I realize the easiest thing to do right now is for everyone to defer a decision and wait for the Master Plan. I suspect this is the long road in which case the extended time frame will probably force me to look elsewhere. Although this proposal remains my **#1 option** (as evidenced by the amount of work we've put into the design), because of the uncertainties, I want to be upfront with the City and let the respective Committees' know that I'm continuing to look for and potentially pursue other options.

January 30, 2018 front page of the Green Bay Press Gazette featured Tina Quigley, Executive Director of Definitely De Pere. The article specifically stated that people want to live downtown and the demand for housing continues to grow. I believe SKB Terrace fits in De Pere's long-term plan of taking downtown De Pere to the next level.

<http://www.greenbaypressgazette.com/story/news/2018/01/29/definitely-de-peres-tina-quigley-has-big-plans-downtown>

Finally, I read with great interest the interaction my plan might have with the Cultural District Master Plan presently under development. I continue to believe my plan for SKB Terrace would be a significant enhancement to Downtown De Pere and be entirely consistent with the overall vision that ultimately are defined within the Cultural District Master Plan.

Thank you.



Karen Classon

City of De Pere, Wisconsin

**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Planning

FROM: Kimberly Flom

SUBJECT: Review request to acquire/develop city-owned parking structure, also known as Perrot Square (Parcels ED-796, ED-794, ED-793, ED-788-1) for George Street Station redevelopment, submitted by De Pere Retro, LLC. *

ATTACHMENTS:

- George Street Station FP 2-2018 (DOCX)
- George Street Station_De Pere Retro LLC_FEB 13th Finance Mtg_prepared February 6 2018 (PDF)

City of De Pere MEMORANDUM



To: City of De Pere Finance and Personnel Committee
From: Kimberly Flom, Development Services Director
Date: February 13, 2018

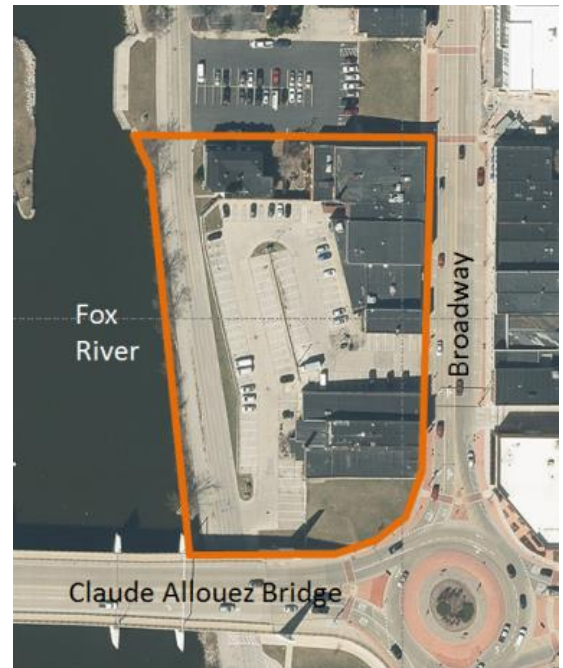
RE: **Municipal Property Development Request – Avente Development, Corp. & De Pere Retro, LLC.**
Parcels ED-796, ED-794, ED-793, ED-788-1, generally known as Perrot Square.

Request Summary

Avente Development, Corp. & De Pere Retro, LLC have submitted a request to propose a development on the city-owned parking structure (also known as Perrot Square) and part of Front Street Right of Way on the Front Street block (Parcels ED-796, ED-794, ED-793, ED-788-1) for the George Street Station project, a mixed use redevelopment. The final ownership of the municipal property is to be determined.

Site History

The Front Street block is located directly along the Fox River, bordered by the former bridge approach to the north, Broadway to the east, the Claude Allouez Bridge and roundabout to the south and the Fox River to the west. The property has enormous potential for redevelopment and public realm due to its downtown location and desirable river views. The 2010 Downtown Master Plan provided conceptual renderings for mixed-use redevelopment in this area block as illustrated below.



Front Street Block Boundary



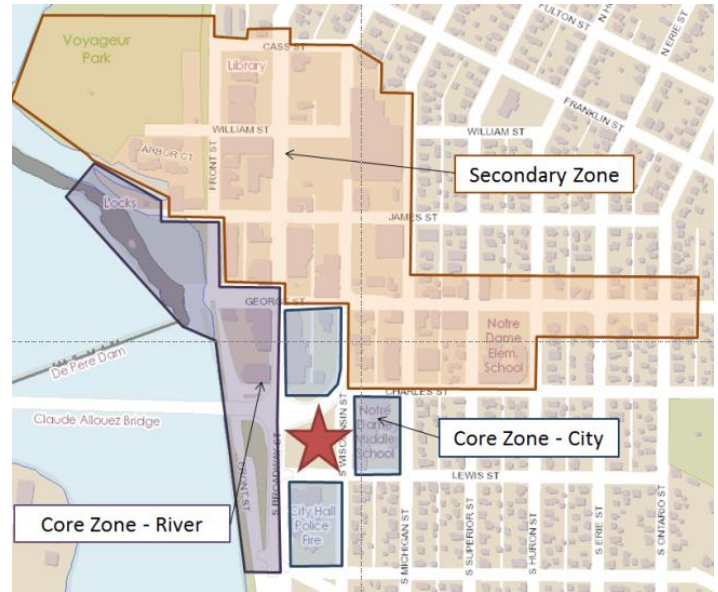
2010 Downtown Master Plan Redevelopment Diagrams

Attachment: George Street Station FP 2-2018 (6571 : De Pere Retro LLC Request for development of Perrot Square *)

However, the City has not actively marketed the parking structure via real estate avenues or a request for proposals. In 2016, Riverwatch Development, LLC proposed a new mixed-use building at 132 South Broadway, the Century Lanes property.

The Plan Commission reviewed the conceptual proposal as an informational item at their November 2016 meeting. Public comments about the proposal varied. While most supported the exploration of redevelopment in this area, some were concerned about the proposed height of the building. The applicant terminated the petition in March of 2017. While the Riverwatch project never reached a phase of formal zoning review, research did indicate that guiding and regulatory documents, like the Downtown Master Plan, Zoning Code and Main Street Design Guidelines, conflict in their recommendations about height and design.

Since that time, the Council has authorized funds to engage in a Cultural District Master Plan in response to the proposed Mulva Cultural Center. The Cultural Center was not under consideration during the preparation of the 2010 Downtown Master Plan and could be a catalytic and legacy development in Downtown De Pere. The Cultural District Master Plan will utilize a charrette style process in order to establish an updated vision for the east side of Downtown De Pere. This project will serve as an extension of the 2010 Downtown Master Plan and help align the conflicting recommendations of the current documents and provide guidance for current initiatives like the zoning code rewrite. Central to the study is a focus on the Front Street block (it is part of the Core Zone) and an emphasis on preserving river views.



Cultural District Master Plan Boundary

The Front Street Parking Structure currently provides approximately 108 long term and short term public parking stalls. Many of those stalls are utilized by the surrounding businesses. The George Street Station project proposes 250 public parking stalls and approximately 134 to 170 private stalls. Generally, parking in the proposed development is in the same location as parking in the new development, but in a ramp configuration with a proposed public plaza on top. Any proposed development will be analyzed carefully in order to provide the appropriate amount of parking for a Downtown Development.

Project Summary

The attached document summarizes the proposal for George Street Station. Over the past year, the applicant has worked to secure site control for properties within the Front Street Block. To date, they own 110/116 Broadway (Bonsai/Bridal Shop) and have contracts on a number of the other properties (detailed on page two of their submittal). The development plan generally encompasses most of the Front Street block except the 'Turba' buildings (Parcels ED-783 and ED-784).

A detailed site plan is not yet available, but the developer proposes three 8-10 story buildings connected at the base by a multi-level parking structure. The roof of the parking structure would serve as a public plaza. The project would be built in three phases from 2019 to 2021.



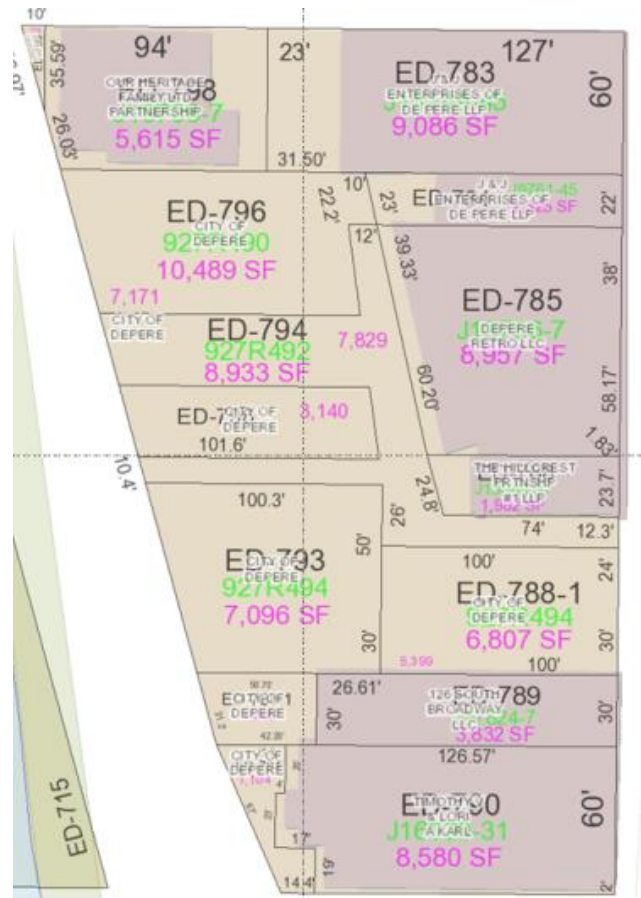
Rendering of proposed George Street Station (left: Building 'A'. right: View from Fox River)

The developer has requested a public-private partnership with the City in the form of land acquisition and a TID incentive. While preliminary, total projected increment for the project is estimated to be approximately \$17M over the life of the TID (\$20M if the Council extends the TID by 3 years). Early conversations indicate that the developer is requesting 100% of the increment generated as developer grants at each phase of the project. Additionally, the developer anticipates that the City will fund the construction of the parking garage and public plaza, estimated at approximately \$7.9M. After financing and interest costs are added for bonding, the overall initial City investment is estimated to be approximately \$28M. The City historically only provides incentives as percentages of overall assessed value. Those percentages typically do not equate to 100% of the increment generated. The project would likely need to be modified and reviewed in more detail in order to refine the terms of the partnership.

Development Process

Because the proposed development includes the Front Street Parking structure, the first step is to authorize the sale of the property. While the City has customarily used a request for proposal process when marketing city property for development/re-development, the fact that the developer has already acquired rights to the adjacent parcels makes it highly unlikely that any other proposal would be forthcoming. As such, an approach similar to New Leaf would be used if the Council approved the sale and redevelopment of the parking lot.

Consideration of a sale/redevelopment of City property is one of many municipal approvals necessary for this project. The City would need to order an appraisal and possible other information like a property survey and/or a Phase 1 Environmental Assessment. Here is an abbreviated list of other City reviews that might be required:



Front Street Block parcels and ownership

Phase 1 –LAND ACQUISITION

Property Appraisal (Finance/Personnel & Council – depending on cost)
 Certified Survey Map – if property lines are modified (Plan Commission & Council)
 Sales Agreement/Purchase Option/Development Agreement (Finance/Personnel & Council)

Phase 2 - FINANCING

Purchase or Developers Agreement (Finance/Personnel & Council)

Phase 3 - PLANNING AND PERMITTING

Site Plan (Plan Commission)
 Planned Development (in order to modify current zoning requirements) (Plan Commission & Council)
 Right of Way Vacation (Plan Commission & Council)
 Release of Utility Easements (Board of Public Works & Council)
 Building and Health Permits (City – administrative)

Summary

The developer, De Pere Retro, LLC, is requesting that the City authorize the development of City owned parcels ED-796, ED-794, ED-793, ED-788-1, generally known as Perrot Square, in order to facilitate the George Street Station project.

Possible courses of action include:

- 1) Approve request.
- 2) Deny request – keep parking lot.
- 3) Issue a Request for Proposals for property.
- 4) Postpone any development consideration until Cultural District Master Plan is complete.
- 5) Other as discussed/introduced by Council.

The Common Council will also review this item. If you have any questions prior to the meeting, feel free to contact me.



George Street Station

by: Avente Development, Corp.

owner: De Pere Retro, LLC

"A Vibrant Mixed-Use Development providing a desired residential base anchored by retail, galleries, and restaurants with community pedestrian, bicycle and vehicle access to gather, meet, dine, relax and enjoy the best of De Pere's new Cultural District."

February 5, 2018

George Street Station

by: Avente Development, Corp.

owner: De Pere Retro, LLC

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A Vision of strengthening community bonds and revitalization of Downtown De Pere

...

Provided with a planned palette within the TID 7 neighborhood, a design conceptualizing the goals of De Pere's Comprehensive Plan and Downtown Master Plan, a vibrant downtown via areas of distinctive urban living, fine & casual dining, play, relaxation and work was conceived.

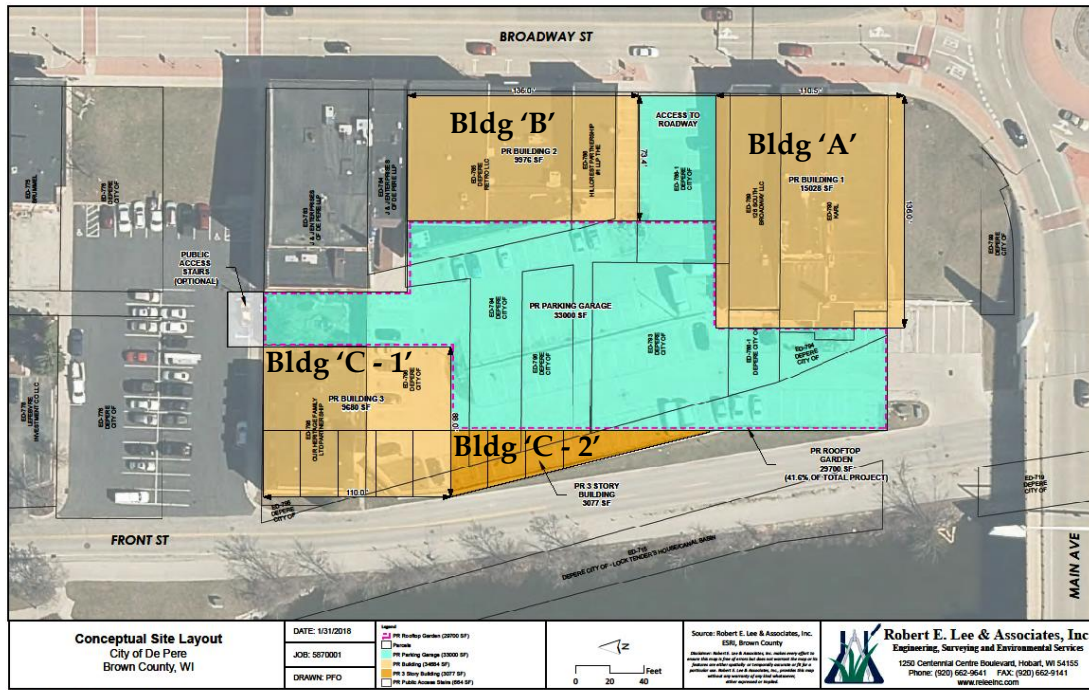
This vision is knowingly enhanced by the distinctive advantages of De Pere's Fox River amenities including natural views, trails, parks and more. The sought activities of the Fox River and the emerging vibrancy of the downtown guided the creation of linkages, substantial and ethereal, engaging pedestrians & bicyclists alike, and the enhancing of valuable viewing corridors & plazas.

George Street Station



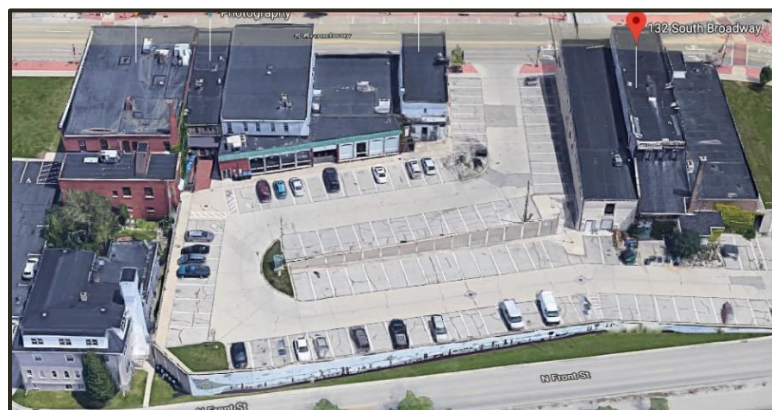
PLAN SUMMARY:

Redevelop the properties at the NW corner of downtown East De Pere roundabout, North to George Street Landing. To develop in three phases three buildings (condos, efficiency condos, urban apartments, retail, galleries, commercial, restaurants), plus 3 level, parking structure (430+ stalls total) with 30,000'+ square foot Rooftop Garden Plaza above featuring outdoor dining and community activity space. The design incorporates valued pedestrian, bicycle, auto and view corridors & linkages.



PROPERTY DESIGNATIONS:

The property is located in a City of De Pere TID. Current conditions range from somewhat blighted &/or vacant to fair. None of the buildings are historically designated.



George Street Station



PROJECT STATUS:

Preliminary plans drafted for both the Century Condo Building 'Building A', and the parking structure / rooftop plaza. (see pages 24 – 35) Concepts established for the commercial/apartment Broadway Building 'B', the 302 George Building 'C - 1 & 2', and Landscaped Rooftop Garden Plaza.

SUSTAINABILITY:

- Automated controls, high-efficiencies: HVAC, lighting, appliances
- Storm-water re-use, natural daylighting, astronomic powered shades
- Planned Auto EV's/hybrids, green rooftop common space,
- Underground, lot-interior parking,
- High-performance windows – glazing system & curtain wall

DISTINCTIVE SITE WITH MANY UNIQUE CHARACTERISTICS:

Fox River Amenities

- Fox River views (*water rapids directly in front, a community walkway out over the river, elevated views of Voyageur Park, Brown County Fairgrounds, St. Norbert campus, Wells Park / boat landing and down the wooded shores of the river, and east / SE urban views across to the Ledge*)
- Adjacent to Fox River Trail, offers bicycle/pedestrian access of destination and the downtown district
- Close walk to parks and boat landing

Urban setting

- Urban amenities and lifestyle: shops, restaurants, library, etc.
- Front Street parking access allows for traffic entering Broadway via controlled intersections.
- In De Pere with small town ambiance, and demand for housing – own & rent.
- Urban setting/amenities is a rapidly growing demand of millennials and retirees.

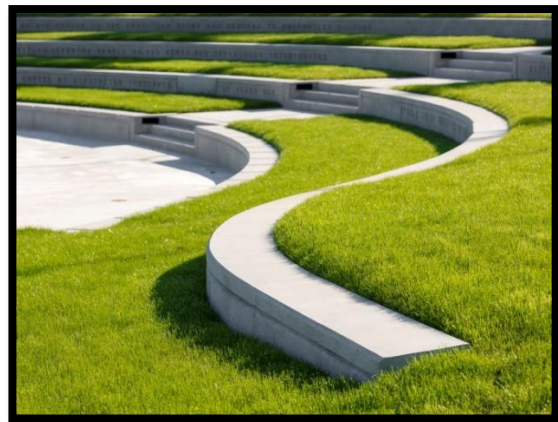
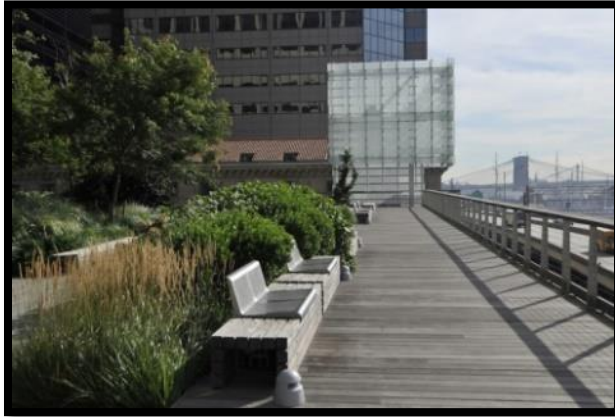
Elevation differences:

- Broadway 14' – 16' to Front Street
- Elevation differences from Broadway to Front Street: 'direct-entrance' three level parking structure with easy access of Front Street to enter downtown traffic patterns & Broadway
- Allows for substantial parking structure without the usual unsightly blocking of views.
- **Travel Times:**

5 mins	- I41 or Hwy 172,
10 mins	- Downtown Green Bay,
15 mins	- Aurora & St. Mary's Hospital

George Street Station

...



The Rooftop Garden Plaza

30,000'+ square feet in the middle of this development — will be a park-like destination that can be used year-round for outdoor events. It will also be a place where people can meet, go for a stroll, hang out, outdoor dining, take in the views & enjoy the ambiance of the downtown district.

Some may look at it as a wasted opportunity and that we could have brought in more money by developing additional structures, completely fill the project site. That would be the wrong way to look at it.

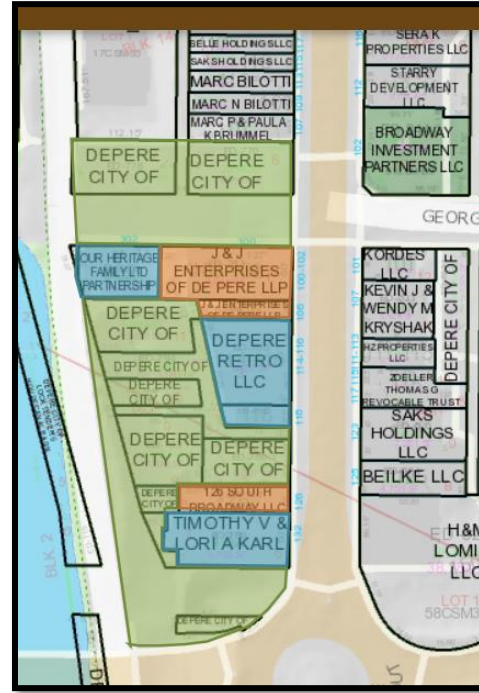
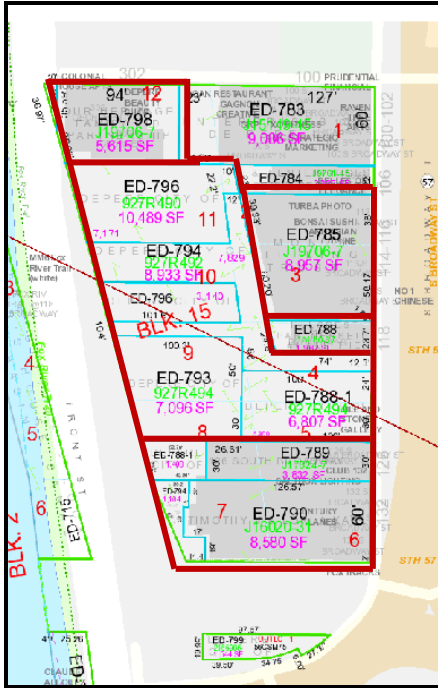
Instead, it makes George Street Station a diverse residential destination plus vibrant destination for the entire De Pere community and visitors. Charity food/concessions, holiday lighting events, private events, spaces for sculptures and local art displays, etc.

The Rooftop Garden Plaza will be the heart of the new George Street Station and will become an anchor destination to the proposed "Downtown Cultural District".

George Street Station

...

George Street Station

**CURRENT PROPERTY OWNERSHIP / CONTRACTUAL:**

- Owned or 'under contract' with Purchase Date:
- City of De Pere, Parking & George St Landing:
- Discussions Currently w/Property Owners:

BLUE
GREEN
ORANGE

MIXED USE DEVELOPMENT COMPRISING THE PROPERTIES OF:

- | | | |
|---------------------|--|--------------------------------|
| ▪ 132 S Broadway | Century Bowling Lanes | (contract, closing date set) |
| ▪ 126 S Broadway | Tile Store-Saltbox Lighting | (preliminary discussions only) |
| ▪ 118 S Broadway | No. 1 Chinese restaurant | (contract, closing date set) |
| ▪ 110/116 Broadway | Bonsai / Bridal Shop | (Purchase Complete) |
| ▪ 302 George Street | 3-story apartment bldg. | (contract, closing date set) |
| ▪ City of De Pere | Surface 103+ parking stalls | adjoining property |
| ▪ 100/106 Broadway | Turba (not part of current project) | (preliminary discussions) |

George Street Station

...



Visual preliminary representation of 'Building A' right, Front Street efficiencies (George Condo Bldg 'C' 1 is the tall building, George Bldg 'C' 2 is the 3 level Front Street condos/apartments), 3 level parking structure, and rooftop garden plaza

The Situation: Catch 22

This block has been included in a 2007 TID District. However, despite the goals and work of countless developers, redevelopment of this block has proved elusive.

The existing businesses and residences are provided inadequate, but necessary parking by the city parking. Any singular building redevelopment is not feasible due to the ability to create necessary parking for any individual building site redevelopment.

And the City likely cannot market or develop the parking lot because it is the only parking, again, for the existing businesses and residences.

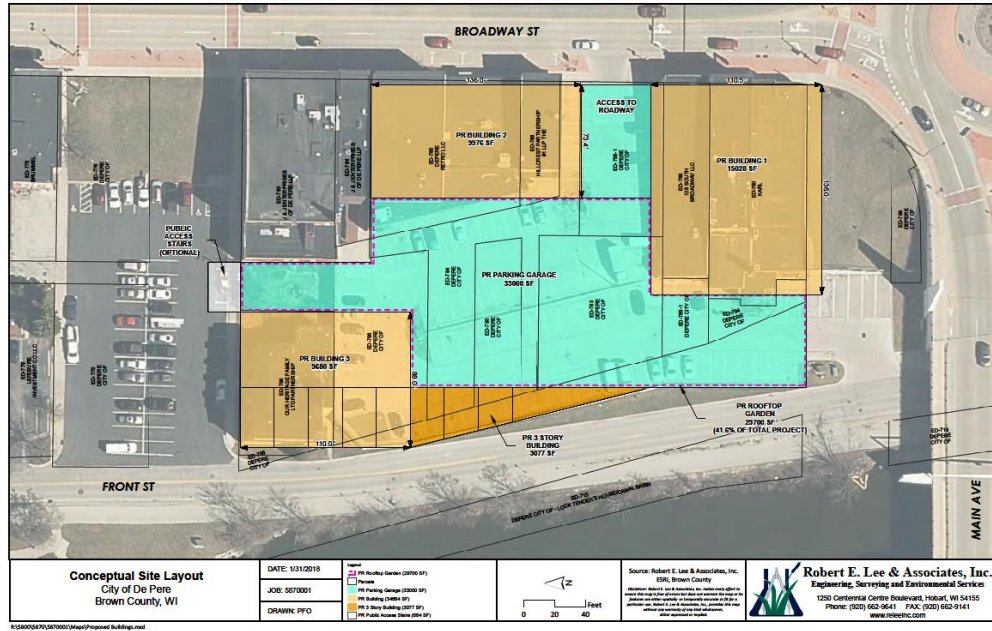
Only through the means of an all-encompassing vision and project plan that allows for the opportunity for redevelopment.

Today, De Pere Retro LLC has created and invested into an exciting and financially feasible vision to develop this blighted downtown block. Investor partners, property owners, businesses, architects, general contractor, engineers, legal & accounting firms and more have all come together. We have collaborated and enthusiastically embraced the vision of George Street Station both for the development opportunity and the community benefits provided.

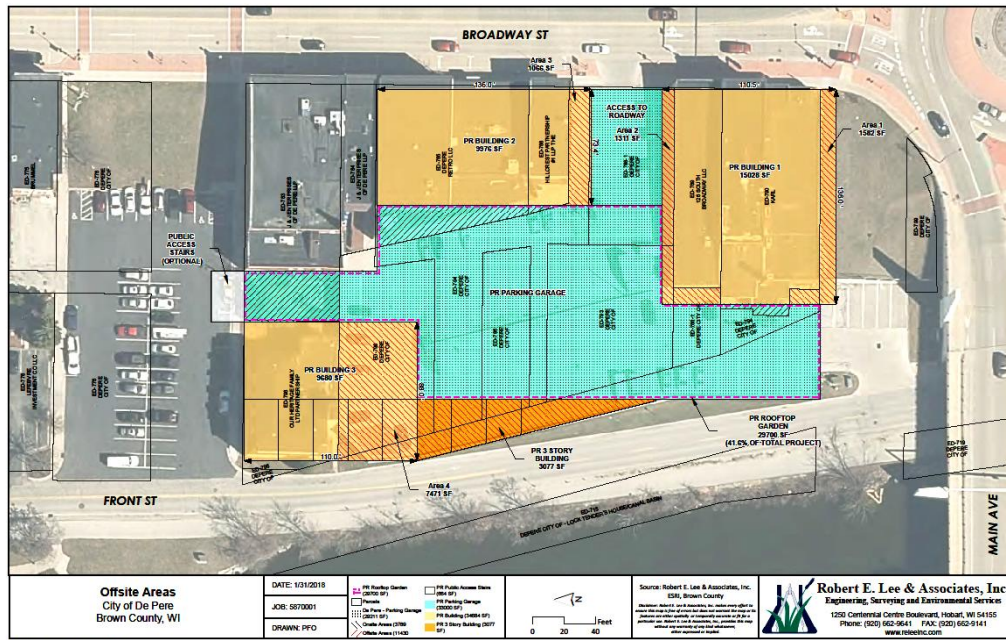
George Street Station



GEORGE STREET STATION SITE PLAN LAYOUT:



GEORGE STREET STATION SITE PLAN OFFSITE AREA:



Offsite incorporated into building sites: 11,430'

Private incorporated into parking structure: 3,789' = Net 7,641' sq. ft.

George Street Station

**BUILDINGS / DESCRIPTION:**

<i>Building 'A' & 'B' planned on past/current real estate market study, and conformity of Comprehensive & Downtown Master Plans</i>			<i>* Proposed: defined at later date by market of Phase I & II</i>
Century Condos – Bldg 'A' 126 – 132 S. Broadway	Broadway Building – Bldg 'B' 110 – 118 S. Broadway	George Condo – Bldg 'C' 1 & 2 302 George & Front Streets	
PHASE I	PHASE II (w/parking structure)	PHASE III	
8 Stories (option 7 – 10)	8 stories (option 7 – 8)	10 stories (option 8 – 10)	
2 commercial/office spaces	3 floors retail, gallery, dining	all residential	
41 Condos (980' – 3300' sq ft)	52 – 60 urban apartments	# 24 Front & # 36–42 George	
2 ½ levels parking 56 parking stalls	2 levels parking 54 – 60 parking stalls	3 levels parking 72 parking stalls	
122,204' sq ft total heated 129,890' sq ft total w/terraces	103,360' sq ft total, includes 3 story central atrium	142,526' sq ft inc., 154,526' sq ft w/add. designated parking	

Public Parking Structure	Rooftop Garden Plaza	PROJECT TOTALS
PHASE II (w/Bldg 'B')	Part of PHASE II	3 PHASES
3 Stories parking, * additional 4 th level →	1 level: located 1 level above Broadway St.	
250 public parking stalls <u>36 additional assigned</u> 286 total in parking structure	30,000' – 33,000'+ sq ft	153 – 167 Residences
Entrances: - Broadway Street - Front Street	Entrances: - steps George Landing - elevator/steps Front St - Broadway Bldg public - Condo Bldgs. private	8 +/- Broadway Street Retail, Galleries, Dining 1 floor and 3 floors
Provides secure access to private Resident parking	Fully landscaped, benches, utilizing stormwater re-use	432 – 438 Parking Stalls
All parking in project pre-set for electric auto charging	3 private building Associations pay for reserved terrace space along bldgs.	368,090' – 387,776' sq ft buildings, Not Inc. public parking or rooftop plaza
99,000' square feet	Cost projected \$509,000 – 619,800 (developer contribution)	projected tax Assess Value Total: \$58,970,645

George Street Station



OPTIONAL ADDITIONAL PROJECT PHASES:

Phase IV* Turba Buildings,

Not Included in current project

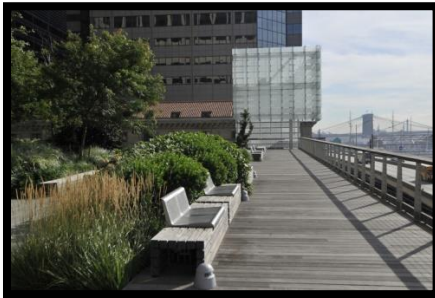
- Possible location for mixed-use building / Micro-brewery
- Likely require development of parking below George Street Park to maintain substantial parking stalls

Phase V* Undisclosed at this time *Not Included in current project*

- 35,000'+ sq ft under-utilized site, mixed-use development w/parking levels

PROJECT CONCEPT IMAGES:

Rooftop Garden Plaza

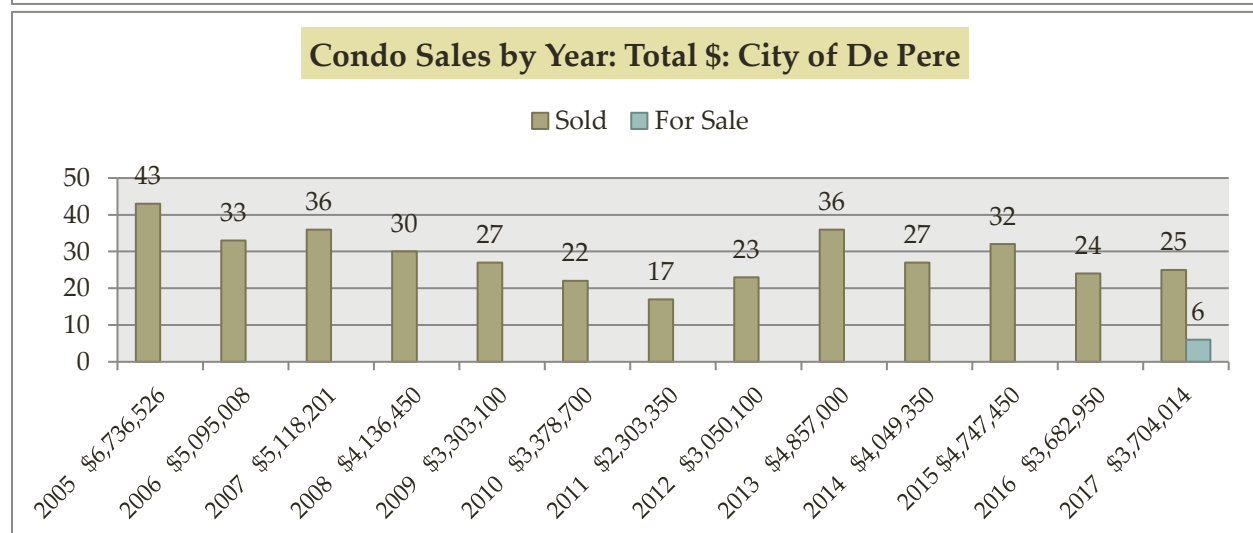
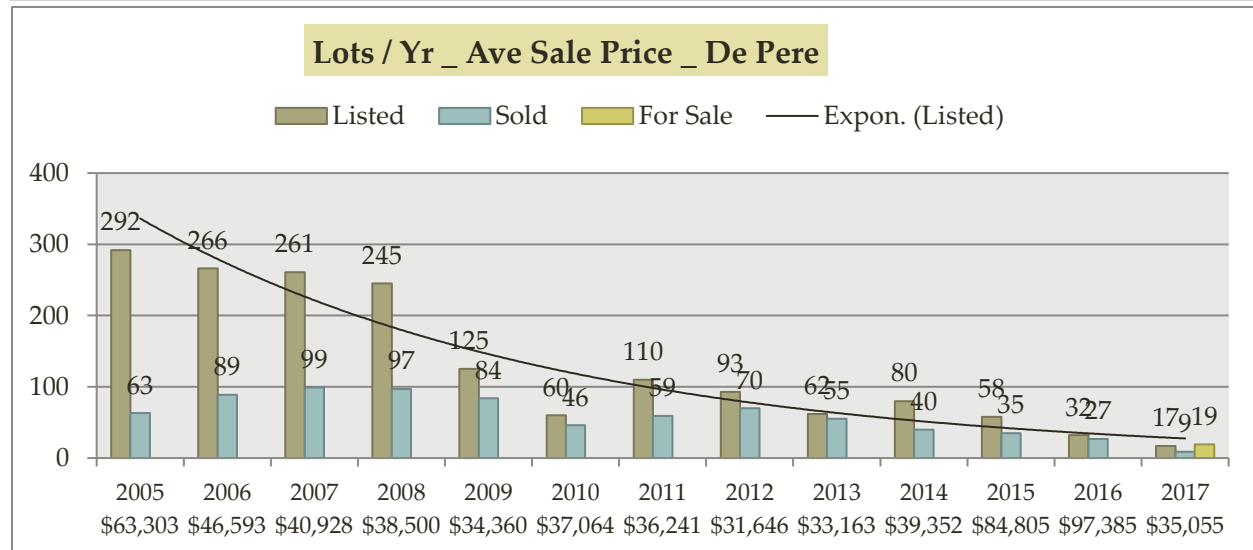
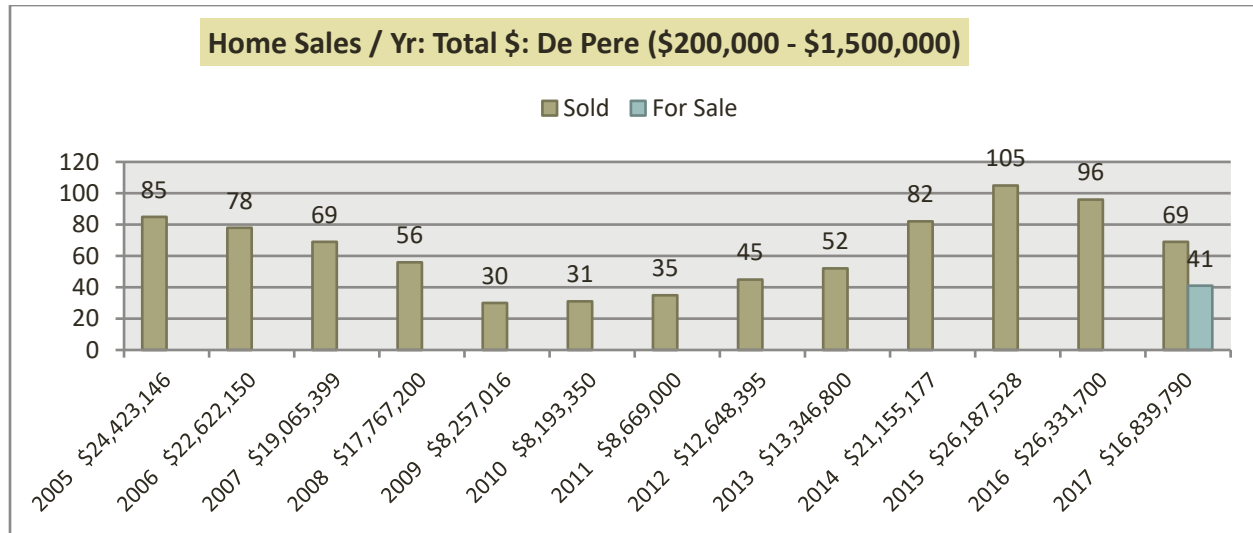


Broadway building 'B' concepts / blending of



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10 YEAR MARKET STUDY; HOMES, LOTS, CONDOS THRU AUG 2017:

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Village funds luxury apartments after private sector passes

Jeff Bollier, USA TODAY NETWORK-Wisconsin Published 5:48 p.m. CT May 31, 2017

"...HOWARD - Village officials ... push to develop luxury apartments as part of its plan to develop a downtown district.... a \$22.5 million project in the heart of Howard ..."

"...“The luxury market is steady thanks to baby boomers and millennials. People that can afford to buy a home are choosing to rent instead,” ... Alliance Management CEO Erik Georke... said.

<http://www.greenbaypressgazette.com/story/news/2017/05/31/howard-commons-apartments/354503001/>

Ashwaubenon adding new apartments en masse

Jeff Bollier, USA TODAY NETWORK-Wisconsin Published 3:22 p.m. CT Dec. 1, 2017

"...“Our perspective, independent of Titledown (District), is that this is Ashwaubenon's time to show what they have to offer,” Slinde said. “Other communities like downtown Green Bay have had a lot going on. Now it's Ashwaubenon's time to showcase what they have, and we're excited to be a part of it.”

<http://www.greenbaypressgazette.com/story/news/2017/12/01/ashwaubenon-adding-new-apartments-en-masse/898821001/>

Downtown Green Bay housing booms, but newest projects already full

Jeff Bollier, USA TODAY NETWORK-Wisconsin | Updated 2:23 p.m. CT 11. 27, 2017

GREEN BAY – Downtown added hundreds of new apartments in recent years. **It's not enough.**

"...Metreau, Flats on the Fox and CityDeck Landing have added ... housing to the heart of Green Bay, but they're already full. ...CityDeck Landing is 97 percent leased and empty one-bedroom and studio units don't stay that way very long, leasing agent Julie Maager said. "

"... **What impressed Mirkes... executive director of Downtown Green Bay... was the broad demographics of downtown residents. He said millennials and Baby Boomers express the most interest in living in central city areas.** "

"... There wasn't always a lot of enthusiasm about downtown Green Bay early in its rebirth, when it was still dominated by the shuttered Port Plaza Mall. Mirkes said widespread doubt at the time that downtown could prosper stands in stark contrast to the "vibrancy of the urban center" today."

"**When it comes to downtown, the mayor's vision was vital.** It's succeeded to a great degree," Spevacek said. "Some aldermen don't have a great tolerance for risk, but the mayor's been willing to take some and we can't think small. Green Bay has some stiff competition out there. Cities are fighting for every possible development. We can't afford not to play the game."

<http://www.greenbaypressgazette.com/story/news/2017/11/27/downtown-green-bay-housing/864531001/>

Home sales down in Appleton, Green Bay, rural counties prop up region

Jeff Bollier, USA TODAY NETWORK-Wisconsin Nov. 24, 2017 - **Realtors: Declines due to not having enough homes to sell.** Meanwhile, the median sales price of homes in northeastern Wisconsin has risen 6.4 percent this year.

<http://www.greenbaypressgazette.com/story/news/2017/11/24/home-sales-down-appleton-green-bay-rural-counties-prop-up-region/881034001/>

Project Location Condition, Parking, Fox River Linkages, Residences, Commercial – Notes and Recommendations of Comprehensive Plans:

■ **DOWNTOWN BLIGHT:**

1. Century Lanes & the Monty Titling owned Bridal Shop Building: Buildings show exterior signs of aging & ill-repair. Properties are either vacant or not producing adequate revenue for repairs & ongoing maintenance. Mechanical / Utilities systems outdated.
2. Tile Store: has been remodeled, but remains extremely old building without historical designation. Use as print shop may present environmental concerns.
3. No. 1 Chinese restaurant and the rear-facing apartment building along George and Front Streets are both Macco family owned. Current residential tenants up to 1 year, and Chinese restaurant to 2019. Buildings are relatively well-maintained, but aging.
4. Parking ramp is aged, uninviting, inadequate and encompasses valuable river frontage and views. Significant economic and community under-utilization of site.
5. **GOAL:** redevelop these parcels into income diverse, high density, quality residences over commercial main levels, over a 3-story parking structure featuring a top level landscaped plaza open to the public via Broadway, George Street Landing and Front Street. Maximizing market utilization of street and river frontages, and available views, linkages.

■ **DOWNTOWN PARKING:**

1. The July 2010 Downtown Master Plan indicates a shortage of east side parking availability along with undesired street frontage parking. 2010 shortage of 405 downtown parking spots

Table 2.2: Overall Parking Supply & Demand			
	East	West	Total
On-Street	242	221	463
Off-Street	1789	1484	3273
Total Supply	2031	1705	3736
Demand	2436	1626	4062
Source: RDG Planning & Design, page 42 De Pere Downtown Master Plan			

2. Proposed 1st building of Century Lanes / Tile Store site incorporates 56 parking stalls plus resident storage units.

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3. Entire Development with 3 story parking structure would include approximately 430+ stalls. Sufficient for high-density residential units and availability of public Broadway level surface parking entrance.
4. Locations/space available for ample bicycle parking planned, with access from multiple points entering the development including Fox River Trail & Broadway St.
5. Frontage parking is minimized, auto entrances from Front & Broadway Streets to interior parking.

■ **DESTINATION - FOX RIVER TO BROADWAY LINKAGES:**

1. **GOAL:** To create a desired destination featuring residences and commercial spaces offering a central community gathering space that cultivates interaction between residents and visitors.
 - a) **Pathways / linkages:** To create seamless, inviting pathways from the Fox River & Fox River Trail through the George Street Landing & Claude Allouez Bridge greenspace to the downtown business core.

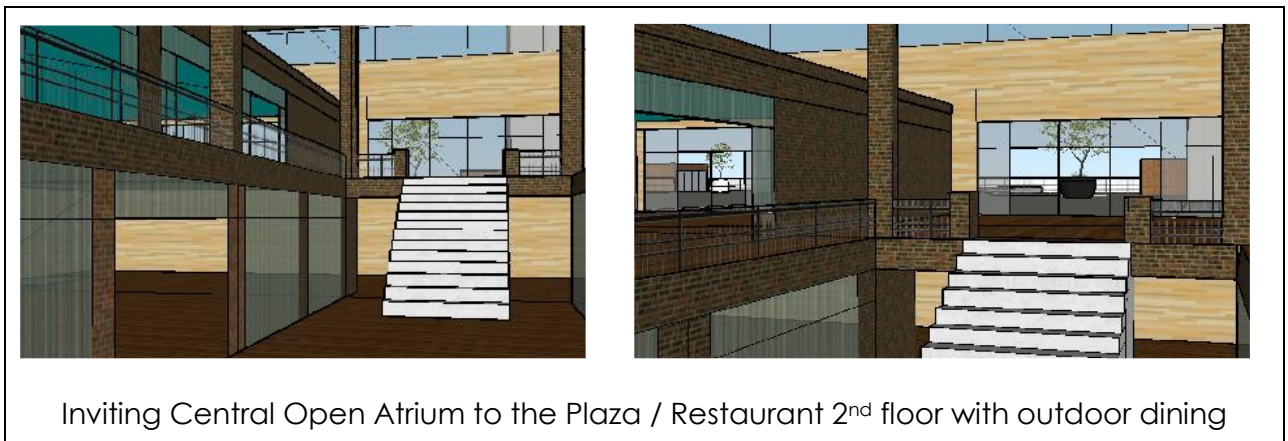


- b) **George Street Landing:** Park-like, greenspace at Broadway Street level with single flight of outside steps to landscaped plaza level, and interior stairs to Front Street level.
- c) **George Street Landing:** Broadway Street elevation provides for future connection of Riverwalk over Front Street. Additional incline walkways invite pedestrians and bicyclists to & from River/Park amenities to Broadway Core and adjoining neighborhoods.

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- d) **Rooftop Landscaped Plaza:** Provide for a centrally located landscaped plaza with access from all 4 sides of the development with elevated public viewing of the Fox River views and Broadway district. Encompasses 45% +/- of project site, in size.
- e) **Rooftop Landscaped Plaza:** Featuring grand open stairs through commercial/residential Broadway Street Building 'B', along with auto/bicycle ramp and elevator/stairs from Front Street - Fox River Trail.
- f) **Rooftop Landscaped Plaza:** to feature landscaping, park benches, art/sculpture spaces, 4th floor viewing rail along Fox River frontage and partial Broadway Street rail, and provides for outdoor dining/community gathering from 2nd level Broadway Street Building 'B' Restaurants.
- g) **Commercial Building, (Bridal Shop Bldg):** Broadway Commercial building 'B' designed with historic architectural features lower levels and upper levels modern residences. Interior lower levels offering inviting open Atrium bringing downtown visitors inside and to plaza via open staircase direct to rooftop landscaped plaza. Light retail, restaurants/coffee, galleries, office space, services/commercial, with residences above.



2. **COMMUNITY ROOFTOP GARDEN PLAZA:** Central destination for residents:

- a) To meet for coffee, lunch, dinner.
- b) Meeting place before/after attending downtown events.
- c) Relaxing from downtown events or quick rest from the Fox River Trail.
- d) Plan to include historical plaque markers for educational purposes & community awareness.
- e) Convenient, visible, but fun place for community youth to gather with nearby park, restaurant, library, shopping and trail activities.
- f) Provides space for quality of life and vibrancy to the downtown.

George Street Station

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- g) Entire Project Site (Not Including Turba Bldgs) Approximately 68,274' sq. ft.
 Three higher rise buildings (Century, Apt bldg, bridal shop) Approx. 30,000+'
 Landscaped Plaza - 45% +/- of surface area, Building footprints – 55%

■ **RESIDENCES, DOWNTOWN VIBRANCY & CUSTOMER BASE:**

1. Buildings / Structures architectural designed to blend the historic features honoring current De Pere appearances with modern amenities.
2. Commercial: Designed to utilize retail/commercial advantages of Broadway Street frontages with 1st, 2nd and possibly 3rd level spaces including 2nd floor Plaza level dining.
3. Traffic/Parking: Interior parking structure with Front Street ramp and Broadway Street entrances minimize traffic points and eliminates underutilization of market valuable frontages.
4. Traffic/Parking: Bicycles/pedestrians: Pedestrian and Bicycle pathways at south greenspace and north George Street Landing offers ease and safety of non-auto movement between downtown corridor and river amenities.
5. Residences: Class A condo interior finishes with modern, open floorplans benefitting from wide expansive, panoramic views. Individual HVAC systems, Smart Tech wired, and solid surface countertops.
6. Residences: Income / Size Diverse:
 - a. 31 – 43 units Century Building 'A': 75 – 90 additional units project wide.
 - b. Century Lanes building 'A' to offer unit sizes from 980' square feet (1 bedroom plus den) to 3,300' square feet (3 bedroom +).
 - c. George Street Apt Building 'C-1': Similar to Century Building 'A'
 - d. Bridal Shop Building: retail /commercial 1st, 2nd, &/or 3rd levels. Urban styling apartments above, moderate in size with Fox River or urban views.
 - e. Front Street building 'C-2': 3 levels of 1-story efficiency condos / apartments. Approx. 24 units ranging 720' – 1120' square feet all with panoramic Fox River views, exterior balconies, interior parking.

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7. Residences: Building 'A' and 'C-1' - Most units have 1 parking stall + additional available in interior, secured parking. Most units have at least one exterior terrace, several have two exterior terraces.
8. Common Space: Buildings to have 'Commons' room with direct resident access to Plaza level. – Plaza walk to dining and River viewing
 - Common Space: Grand 2-story Foyer entrances from fronting street.

■ PROJECT CHARACTERISTICS SUMMARY:

1. Pathways:

- a. George Street Landing: Elevated and Landscaped to Broadway Street level. Pathway connecting downtown core to river amenities.
- b. South Claude Allouez Bridge greenspace: maintained, offering alternative pedestrian/bicyclist pathway from west side bridge passage & downtown core to Fox River amenities.
- c. Interior Parking structure to offer auto/pedestrian/bicycle entrances from Front Street ramp and Broadway entrance.
- d. Upper Landscaped Plaza: entrances from Front Street, South greenspace pathway, George Street Landing and Broadway Street interior stairway.

2. Destination, Community Vibrancy:

- a. Development of George Street Landing to green pathway inviting pedestrians and bicyclists to/from River amenities to Broadway core & adjoining neighborhoods. Prominent stairway entry to landscaped plaza.
- b. Landscaped Plaza - community gathering point for visiting, inviting of public to experience downtown and river views, along with dining and relaxing.
- c. Residences provide enhancement of downtown and creates customer base for surrounding current and future businesses.

3. Residences / Structure:

- a. Income/size-diverse with Century Building 'A' offering multiple sized units 31 – 43 Class A condos in Century Building, and Class A condos in George St Building 'C-1'
- b. 24 Front Street efficiency condos or apartments

George Street Station

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- c. Urban apartments above Broadway Street commercial space
- o **Parking:** See page 35 – prelim building plan
 - a. **Current:** through ramp design with 103 +/- parking stalls.
 - b. Proposed 3 (2 under commercial building 'B') story parking structure under entire project site (except Front Street 3 stories (24 units) efficiency condos)
 - c. Parking under Century Building 'A', Broadway Building 'B' and George St Condo Building 'C' to be private, secured with parking structure entrances.
 - d. Approximately 430+ parking stalls created.
 - e. Broadway drive entrance / Front Street entrance; may accommodate closure of Front Street entrance from the Bridge north to Voyageur Park – allowing for special pedestrian events along River Front.

"Brown County Executive Troy Streckenbach said communities that figure how to attract the next generation are going to be the ones that are successful. "Part of that is looking at your community and revitalizing it," Streckenbach said.

<http://www.greenbaypressgazette.com/story/money/2015/08/24/packers-opt-income-titletown-district/32292455/>

SUPPORTING COMMUNITY IDEAS, STUDIES, PREVIOUS PROPOSALS:

November 2016 – De Pere Planning Commission Meeting

- Seven Story Riverwatch Condo Presentation – Century Lanes Site
- referenced in accompanying City of De Pere Memorandum

Minutes:

- *“Both **James Boyd and Larry Lueck stated that they are encouraged to see this development come to De Pere.** James Boyd asked if this site is located in a historic district. Kim Flom stated that this is not identified by the master plan as a historic contributing structure.”*
- *“**Walsh remarked** that communities, such as De Pere, that are surrounded by other towns are limited and going up is a viable option. **He stated that density in the downtown gives the City an opportunity to grow and take advantage of the views in the downtown.**”*

<http://deperecitywi.iqm2.com/Citizens/FileOpen.aspx?Type=12&ID=1635&Inline=True>

De Pere wish list: More foot traffic, public art

Jeff Bollier, USA TODAY NETWORK-Wisconsin Published 10:48 a.m. CT Jan. 25, 2017 | Updated 2:42 p.m. CT Jan. 25, 2017

“...downtown De Pere boasts a 96 percent occupancy rate and has two major developments on Broadway — The 102, a luxury apartment building, and River Watch, a mixed-use housing, retail and office building.

...With that in mind, here's what's on Quigley's wish list for downtown De Pere this year.

Increase foot traffic

...Quigley hopes improved pedestrian amenities, benches, planters and other features will help encourage visitors and residents to explore more of downtown De Pere.

...“My vision is a more bustling environment from sunrise to sunset,” she said.

Expand housing

...The 102 on Broadway and River Watch projects would both go a long way toward increasing the volume and variety of downtown housing, Quigley said.

...“It adds to the business retention element,” she said. “From my experience, people are looking for that urban lifestyle. Young professionals and retirees alike want that shopping and dining experience.”...

<http://www.greenbaypressgazette.com/story/money/2017/01/25/wish-list-definitely-depere/96999400/>

Definitely De Pere's Tina Quigley has big plans for downtown

Jeff Bollier, USA TODAY NETWORK-Wisconsin Published 8:49 a.m. CT Jan. 29, 2018 | Updated 10:29 a.m. CT Jan. 29, 2018

Nurture development opportunities

... Rome wasn't built in a day and neither was The 102 On Broadway, a new luxury apartment building that opened last summer.

... The 102 on Broadway welcomed its first tenants in fall. Quigley said the developer's success in leasing almost all available units shows there's demand for downtown housing.

... "People want to live in downtown and demand for additional housing options in downtown is growing...."

<http://www.greenbaypressgazette.com/story/news/2018/01/29/definitely-de-peres-tina-quigley-has-big-plans-downtown/1061349001/>

Packers opt for more than income in Titledown District

Richard Ryman, USA TODAY NETWORK-Wisconsin Published 5:15 p.m. CT Aug. 24, 2015 | Updated 5:27 p.m. CT Aug. 24, 2015

.... "The Green Bay Packers were expected to derive non-football income from their Titledown District project, but in designing it the team was asking different questions."

... "By making one-third of their new development public park, the Packers are forgoing income potential for longer-term goals, both cultural and financial. "I don't see it as being primarily a revenue driver," said **Ed Policy, Packers vice president and general counsel**.

"We are looking to bring something to the marketplace that we don't have here now. We asked, 'What can we do to be competitive 15 years from now?'"

... "The Packers commissioned a market study that sought answers to three questions: Would development be feasible, **what are the long-term economic prospects for Brown County**, and what can the team do to have an impact? **Answers to the second question were worrisome and dovetailed with other reports the Packers heard about the loss of young talent in the region. The study indicated real concerns about young people leaving the area and not coming back.** "That is becoming a problem and will be a greater problem as the future goes on," Policy said. "If we don't turn that around, it causes concerns about developing something long term."

... "A lot were focused at the start on retail," Policy said. "We said rather than do that, let's figure out quality of life. The answer came back, **'You really need an active, exciting, engaging public space.'** "

..."Brown County Executive Troy Streckenbach said communities that figure how to attract the next generation are going to be the ones that are successful.

"Part of that is looking at your community and revitalizing it," Streckenbach said.

The Packers see the public plaza being used year-round. The event space just off South Ridge Road could be used for events or festivals, like a farmers' market or art show. Bellin Health plans to use it for some of its programming."

..."The Packers want the plaza used throughout the year. The townhouses, for example, are meant to be occupied year-round. The Packers do not intend them to be used as party houses.

Murphy said the 30 to 50 townhouses should be attractive to young professionals and retirees.

"It's a place people not only would visit but want to live. They would be able to walk to many amenities. It would be very attractive," he said.

Policy said few developers could afford to, or would choose to, set aside that much acreage in lieu of revenue. The balancing act for the Packers is to make enough money on the remaining acres they lease to cover their costs and, though they are downplaying it, generate revenue.

"We want to create something that will attract and retain young people," Policy said. "And we had to do it in a manner that ensured financial stability. We need successful businesses around the public plaza."

<http://www.greenbaypressgazette.com/story/money/2015/08/24/packers-opt-income-titletown-district/32292455/>

10-acre plaza heart of Titledtown District

Richard Ryman, USA TODAY NETWORK-Wisconsin Published 12:17 p.m. CT Aug. 20, 2015 | Updated 12:14 a.m. CT Aug. 21, 2015

..." A 10-acre **public plaza** will be the heart of the Green Bay Packers' new Titledtown District, an effort by the team to add to **the quality of life in Brown County.**

... "The Packers announced plans for the 34-acre development this morning at Lambeau Field, introducing its three anchors, Lodge Kohler, Hinterland brewery and Bellin Health. Packers President and CEO Mark Murphy said one of the **team's goals is to help stem the loss of young professionals from the area.**"

... "What you're seeing there (in Titledtown District) is what Millennials especially are looking for," said Peter Zaehring, vice president of economic development for the Greater Green

George Street Station



Bay Chamber. "It's a place that is **walkable**. It's a place where **you can live**, where **you can shop**, where you can hang out with your family, your animal, your kids. **That's what we're looking for when it comes to talent retention and attraction to the Green Bay area.**"

- <http://www.greenbaypressgazette.com/story/money/2015/08/21/tiletown-district-acre-plaza/32052591/>

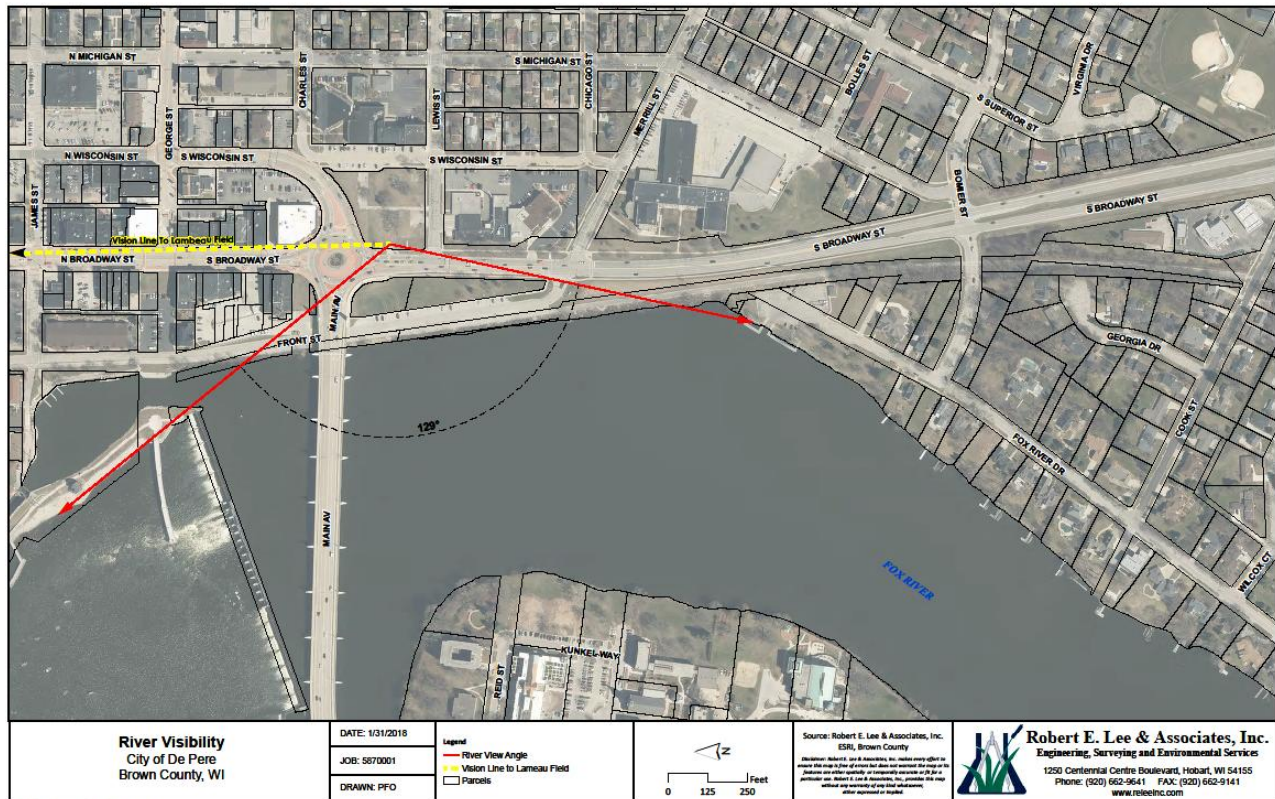
Mulvas concerned about maintaining riverfront views for proposed De Pere cultural center

Jonathan Anderson, USA TODAY NETWORK-Wisconsin Published 5:29 p.m. CT Jan. 8, 2018

DE PERE - An arts and cultural center proposed more than two years ago has yet to move forward partly because its benefactors are concerned the building's views of the Fox River could be obstructed.

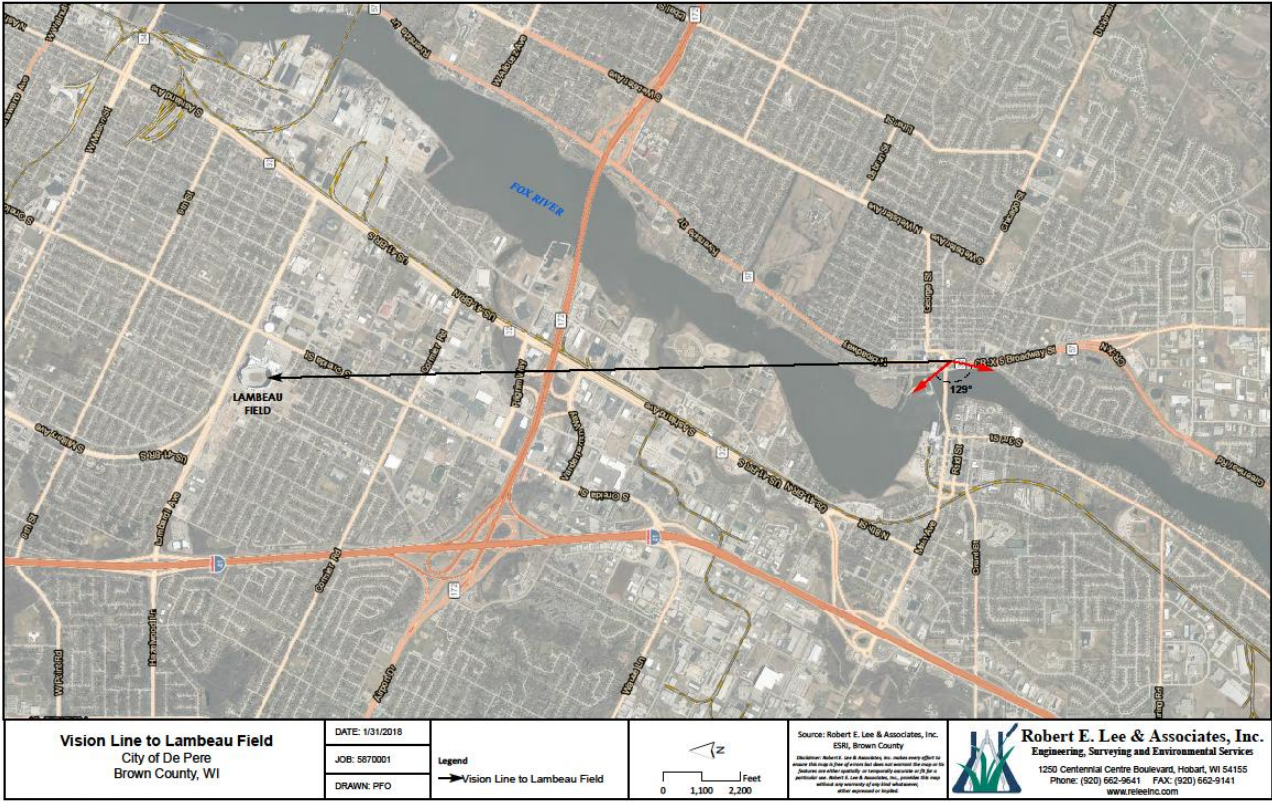
The Mulvas initially offered to pay for the entire analysis if the outcome would support height restrictions, but the city was not comfortable with that, City Administrator Larry Delo said. The two parties eventually agreed to share the cost without any strings attached.

<http://www.greenbaypressgazette.com/story/news/2018/01/08/mulvas-concerned-maintaining-riverfront-views-proposed-de-pere-cultural-center/1012712001/>

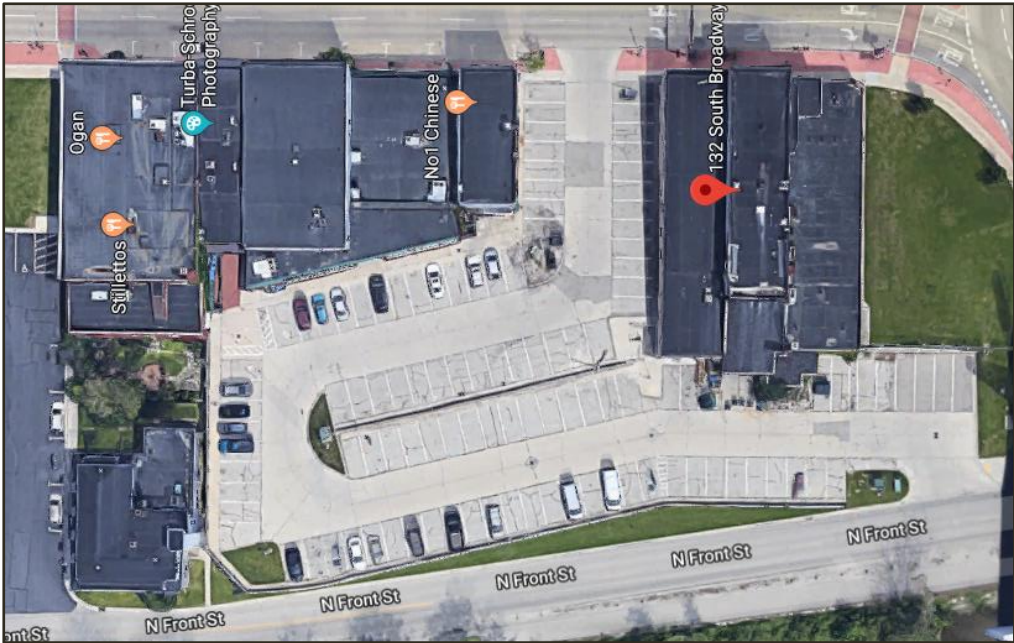


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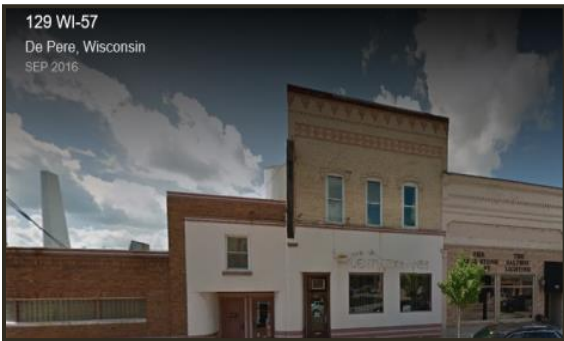
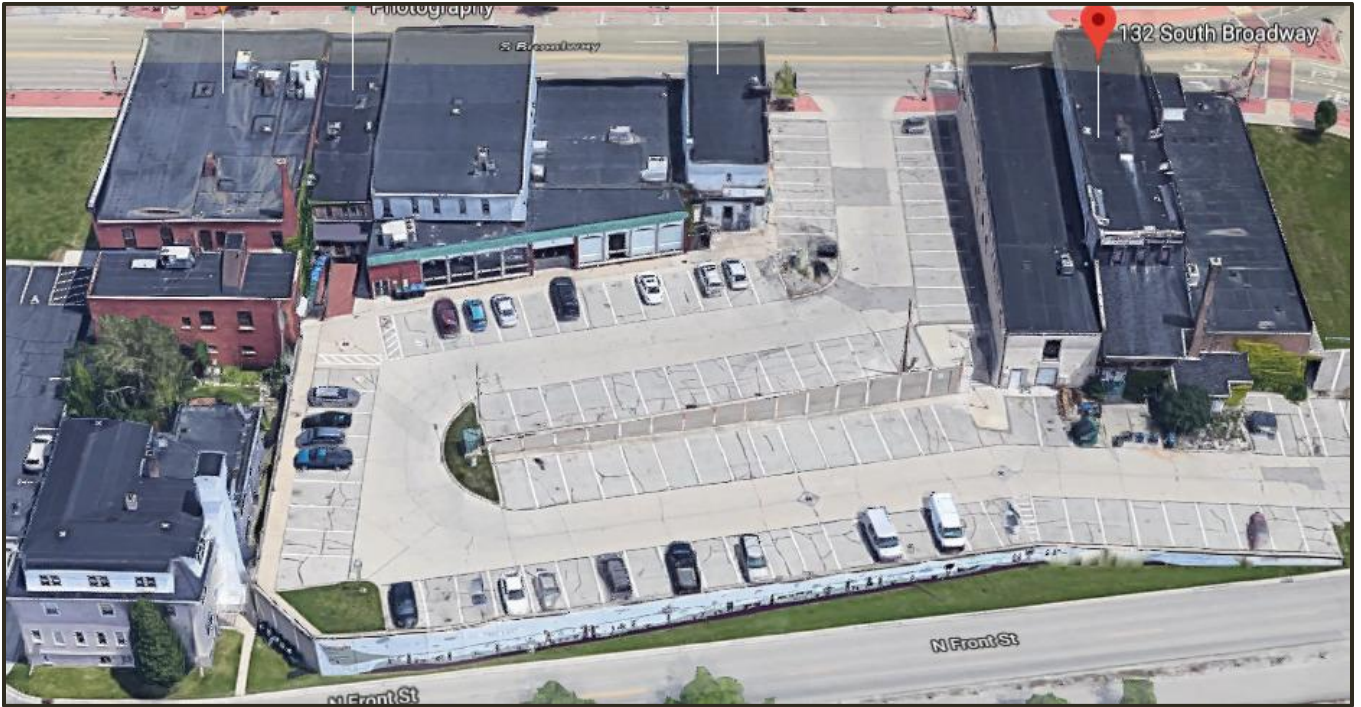
Current Property Appearance



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Current Property Appearance



Attachment: George Street Station_De Pere Retro LLC_FEB 13th Finance Mtg_prepared February 6 2018 (6571 : De Pere Retro LLC Request for

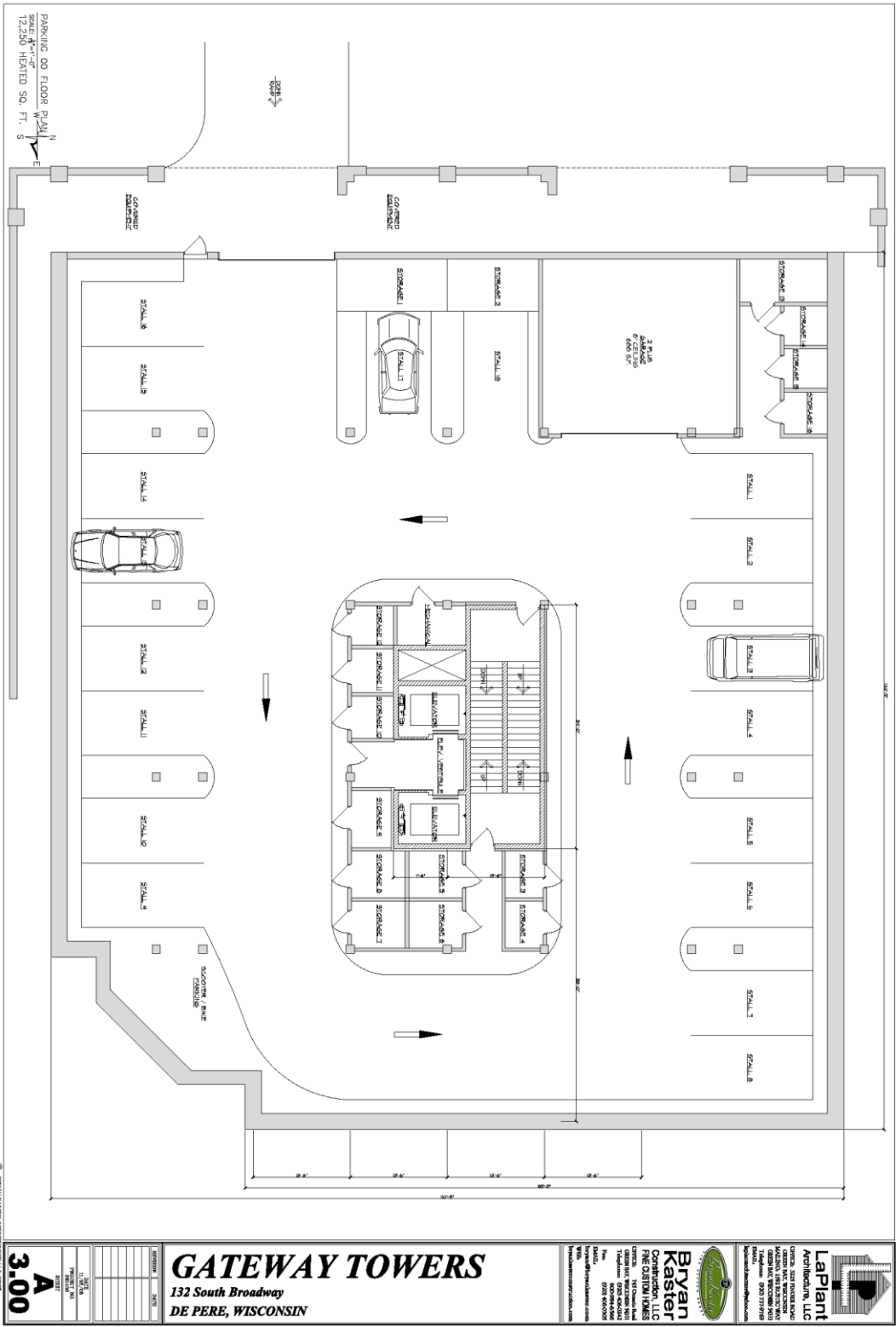
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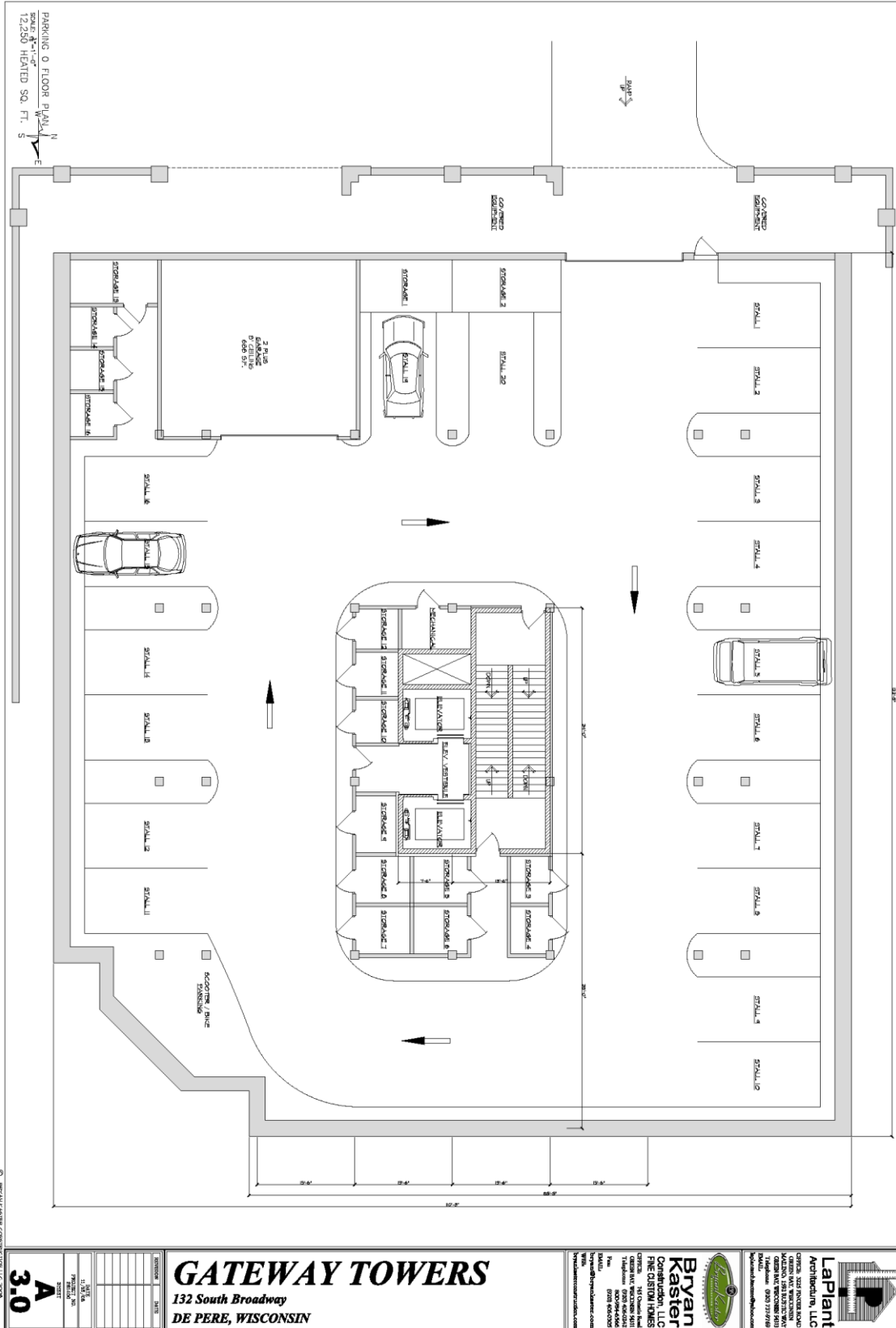
Century Building 'A' Preliminary Plans: – sample floors
Underground parking, 1st Floor Retail / Galleries, Residences



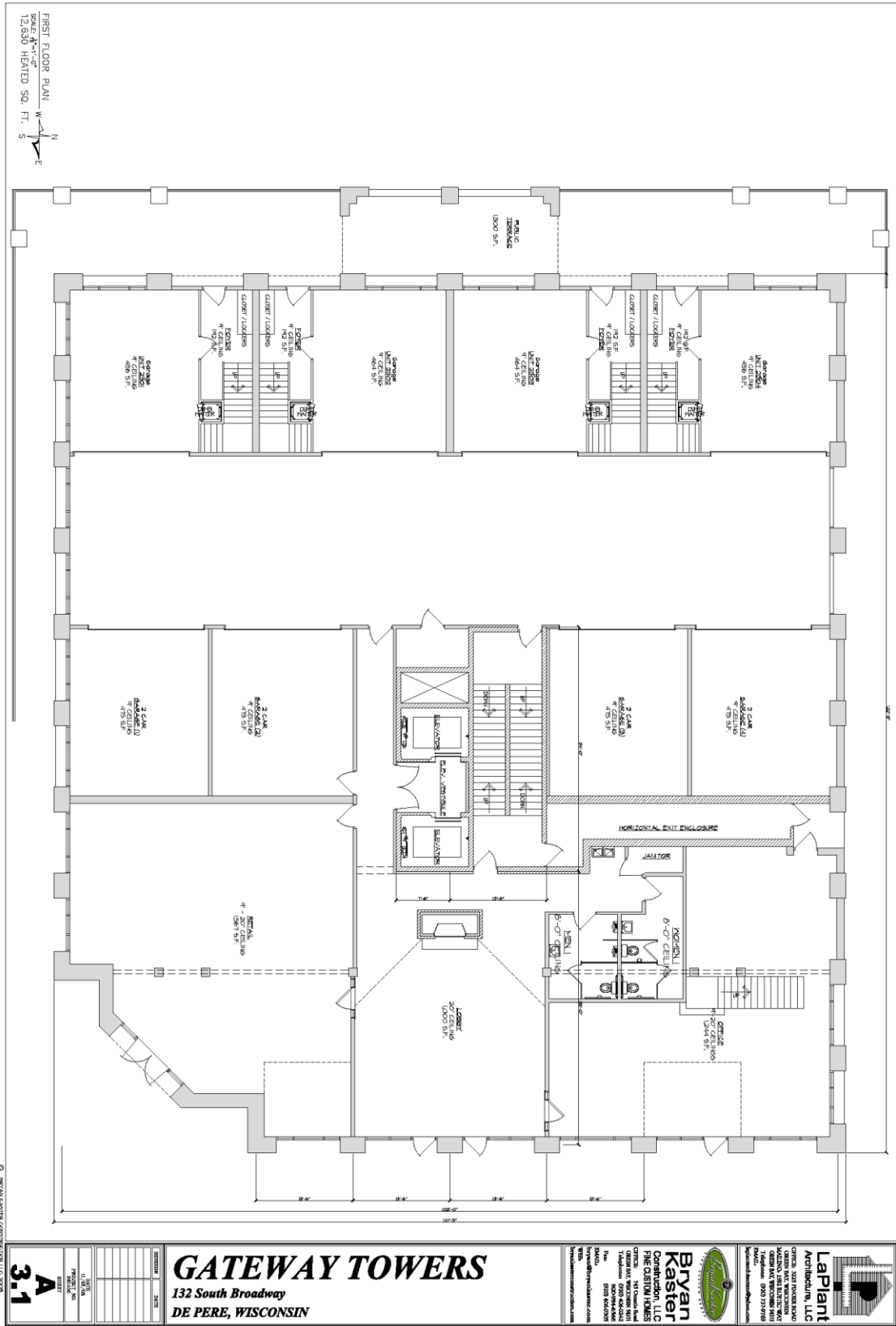
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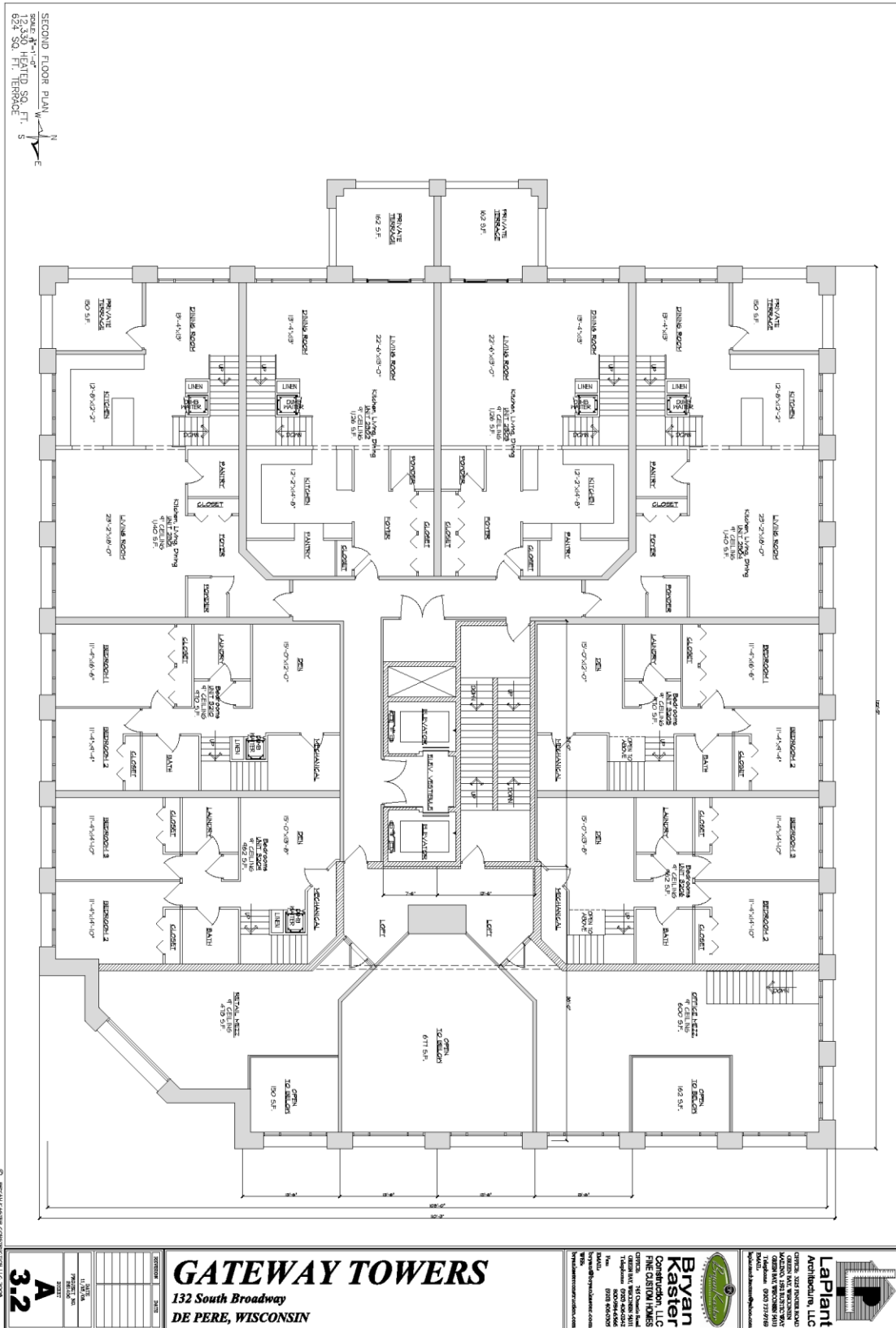


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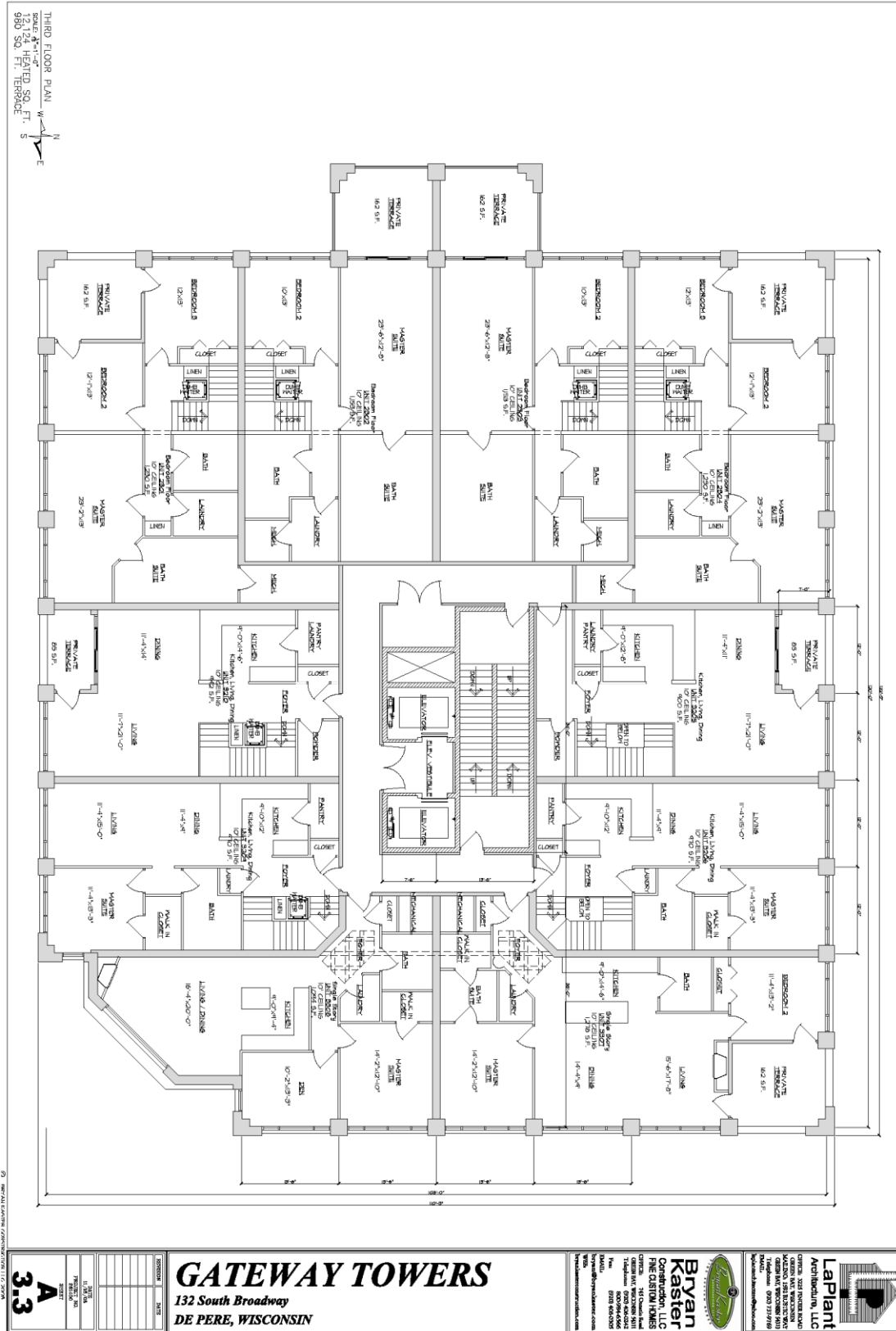


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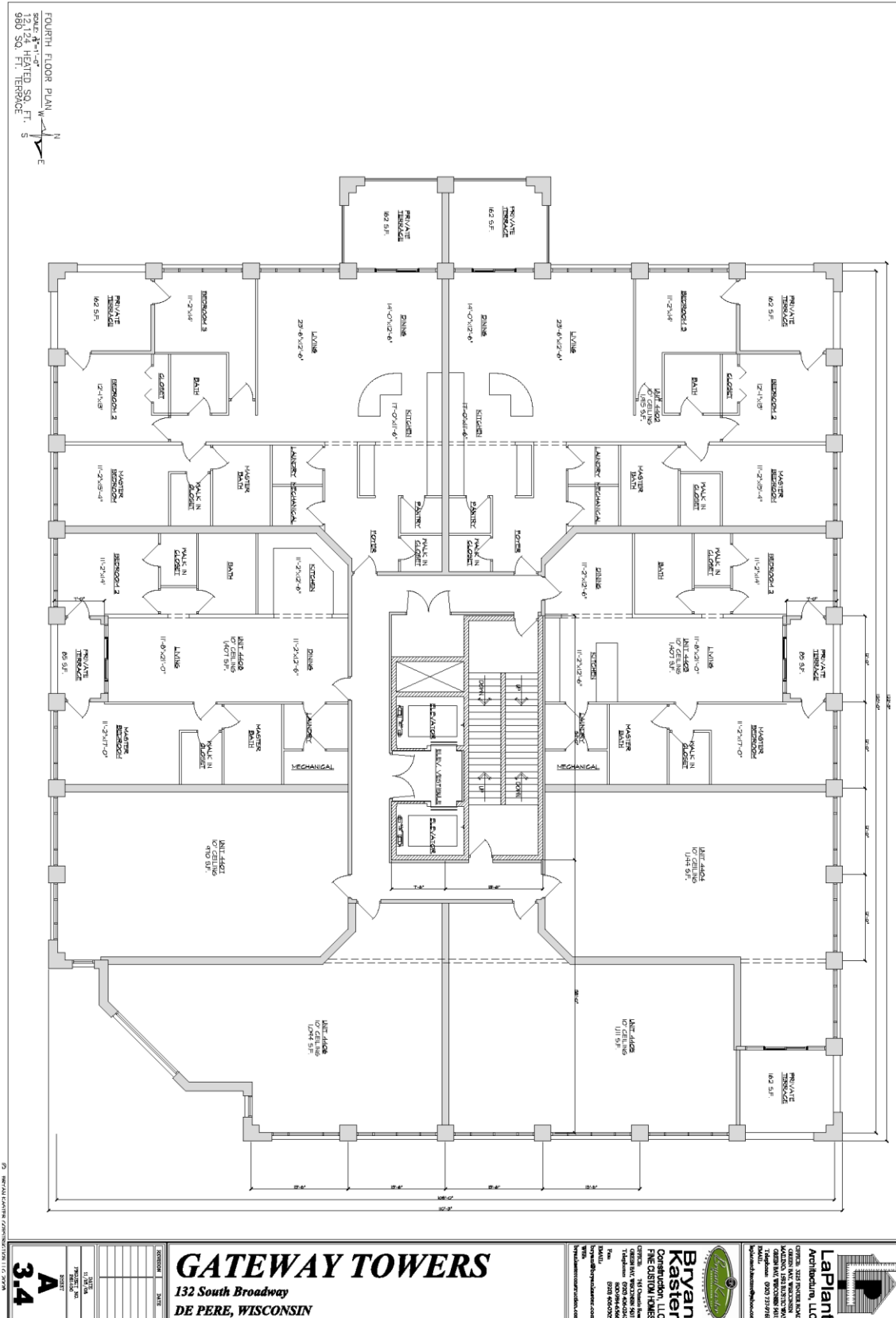


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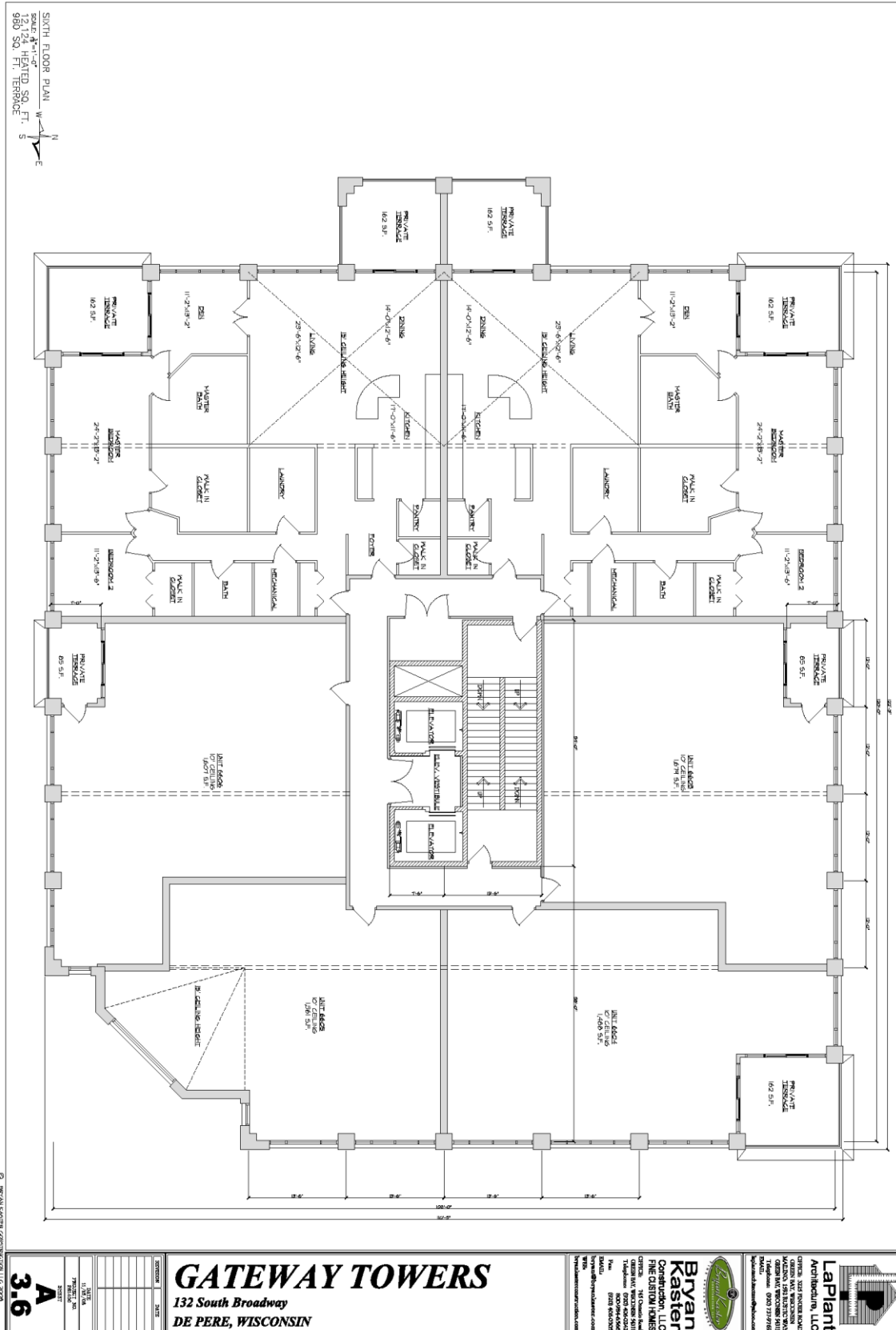


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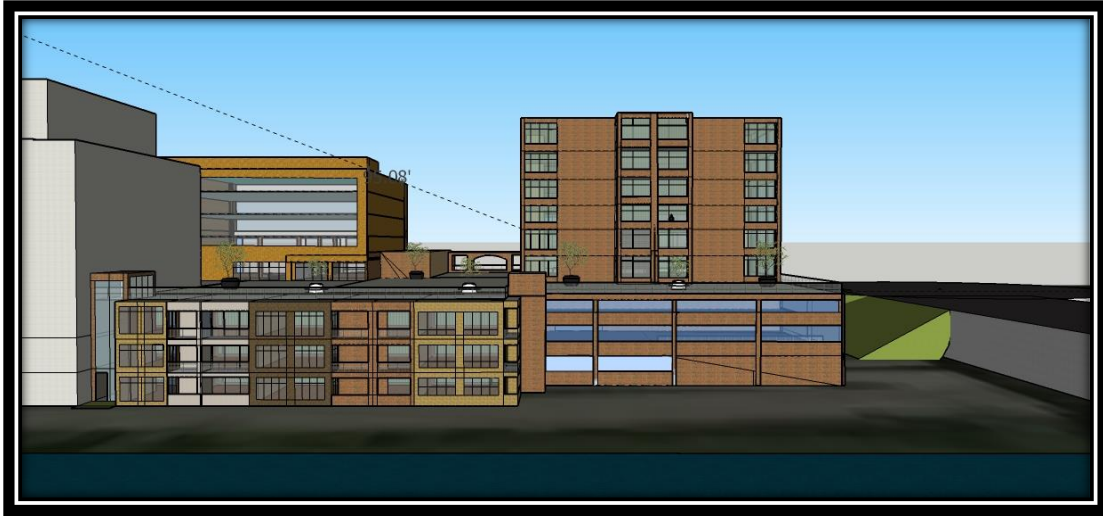
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Front Street 'Efficiency' Condos – Apartments...

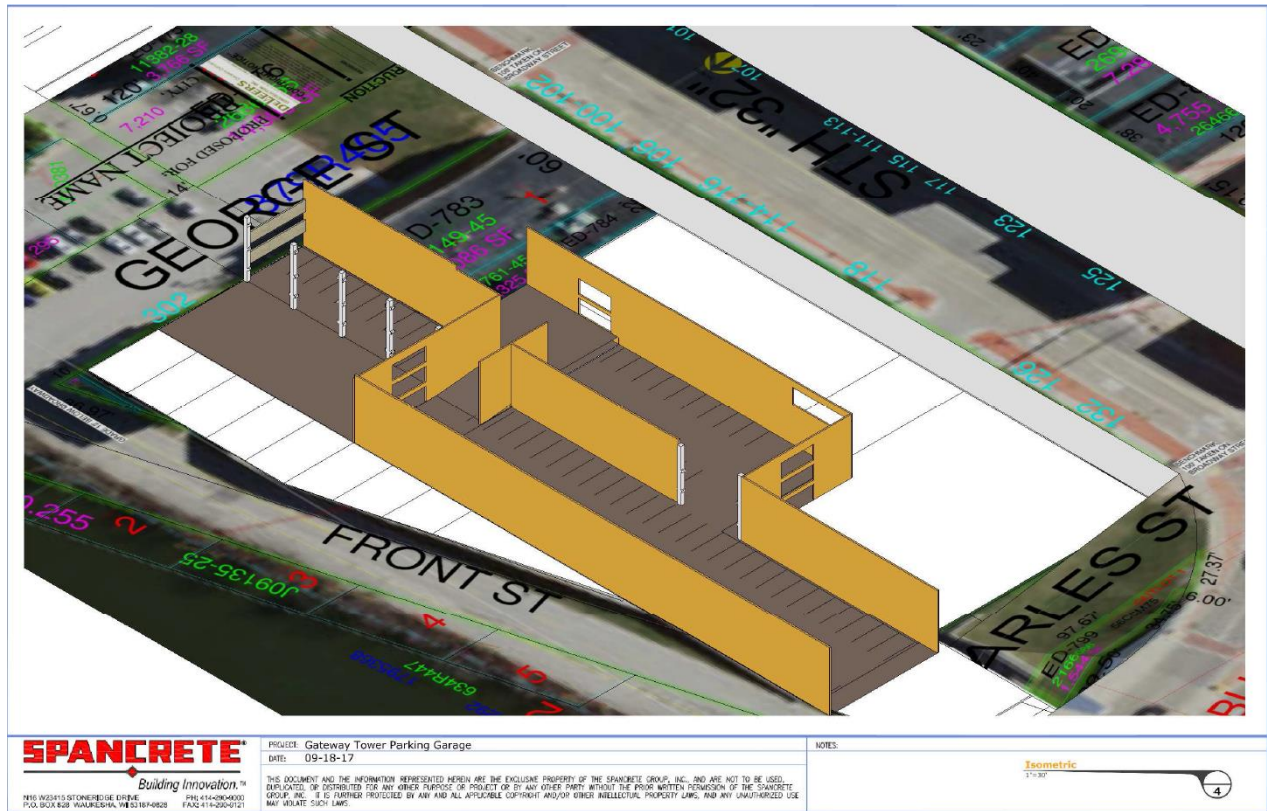


BROOKLYN
1 Bedroom / 1 Bath
550 sqft



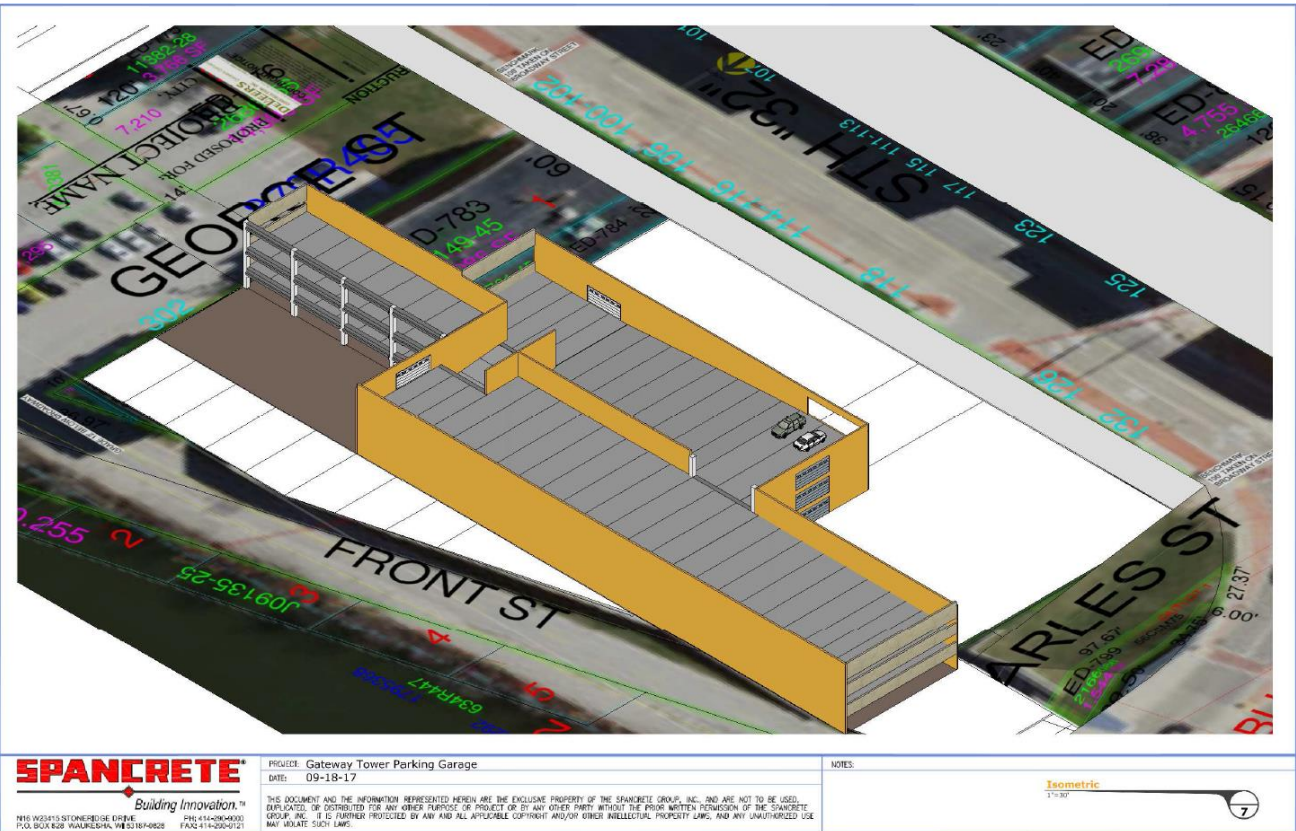
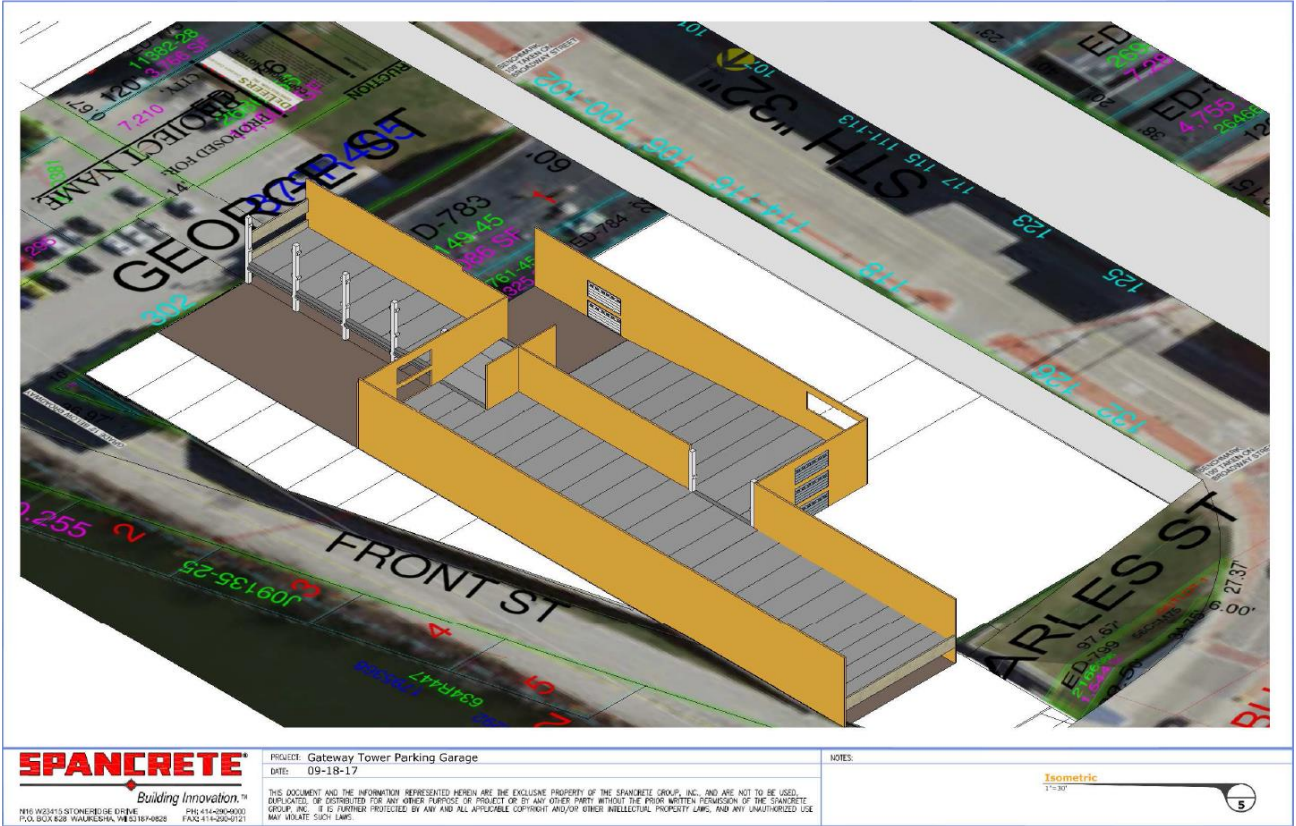
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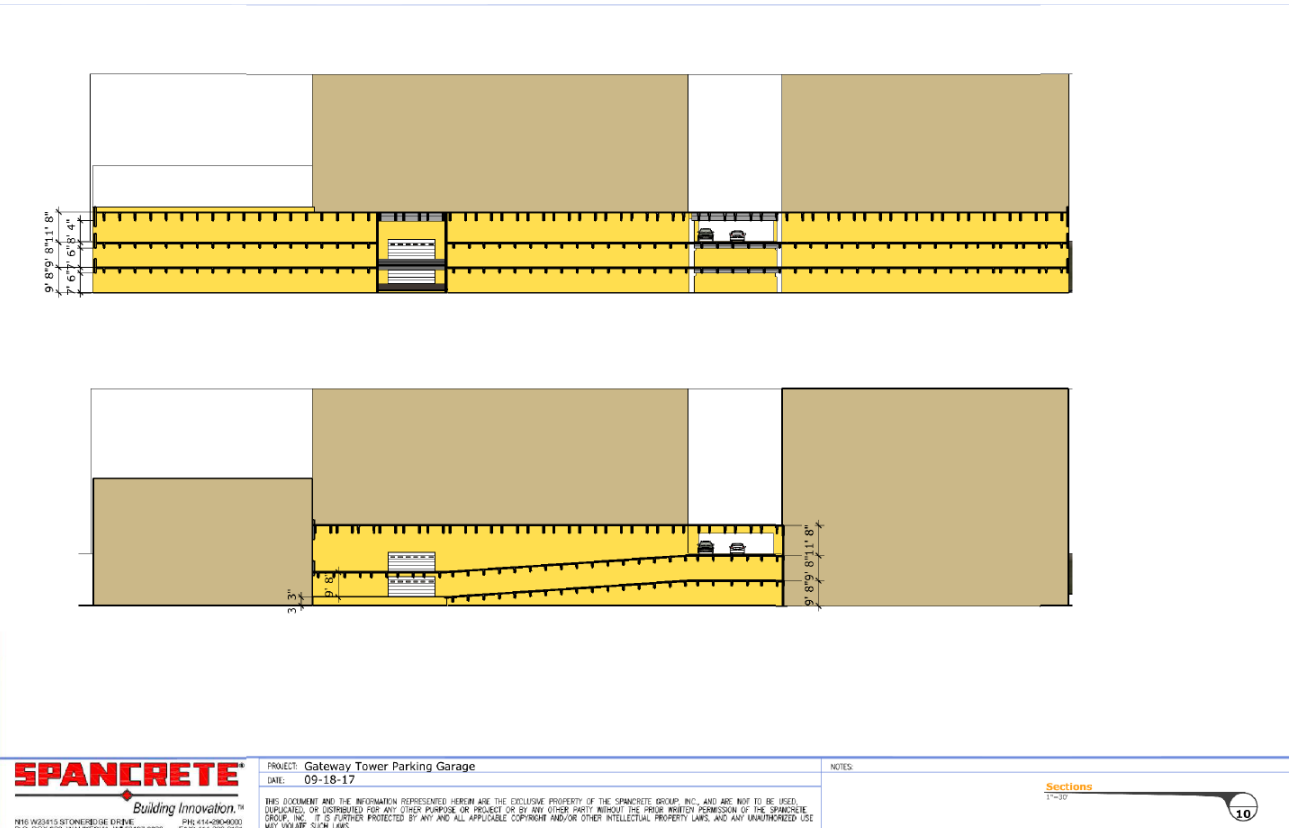
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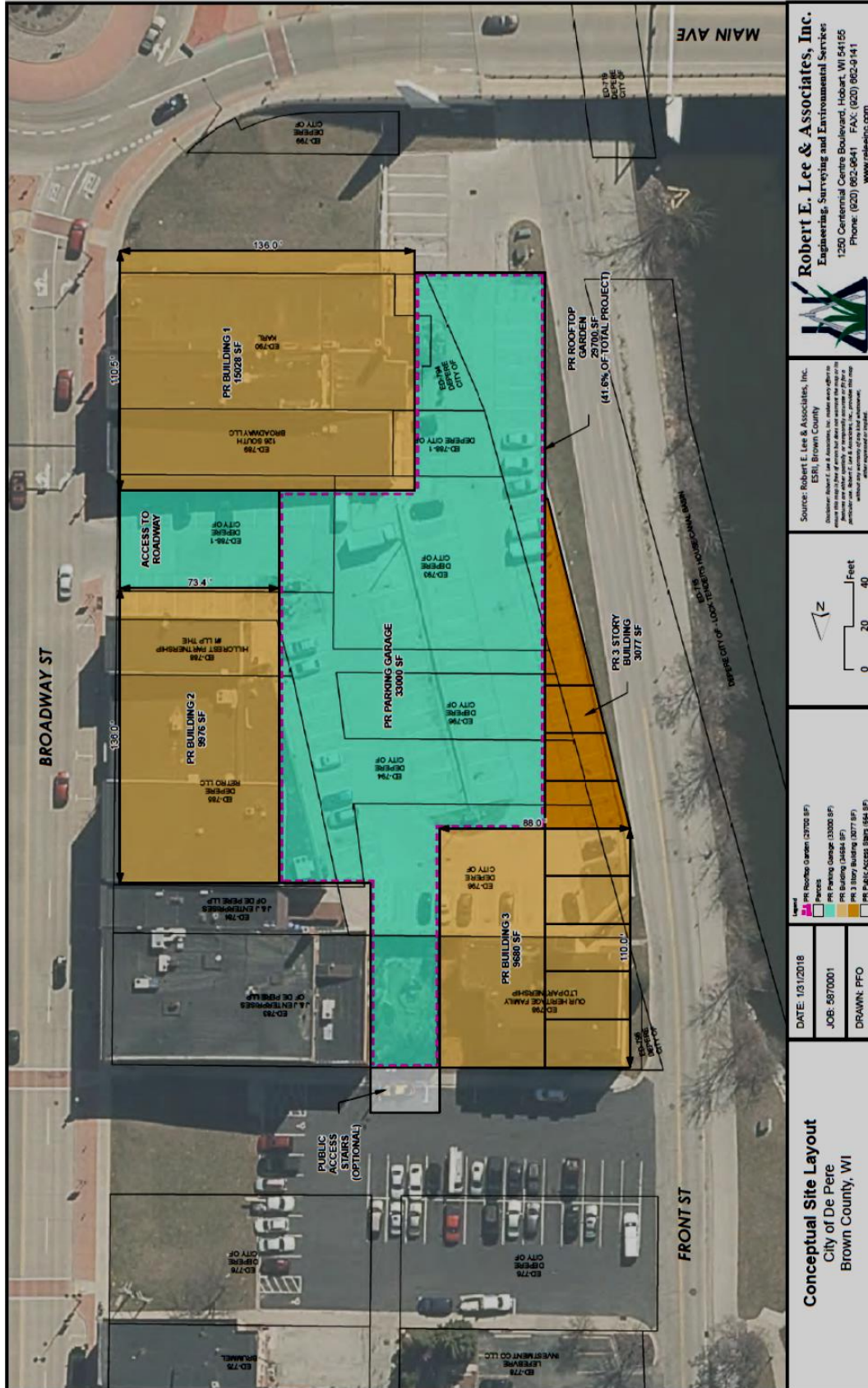
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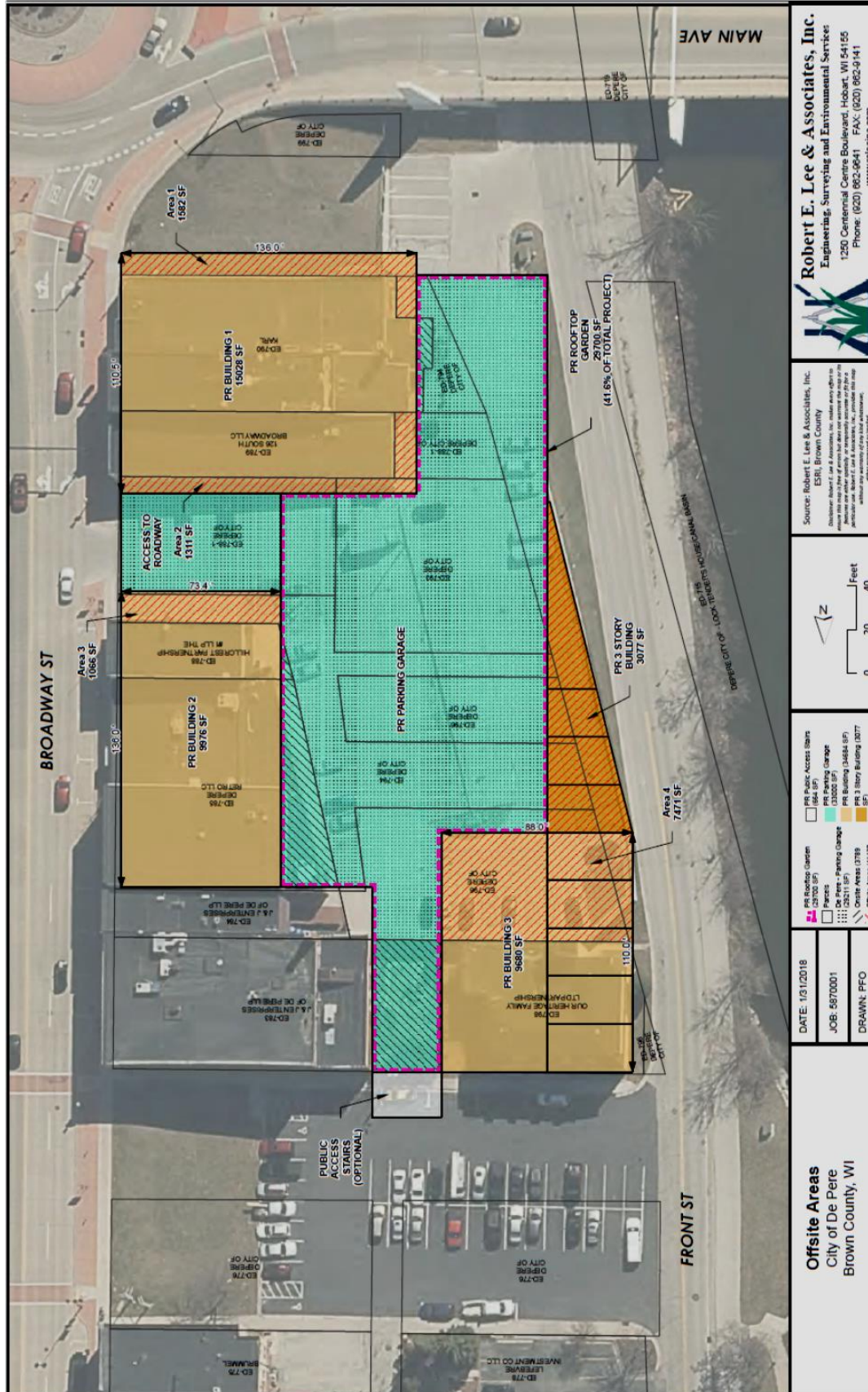
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City of De Pere, Wisconsin

**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Planning

FROM: Peter Schleinz

SUBJECT: Recommendation to hire Duncan Associates for the Rewrite of the City of De Pere Zoning Ordinance in an amount not to exceed \$124,800.*

ATTACHMENTS:

- 02-13-18 Zoning RFP Finance-Personnel Memo Consultant (DOCX)
- Rezoning RFP FINAL FOR DISTRIBUTION (PDF)
- Duncan - Codametrics - KH_Proposal (PDF)
- Camiros - De Pere RFP ZO Rewrite (PDF)
- Vandewalle - De Pere Zoning Ord Rewrite Proposal 11.13.17 (PDF)
- RE City of De Pere Zoning Code RFP Response A couple of extra questions for Duncan Associates (MSG)
- Fwd City of De Pere Zoning Code RFP Response A couple of extra questions for Camiros (MSG)

City of De Pere MEMORANDUM



To: Finance and Personnel Committee
 From: Peter Schleinz, City Planner / Zoning Administrator
 Date: February 6, 2018

RE: **Rewrite of the City of De Pere Zoning Ordinance – Consultant Recommendation**

Background/Summary

On October 3, 2017, the Common Council approved a Request for Proposals (RFP) to seek qualified consultant teams to submit for the complete rewrite of the City of De Pere Zoning Ordinance. The project focuses on Code Chapter 14, related to zoning, and Code Chapter 98, related to signage. The project includes expectations for the selected consultant to perform eight expected tasks and also provide four deliverables:

Tasks

1. Diagnostic review of existing plan
2. Public outreach with community stakeholders
3. Solutions and Code outline for the rewrite
4. Draft Code development
5. Maps and graphics development
6. Legal consultation regarding code related questions
7. Reference guide that summarizes key Code elements
8. Adoption of new Code

Deliverables

1. Monthly progress reports and research
2. Draft ordinance and map documents
3. Meetings with staff and quarterly meetings with Plan Commission
4. Final Product – New Ordinance in print and electronic format with GIS editable maps

The City released the RFP on October 6, 2017 utilizing the following communication methods:

- Posted on City Website
- Shared via social media (Facebook and LinkedIn)
- Posted on the League of Municipalities Classified Page
- Posted on the American Planning Association RFP Page
- Posted on the Wisconsin American Planning Association RFP Page
- Directly sent to 26 reputable firms in Wisconsin, Illinois and Minnesota

By the RFP deadline, November 13, 2017 the City received six acceptable submittals. Using the objectives listed in the RFP, the review team selected three consultants to interview. The three finalists each spent 45-60

minutes talking with an interview panel consisting of the City Planner/Zoning Administrator, the Development Services Director, and the City Attorney.

The interview panel narrowed the field from three to two, asked the remaining consultants two additional follow-up questions (via email) and checked references. Based on the consultants' submittals and performance throughout the process, the interview panel recommends that the City Council approve Duncan Associates to complete the rewrite of the City of De Pere Zoning Code. A copy of the submittal from Duncan Associates is attached for your review, along with copies of submittals from the other two interviewed consultants.

If approved, City staff will work with the consultant to finalize a scope and contract to be reviewed by the Common Council. Then the project will begin and likely take 12 to 18 months to complete.

Project Funding

The sources of funding for the rewrite of the zoning code are as follows:

- \$20,000 General Fund (Consulting – Planning/Economic Development – approved for 2017 – carried over to 2018)
- \$45,000 Stadium Tax Excess (approved 2017)
- \$30,000 General Fund (Consulting – Planning/Economic Development – approved for 2018)
- \$30,000 TID 5, TID 6, TID 7, TID 8, TID 9 and TID 10 (\$5,000 each – approved for 2018)

Recommendation

The interview panel recommends that the Common Council approve Duncan Associates to complete the rewrite of the City of De Pere Zoning Code for the amount of \$124,800. The budget funding for the project is from the general fund, stadium tax excess, and TID.

If you have any questions regarding this item prior to the meeting, please contact me at 920-339-4043 or pschleinz@mail.de-pere.org.

Request For Proposals

City of De Pere Zoning Ordinance Rewrite



RFP Release Date: October 6, 2017
RFP Proposal Due Date: November 13, 2017, 4:30PM

Notice and Instructions for Proposal Submittals

1. Proposals must be received at the below address no later than 4:30p.m. on November 13, 2017.

2. Submit one digital and five hard copies to:

City of De Pere Economic Development and Planning Department
ATTN: Peter Schleinz, City Planner
335 S. Broadway Street
De Pere, WI 54115
pschleinz@mail.de-pere.org

3. Email submittals of the digital copy are acceptable in PDF format if file size is less than 10MB.

A. General Request Information

The City of De Pere, through its Request for Proposals (RFP), is seeking qualified planning and zoning consultants, multi-disciplinary firms or teams to undertake a complete zoning ordinance rewrite project. The new zoning code must be easy to read, understandable by the public, and enforceable by the City. The project is NOT a simple update to the existing ordinance.

The original zoning code was written in the 1970's with a rewrite in the late 1990's and minor maintenance corrections made over the years. Parts of the code are no longer consistent. Effective code review by staff becomes difficult when working with developers who are used to De Pere's known history of being very efficient. The existing code does not function in an era of technology that provides fast answers.

B. City of De Pere Background

The 24,721 residents that call De Pere, Wisconsin home know that the community provides a high quality of life in the Greater Green Bay metropolitan area. With two excellent school districts, an urban private college, a dynamic downtown, successful business parks and safe residential neighborhoods served by ample parks and natural areas, the community has a considerable amount of loyalty and pride.

The residential, business and commercial areas are connected via a transportation and green space network that accommodates cars, bicycles, and pedestrians. The beautiful Fox River is the focal point of the City Center. The modern Claude Allouez Bridge unites the two sides of the dynamic downtown, which includes new and historic buildings. Whether one is on the east side or west side of the City, historic buildings are thoughtfully blended with redevelopment that provides a desirable mix of housing, employment, shopping, dining and entertainment.

- The City consistently ranks high on livability indexes, and the housing market has become very competitive.

The main thrust of the project is to establish a new zoning code that is easy to read, understandable by the public, and enforceable by the City of De Pere. The ordinance should consider form-based or context sensitive applications, creating design and infill standards for development in the City's downtown district, the college campus, the historic districts, the business and industrial parks, as well as development and growth areas, as identified in the City's 2011 Comprehensive Plan. Key to these areas would be connectivity, walkability, and mixed use nodes that enhance community life in the City of De Pere.

The City of De Pere would like to establish zoning regulations that are more reflective of the character of newer development while preserving the historic characteristics of an older city that is a suburb of a larger metropolitan area.

C. Project Overview and Objectives

The general purpose of the project is the comprehensive rewrite of the City of De Pere Zoning Ordinance in order to make the ordinance consistent with the goals and objectives of the City's Comprehensive Plan.

The City has a desire to develop a zoning ordinance that defines regulations using a combination of text, graphics and images/photographs. The ordinance must ensure predictable, high-quality outcomes that are sensitive to the character of surrounding development, while allowing economic growth in areas where that growth can benefit the identity of the community. This would ideally include a blending of zoning districts, sub-categories within each district, and overlays that allow special uses for districts depending on the district location geographically within the City.

The new ordinance should be designed to accommodate the following document design features:

1. The ordinance needs to be easy to navigate and translate by the public, and simple to be enforced by the City.
2. Text that is supported and enhanced with charts, graphics, images, and photos is needed. A graphic rich ordinance is of utmost importance.
3. The ordinance needs to be colorful.
4. The ordinance needs to function online with MuniCode.
5. The text needs to clearly identify how and when elements are allowed and specifically identify when elements, that are assumed approvable, are not allowed.
6. The ordinance must be designed and formatted in such a way that the document provides flexibility when desired, without constant text revision, yet there is a solid foundation for regulation.
7. "Interactive maps" and graphics that link directly to ordinance subsections that the maps or graphics area represent are desired.
8. The ordinance should minimize need for the user to flip back and forth between lists and different sections.
9. Clear, concise and well defined permitted and conditional land uses.
10. The ordinance should have flexibility and a process defined for when a new or unique land use is not on any list.

The new ordinance must specifically address the following:

- The existing ordinance is based on broad city-wide zoning categories. The new ordinance needs to link to details that will be unique for specific geographical areas (neighborhoods) and translate to specific urban and rural commercial nodes, industrial parks, downtowns, highway frontage corridors, etc.

- The ordinance must link strongly to the Comprehensive Plan to better demonstrate how people want to live in or use an area.
- Special use districts need to be identified (i.e. – businesses in an entertainment district).
- A process for addressing non-conforming uses. Terminating the continuation of non-conforming uses needs to be spelled out
- The sign code applies to all areas and malfunctions when, for example, a downtown property and highway property are treated as equals. A sign code that addresses signage in different areas of the City is needed. Recent variance applications provide direction on additional signage district changes.
- Zoning categories that address the same “use” in different areas of the City is needed.
- Minimize the use of Planned Development Districts (PDD).
- Parking needs to be flexible for a diversity of locations. On-site needs in a downtown with public lots and on-site needs in an industrial park with hundreds of employees working three shifts, for example, need to be addressed.
 - There are no parameters for shared parking based on the “time of day” that a parking stall is used (i.e. – a mall with a daytime salon and a night time bar can use the same stalls rather than doubling up).
- Ordinance requirements are oftentimes found within the “definition” section of the ordinance only. Items need to be located in a logical location.
- Discrepancies in different sections of the ordinance need to be eliminated.
 - Parking lot sizes do not match.
 - ADA requirements need review for compliance with Federal law.
 - Landscaping requirements are not clear and consistent for all zoning categories.
 - Should include references to geographic location (like first bullet) rather than just the zoning district.
- Allowances for acceptable “required” building materials, with flexibility to add and revise newer and more modern technologies, needs to be incorporated because the development sections of the code do not allow flexibility to accommodate modern building materials.
- Design standards that address the desired appearance of the building and site based on geographical location (industrial park, downtown, commercial corridor).

D. Expected Tasks and Services

The successful respondent is expected to perform many tasks for the development of the zoning ordinance rewrite including, but not limited to the following:

1. **Diagnostic Review:** A comprehensive review and executive summary of deficiencies identified in the current zoning code. This should include a review of the zoning code against the following measures, at a minimum:
 - Meeting and discussions with City Staff
 - Concurrency with the City's Comprehensive Plan
 - Compliance with State and Federal laws and case law
 - Overall cohesiveness and consistency
 - Enforceability
 - Workability for staff and the general public
 - Public Outreach comments (see below)
 - Understanding of Wisconsin State Statutes as related to Municipal Zoning
2. **Public Outreach:** Conduct individual or small-group interviews and public open houses with community stakeholders. Consider a public meeting for the general public and/or online methods of engagement to gain public input throughout the process. The consultant should provide a written summary and analysis of the comments made by the individuals and groups.
3. **Solutions and Code Outline:** Develop an outline of solutions to the problems identified in the above outreach and diagnostics steps. Determine if elements from the original zoning ordinance can be incorporated into the rewrite text. Develop a working outline of the newly updated ordinance.
4. **Draft Code:** Complete an initial draft of the new Zoning Ordinance. Facilitate a process of presentation of the draft to stakeholders and the general public; ongoing refinement of the draft based on feedback from staff, stakeholders, and citizens; and tracking of all changes. Identify changes needed on the Zoning Map. Assist City staff with public outreach and explanation of the proposed changes.
5. **Maps and Graphics:** Provide maps and graphics identifying parcels with uses and structures that become inconsistent with proposed standards and zoning regulations.
6. **Legal Consultation:** Provide legal opinions regarding specific questions that arise during the process as well as a full legal review of the final draft.
 - **Reference Guide:** Create a reference guide that summarizes key parts of the Code. See following sample of City of Philadelphia Sign Code Reference Guide--
[http://www.phila.gov/CityPlanning/projectreviews/PDF/Quick Reference Guide.pdf](http://www.phila.gov/CityPlanning/projectreviews/PDF/Quick%20Reference%20Guide.pdf)
7. **Adoption:** Assistance with presentations to the City Zoning Board of Appeals, Plan Commission, Common Council, and any additional revisions requested from these meetings until final adoption of the rewritten Zoning Ordinance is made by the Common Council.

Throughout the entire process, extensive interaction is expected with City Staff. The detailed schedule for the project shall be included in the consultant's proposal, and should be limited to 12 to 18 months.

E. Deliverables

All items delivered as part of this project shall be the sole property of the City of De pere. The consultant shall be responsible for the submittal and execution of the following:

1. **Progress Reports and Research:** The consultant shall be responsible for submitting monthly progress reports and research information relative to the project. The consultant shall clearly communicate how the regulatory effects of the proposed ordinance may differ from the effects of the current ordinance. Background information regarding subjects addressed in the new ordinance, which are not addressed in the current ordinance shall also be submitted by matrix.
2. **Draft Ordinances/Maps:** Copies of the draft documents are required, quarterly, during the development stages of the project for review, presentation, and use by the Plan Commission and staff.
3. **Meetings:** The consultant will be responsible for meeting with the Plan Commission for plan updates on a quarterly basis. The consultant will also meet with staff as the project develops on a regular basis. The number and frequency of the meetings will be determined in consultation with all parties before the project begins. The purpose of the meetings will be to establish objectives, discuss alternatives, provide direction and review progress. In addition, the consultant may be expected to attend periodic meetings of the Common Council.
4. **Final Work Products:** The new zoning ordinance must be provided in both print and electronic format compatible with UniCode. Easy-to-use charts, checklists, graphics, and images/photos within the document are required. The consultant shall provide the following specific ordinance products:
 - One (1) electronic Microsoft Word version and PDF version of the ordinance..
 - A copy of the zoning map data that is compatible with the City's GIS System, in a format that can be edited by the City of De Pere staff.

The final zoning map shall be included as part of the zoning ordinance document. The City shall be provided with the following map products:

- A digital version/shape files of the individual parcel level for use in and compatible with the City's Geographic Information System, which uses ESRI platform and can be edited by the City of De Pere staff.

F. Existing Ordinance

The City of De Pere Zoning Code of Ordinances include Chapters 14 and 98 of the City's Municipal Code. With the exception of area specific edits and law required changes, the majority of the ordinances have not been revised for 20 years or longer. Chapters 14 and 98 are anticipated to require the most substantial amount of review and rewrite.

The consultant will be expected to complete a comprehensive, independent review of the Zoning Ordinance to determine if items should be retained as part of the rewrite. Below is a list of the overall ordinance elements that the consultant will be expected to update and review independently:

Reference Links

Municipal Code: https://library.municode.com/wi/de_pere/codes/code_of_ordinances

City of De Pere: <https://www.de-pere.org/>

Comprehensive Plan, Downtown Master Plan, Historic Neighborhood Preservation Plan:
<https://www.de-pere.org/egov/apps/document/center.egov?view=item&id=730>

G. RFP Requirements

Consultants are asked to respond to this RFP by developing a proposal to fully meet the work associated with this project. Consultants are asked to submit a concise proposal describing their capacity to manage the project and their experience with similar projects. Samples of zoning ordinances/rewrites and public participation plans are expected. The proposals should include a clear outline of how the consultant will meet the objectives of the project.

The City of De Pere does not have a specific proposal format; however, the City expects the following information to be included with the proposals:

1. **Contact Information:** Consultant's name, address, phone number, email, along with the name and signature of the authorized agent and contact person.
2. **Firm History:** Brief history of the firm, including short case studies of similar projects carried out by the firm.
3. **Project Statement:** Statement of overall project understanding and general approach to meet project objectives and tasks of the project, description and modifications or expansion of the information provided.

4. **Time Schedule:** A detailed project time schedule for accomplishing the expected tasks and services, including start dates, major project milestones and anticipated completion dates. Time schedule should specifically identify how and when outreach to the public, staff, and elected officials occurs. The timeframe for project completion should be approximately twelve (12) months.
5. **Examples:** Demonstrate related projects that were completed for other communities that are similar to the City. Emphasis placed on projects include logical graphics and imagery within or as a supplement to a zoning ordinance should be emphasized.
6. **References:** A list of client references for whom the consultant has provided similar services including name, address, e-mail and phone number of a contact person for each reference. Indicate the type, scope and duration of the work done for each client.
7. **Project Manager Qualifications:** A statement indicating the qualifications of the key person who will be assigned as the project manager by the consultant and their responsibilities within the scope of services.
8. **Budget Proposal:** A proposed budget with level of effort for each member of the team and for each major task.
9. **Fee Schedule:** A fee schedule for personnel involved with the project.

H. General Selection Process

A selection committee comprised of the City Attorney, Director of Economic Development and Planning, Zoning Administrator, and the City Planner will review the proposals based on the following criteria:

1. **Qualifications:** Qualifications and previous related work experience particularly related to similar sized communities.
2. **Understanding:** Demonstrated understanding of project objectives, tasks, and services.
3. **Price:** The proposed price/cost will be considered.
4. **Related projects:** Examples of related completed and in-progress projects.
5. **Proposal Quality:** Quality of requested submission requirements, including sample materials and proposal package.

The City of De Pere will select a short list of applicants to meet with the selection committee to clarify submitted proposals, provide supplemental information, confirm proposal representations and answer any questions.

I. Terms

The City of De Pere reserves the right to accept or reject all proposals or parts thereof and reissue the RFP without stated cause. Upon selection of a consultant, the City of De Pere shall attempt to negotiate and reach a final agreement. If the City, for any reason, is unable to reach a final agreement with the selected consultant, the City then reserves the right to reject the selected consultant and negotiate with others.

The City of De Pere is not bound to accept the proposal with the lowest cost, but may accept the proposal that best meets the needs of the City.

J. RFP Schedule

1. RFP Issued:
 - a. October 6, 2017
2. Questions due to the City: (sent via email to pschleinz@mail.de-pere.org)
 - a. By October 20, 2017
3. Responses to questions posted on City website:
 - a. By October 27, 2017
4. Proposals due to the City:
 - a. By November 13, 2017 at 4:30p.m.
5. Possible interviews with finalists:
 - a. November - December 2017
6. Plan Commission Consultant Selection:
 - a. December 2017 - January 2018
7. Common Council Consultant Selection:
 - a. January - February 2018

K. Project Budget

The consultants for this project will be retained by the City. Interested parties should provide a total cost to prepare the zoning ordinance to include hourly rates and estimated expenses associated with the project. The proposed budget should not exceed \$125,000 including all travel and incidental project costs.

L. Contact and Questions

This Request For Proposals has been distributed by the City of De Pere Economic Development and Planning Department. All questions or inquiries concerning this RFP should be directed to:

Peter Schleinz, City Planner
 City of De Pere
 335 S. Broadway Street
 De Pere, WI 54115
 Phone: 920.339.4043 x2
 Fax: 920.330.9491
 Email: pschleinz@mail.de-pere.org

CITY OF DE PERE Wisconsin ZONING ORDINANCE REWRITE

PROPOSAL in response to RFP dated October 6, 2017



Duncan Associates
Codametrics
with Kimley-Horn





November 9, 2017

City of De Pere
Economic Development and Planning Department
335 S. Broadway St.
De Pere, WI 54115
Attn: Peter Schleinz

Dear Mr. Schleinz:

On behalf of Duncan Associates and Codametrics, I am pleased to submit this proposal to prepare a new, modern zoning ordinance for the city of De Pere. Our firms joined forces in pursuit of this project after careful consideration of the city's expectations, as presented in the request for proposals and the 2011 Comprehensive Plan Update. Kimley-Horn will provide GIS support for the project.

Our team partners specialize in providing planning, zoning, and urban design services to local governments. We have prepared zoning & subdivision ordinances, unified development ordinances, form-based codes, and other plan implementation tools for jurisdictions throughout the midwest region and across the U.S. This is the type of project that interests us greatly and that we are uniquely qualified to perform. Among our team's many strengths:

- Each of our firms has a solid base of directly related experience that we will call upon as needed to ensure timely and successful completion of the project and a seamless transition from planning to the critically important implementation work;
- Each of our team partners has prepared plans, ordinances (conventional, form-based and hybrid) and planning studies for jurisdictions throughout the U.S.;
- Each of our team partners has a unique focus on smart growth and sustainable development practices; and
- Duncan Associates, the project "prime," has built a national reputation on drafting concise, comprehensible, and common-sense zoning regulations that are visually-appealing, user-friendly and written in "plain English."

In summary, our team has a balanced mix of regional and national experience, and we are committed to ensuring the project's overall success.

Our entire team looks forward to the opportunity to discuss our approach and qualifications in greater detail. Please contact me (kirk@duncanassociates.com, 312-527-2500) if you have any questions or additional requests.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Bishop".

Kirk R. Bishop
Principal

116 West Illinois | Suite 700 | Chicago IL 60654
p. 312 527 2500 | f. 312 268 7418 | www.duncanassociates.com



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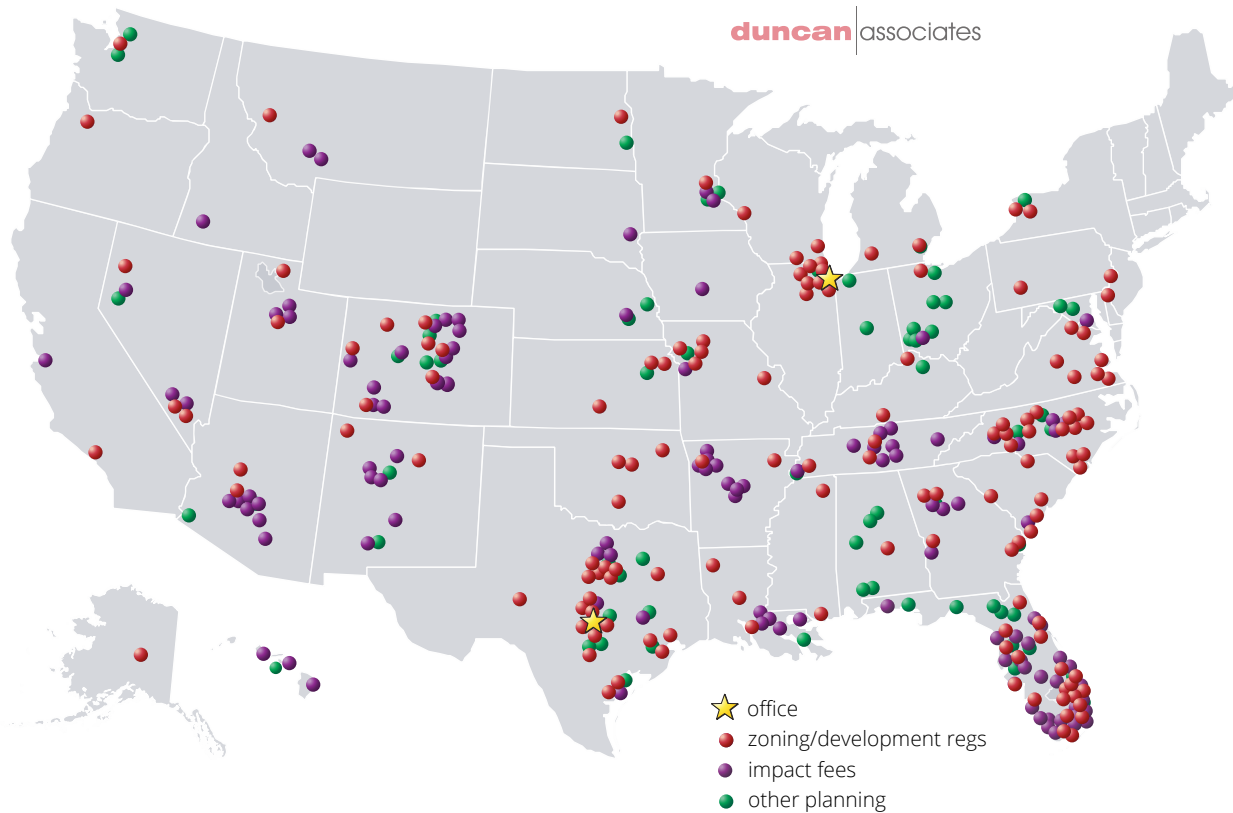
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	Density	1 Very Low-Density Minimum Lot Size: 6000 s.f. Minimum Lot Area/Unit: 6000 s.f.	2 Low-Density Minimum Lot Size: 5000 s.f. Minimum Lot Area/Unit: 5000 s.f.	3 Moderate-Density Minimum Lot Size: 2400 s.f. Minimum Lot Area/Unit: 1800 s.f.	4 High-Density Minimum Lot Size: 1200 s.f. Minimum Lot Area/Unit: 750 s.f.	5 Very High-Density Minimum Lot Size: 1200 s.f. Minimum Lot Area/Unit: 450 s.f.
Building Type						
RSD Single-Unit Detached Residential						
RSA Single-Unit Attached Residential						
RT Two-Unit Residential						
RTS Three-Unit Residential						
RM Multi-Unit Residential						

Source: Pittsburgh (PA) Urban Zoning Code, Duncan Associates

1 PROJECT TEAM

1 PROJECT TEAM



Team & Firm Histories

Our team is comprised two main firms, Duncan Associates and Codametrics, with assistance from Kimley-Horn.

DUNCAN ASSOCIATES

Duncan Associates, a firm that specializes in updating and revising zoning and development regulations, would serve as lead firm on the Marquette zoning project. From offices in Chicago and Austin, Duncan Associates has provided zoning and planning consulting services to over 120 cities and counties in more than 30 states. The firm was founded in 1977 and is a nationally-recognized leader in the field, as evidenced by numerous awards from the American Planning Association.

Duncan Associates has built its reputation on identifying local issues, exploring alternative approaches and transforming conceptual

recommendations into zoning regulations that work...and stand the test of time. The firm is built around a base of former local government planners and code administrators, individuals who have administered and enforced regulations and know about the real-life challenges of code administration that arise on nearly a daily basis.

Our project director for the De Pere project will be **Kirk Bishop**. See qualifications statement on the following page as well as Kirk's resume, following.

Duncan Associates will serve as the overall project manager for the ordinance update assignment

and lead the ordinance drafting process. The firm is an Texas S-Corporation, with a five-person professional staff.

CODAMETRICS

Codametrics staff has a long history of code work, employing innovative techniques to help guide and prioritize development. The studio's work ranges from overlays for neighborhoods, nodes and downtowns to comprehensive code updates.

Codametrics' staff includes designers *and* planners. This ensures a real-world perspective on zoning as well as exposure to leading edge sustainable site development and design practices. Codametrics' staff are constantly immersed in the best ideas of sustainability metrics, gained from service on the USGBC and Star Community Rating System Technical Assistance Groups.

Studio principal, **Leslie Oberholtzer** serves on the Resource Council for the Form-Based Codes Institute, an organization dedicated to advancing the best practices of form-based coding. Since being founded in 2012, Codametrics has prepared form-based codes for Boulder (CO), St. Louis Park (MN), Hartford (CT) and several other cities.

Leslie will lead our community character analysis and any form-based code-related work on the De Pere zoning update. She will also assist with design-related provisions. Codametrics is a studio of Duncan Associates, with a separate practice and product.

DUNCAN ASSOCIATES

116 W Illinois, Suite 700
Chicago IL 60654

Kirk Bishop 312 527 2500
kirk@duncanassociates.com

KIMLEY-HORN

Kimley-Horn is a full-service engineering and planning firm, providing professional planning services for this project. Kimley-Horn is a national firm with more than 3,100 staff in 85 offices nationwide, yet they are able to bring the resources of a large national firm combined with the understanding of a small local organization.

Daniel Grove will be the project manager for Kimley-Horn's work on this project.

Kimley-Horn will provide support services for this project, specifically assisting with GIS mapping.

Project Manager Qualifications

Kirk Bishop with Duncan Associates will lead the De Pere project.

Our project director for the De Pere project will be **Kirk Bishop**. Kirk has been with Duncan Associates since 1987 and has led most of the firm's zoning ordinance work over the years. He has prepared zoning ordinance rewrites and planning studies for local governments

throughout the U.S. Examples include Chicago, Philadelphia, Kansas City, Pittsburgh, Toledo, Hilton Head Island, Charleston County, and numerous other cities, towns and villages.

1 PROJECT TEAM



Kirk Bishop PRINCIPAL

Kirk is a principal with Duncan Associates. During his 30 years with the firm he has served as a zoning and development code consultant to local governments throughout the U.S.

Kirk's substantial portfolio of work includes development ordinance revisions and code updates for dozens of local governments including several large cities, such as Chicago, Philadelphia, Pittsburgh, Kansas City, Detroit, Tulsa and Toledo. In recognition of his big city experience, he was invited by Harvard University and the Lincoln Institute of Land Policy to serve on a three-member panel of zoning advisors for planning directors of the 25 largest U.S. cities.

PREVIOUS CLIENT	ASSIGNMENT	KIRK'S ROLE
Chicago (IL)	Zoning Ordinance	Project Manager
Philadelphia (PA)	Zoning Ordinance	Co-Project Manager
Pittsburgh (PA)	Zoning Ordinance	Project Manager
Kansas City (MO)	Zoning & Development Code	Principal Planner
Portland (OR)	Zoning Ordinance Assessment	Project Planner
Tulsa, (OK)	Zoning Code	Project Manager
Toledo (OH)	Zoning Code	Project Manager

Kirk's background also includes code rewrites for many smaller communities and counties, as well as specialized zoning assignments for state and regional agencies. He prepared two feedlot zoning handbooks for the Minnesota Department of Agriculture and recently completed a report for the Indian Nations Council of Government (OK) recommending zoning strategies for alternative fuel vehicle fueling stations.

Before joining Duncan Associates, Kirk was a senior research associate with the American Planning Association, where he served as principal researcher for studies, reports and training workshops. His examination of zoning strategies that enhance the visual quality and functional operation of road corridors was published as a Planning Advisory Service Report, *Designing Urban Corridors*.

Early in his career, Kirk worked as a senior planner with the City of Austin (TX), where he was responsible for zoning and subdivision case review, land-use studies, historic preservation and staff support for a council-appointed citizens' panel charged with reviewing amendments to the city's land development code.

Kirk is a frequent speaker at conferences and training workshops and a regular guest lecturer in the University of Illinois at Chicago's Urban Planning and Public Affairs program.

EDUCATION

M.A., Urban and Regional Planning, University of Iowa

B.A., Political Science, University of Iowa

duncanassociates.com

duncan | associates

1 PROJECT TEAM



Leslie Oberholtzer AICP, RLA, LEED AP
PRINCIPAL

With an extensive background in landscape architecture and smart growth planning, Leslie has worked over the last two decades to promote sustainable development through the availability of alternative transportation and housing choices, green building and infrastructure construction, community building, and preservation of community tradition and character. In addition to being a registered landscape architect, she is a National Charrette Institute (NCI) certified planner and AICP certified.

Leslie is a national zoning expert and form-based code leader, adopting neighborhood and full city codes across the country for over ten years. She developed the pioneering sustainable urbanist modules for the Smart Code, and was a contributor to the EPA Essential Smart Growth Fixes for Urban and Suburban Zoning Codes.

STAR COMMUNITIES RATING SYSTEM TECHNICAL ADVISORY GROUP

STAR Communities helps cities and counties achieve meaningful sustainability through the first national framework for local community efforts with a mission to advance a national framework for sustainable communities through the delivery of standards and tools built by and for local governments and the communities they serve. Leslie serves as one of twenty national experts in sustainability on the Technical Advisory Group.

USGBC LOCATION AND PLANNING TECHNICAL ADVISORY GROUP

Leslie serves as one of handful of professionals around the country on the USGBC Location and Planning Technical Advisory Group. The Technical Advisory Group is focused on reviewing and promoting the use of the USGBC's LEED products, specifically LEED for Neighborhood Development, and meets biweekly to discuss projects that have submitted for LEED certification and reviews credit interpretations based on location and planning related credits and prerequisites within all of the LEED products.

RESOURCE COUNCIL OF THE FORM-BASED CODES INSTITUTE

Leslie is currently a member invited to join the Resource Council of the Form-Based Codes Institute. Members of the Resource Council serve as instructors for FBCI courses, discuss the current state of the practice of form-based codes, and provide additional insight and support to the organization.

EDUCATION

University of Texas at Austin, Master of Science in Community Planning

University of Texas at Arlington, Bachelor of Science in Landscape Architecture

www.codametrics.com

CODAMETRICS

1 PROJECT TEAM

Daniel Grove, PLA, LEED AP

Relevant Experience

Downtown Master Plan, Green Bay, WI* — Project Manager. Daniel led the planning team in developing the master plan for this growing downtown. Green Bay had begun to experience increased investment in the downtown along with significant public improvement projects to increase access to the Fox River. The plan looked to coordinate and plan for additional growth, with the emphasis on maintaining an authentic character that resonates with long-term residents. Daniel developed a series of questions for the first interactive public open house that asked participants what they thought the role of the downtown should be in the community. This helped immensely in understanding the goals for the downtown as it related to tourism, economic development, culture, housing, and open space.

Downtown Strategic Development Plan, Kenosha, WI* — Project Manager. Daniel led the planning team in preparing a new vision for Kenosha's downtown. The plan identified catalytic projects and sites and provided a detailed implementation plan to guide future decisions. Daniel oversaw and participated in focus group sessions and one-on-one interviews with hundreds of stakeholders and developed several interactive community workshops that brought more than 150 members of the community together to help shape the plan.

City Center Design Standards, Countryside, IL* — Project Manager. The City of Countryside controlled a collection of properties in an important location in the commercial district along La Grange Avenue. To ensure that any future development was high quality, interconnected, and walkable, the City hired a team of consultants to develop design standards for the site. The design standards were applied and the site is now fully redeveloped as a key commercial anchor in the City. Daniel worked closely with City staff, the City's engineer, and the Design Review Commission to develop and refine the guidelines.

Roosevelt Road Form-Based Code, Berwyn, Cicero, and Oak Park, IL* — Project Manager. These three municipalities hired a multidisciplinary team for a joint project to enhance this shared corridor. This project included the development of a unified streetscape design to coordinate the public sector, and a form-based code for the private development. The code defined three zones, automotive oriented, pedestrian oriented, and transitional, for the corridor, reacting to the existing character of the built environment and community goals. Daniel was the project manager for this process, leading the community engagement and developing guidelines and design standards for the corridor.

* All projects completed prior to joining Kimley-Horn



Special Qualifications

- Has 19 years of landscape architecture, planning, and community engagement experience in the Midwest
- Specializes in placemaking; streetscape; downtown, district, and corridor master plans; wayfinding and signage; park district comprehensive master plans; and park master plans

Professional Credentials

Bachelor of Science, Landscape Architecture, University of Wisconsin, Madison, 1998

Professional Landscape Architect in Illinois

LEED AP

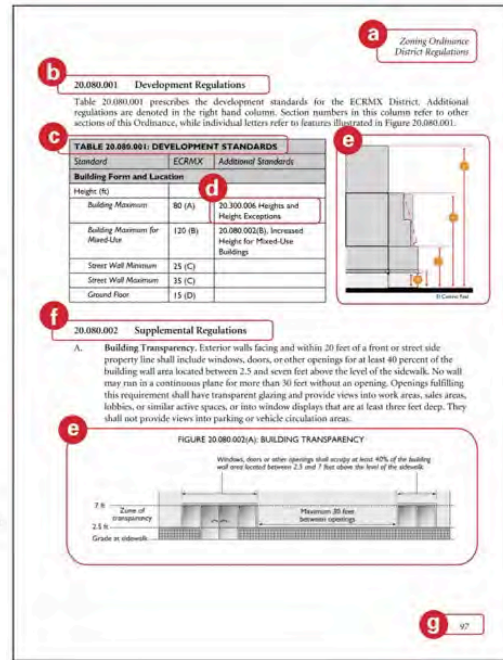
Professional Affiliations

American Society of Landscape Architects

Lambda Alpha International

User-Friendly Formatting

- a** Page header
- b** Prominent headings
- c** Tables
- d** Cross references
- e** Graphics
- f** Consistent numbering, indented paragraphs
- g** Page numbers



Project Examples

Our codes are well-organized and easy-to-use, richly illustrated and utilizing tables of information to result in more predictable, higher quality development.

The following pages include a project list and several key example projects for both Duncan Associates and Codametrics. The project examples selected provide a quick overview of the projects our firms have recently engaged in. Our firms regularly work with small to medium municipalities, especially suburbs of larger cities. Duncan Associates and Codametrics are

currently working in several suburbs of the Chicago area of similar scale to De Pere: Westchester, Villa Park, Highland, Huntley, and Chicago Heights.

Our team members have worked with Daniel Grove on similar projects. Daniel and Kimley-Horn will provide support services, specifically related to GIS analysis and mapping.

1 PROJECT TEAM

duncan | associates**Zoning and Development Regulation Experience****ALABAMA**

Montgomery

ALASKA

Fairbanks

ARIZONA

Prescott

Surprise

ARKANSAS

Jonesboro

CALIFORNIA

Los Angeles County

COLORADO

Aurora

Mesa County

FLORIDA

Alachua County

Cape Coral

Citrus County

Cooper City

Deltona

Fort Lauderdale

Fort Pierce

Highland Beach

Lake Park

Margate

Palm Beach Gardens

Palm Beach

Riviera Beach

Sarasota County

Seminole County

Sumter County

Tequesta

Wellington

Weston

GEORGIA

Atlanta

Brookhaven

Columbus

Dunwoody

Savannah/Chatham Co.

ILLINOIS

Chicago

Downers Grove

Evanston

Gurnee

Highland Park

Lake County

Moline

Princeton

Rockford

Villa Park

Will County

IOWA

Des Moines

KANSAS

Lenexa

Wichita/Sedgwick Co.

KENTUCKY

Covington

Warren County

LOUISIANA

Alexandria

Bossier City/Parish

Lafayette City/Parish

MICHIGAN

Detroit

Kalamazoo

MINNESOTA

Minneapolis

MN Dept. of Agriculture

MISSISSIPPI

Biloxi

Tupelo

MISSOURI

Blue Springs

Clay County

Independence

Kansas City

O'Fallon

Raymore

MONTANA

Missoula

NEVADA

Henderson

Las Vegas

Washoe County

NEW MEXICO

Farmington

Santa Fe County

NEW YORK

Amherst

NORTH CAROLINA

Brunswick County

Cary

Clayton

Durham/Durham Co.

Garner

Greensboro

Guilford County

Hickory

Indian Trail

Lincoln County

Union County

Wilmington/New Hanover

Wake County

Winston-Salem

NORTH DAKOTA

Fargo

OHIO

Mason

Toledo

OKLAHOMA

Ardmore

Edmond

Shawnee

Tulsa

OREGON

Portland

PENNSYLVANIA

Philadelphia

Pittsburgh

SOUTH CAROLINA

Aiken

Beaufort

Charleston County

Hilton Head Island

Spartanburg County

TENNESSEE

Columbia

Nashville/Davidson Co.

TEXAS

Baytown

Corpus Christi

Flower Mound

Fort Worth

Georgetown

Grand Prairie

League City

Plano

Portland

Round Rock

San Angelo

Sugar Land

Tyler

University Park

UTAH

Logan

Salt Lake County

VIRGINIA

Isle of Wight County

Leesburg

Petersburg

Portsmouth

Vienna

Waynesboro

WASHINGTON

Seattle

WISCONSIN

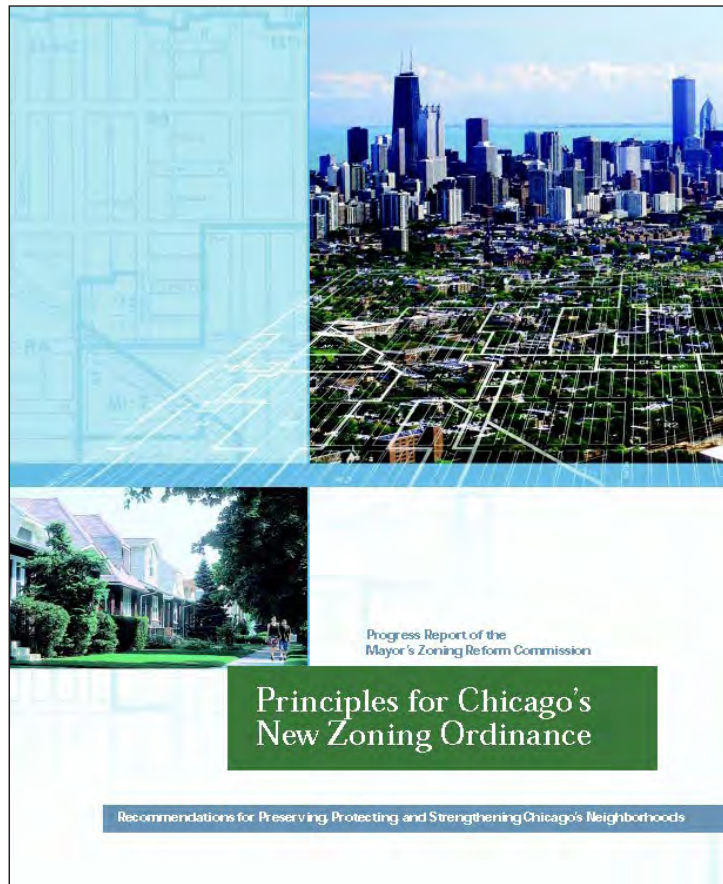
Beloit

LaCrosse

Wauwatosa

Chicago ZONING ORDINANCE

Duncan Associates served as prime contractor and project manager for the City of Chicago's 2004 zoning reform project, the first comprehensive ordinance overhaul in 47 years. The new ordinance, which was adopted in 2004, places strong emphasis on conserving the physical character of Chicago's cherished residential neighborhoods. Among its many new features are provisions designed to stimulate redevelopment of underutilized commercial corridors, promote preservation of pedestrian-oriented shopping streets, establish predictable review procedures and prevent erosion of the city's industrial and employment base.



SCOPE

Comprehensive ordinance update

HIGHLIGHTS

Pedestrian street regulations
Residential design standards
New districts
Reduced parking
Affordable housing density bonus

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

Dyett & Bhatia
Farr Associates
AREA
Jacobs-Ryan

STATUS

Adoption 2004

REFERENCE

Edward J. Kus
Former Executive Director, Chicago Zoning Reform
111 East Wacker, Suite 2800
Chicago, IL 60601
(312) 836-4080
ekus@taftlaw.com

1 PROJECT TEAM

Dunwoody

ZONING AND DEVELOPMENT REGULATIONS

After its incorporation in 2008, Dunwoody quickly mobilized to chart its own course for the future, preparing a comprehensive plan, transportation plan and several small area master plans.

In 2012, Duncan Associates was retained to prepare the city's first zoning ordinance and land development regulations. The new regulations, which were unanimously adopted in 2013, include a number of new features designed to promote Dunwoody-specific development objectives. The zoning ordinance helps maintain and promote neighborhood-scale buildings and walkable development patterns in the locally cherished Dunwoody Village area and includes new regulations aimed at protecting residential neighborhood

from incompatible infill development. New home occupation regulations provide greater flexibility for home-based businesses while also offering more predictability for surrounding property owners.

In 2015, Duncan Associates was awarded a follow-up contract to prepare a new form-based code for the portion of the Perimeter Center Improvement District that lies within the city's boundaries. That project, conducted with firm partner, CodaMetrics, will be complete in late 2016.

SCOPE

Zoning ordinance & development regulations update
Perimeter Center form-based code

HIGHLIGHTS

City's first zoning ordinance and development regulations
Stream buffer amendments
Streamlined approval procedures
Form-based code for Perimeter Center

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

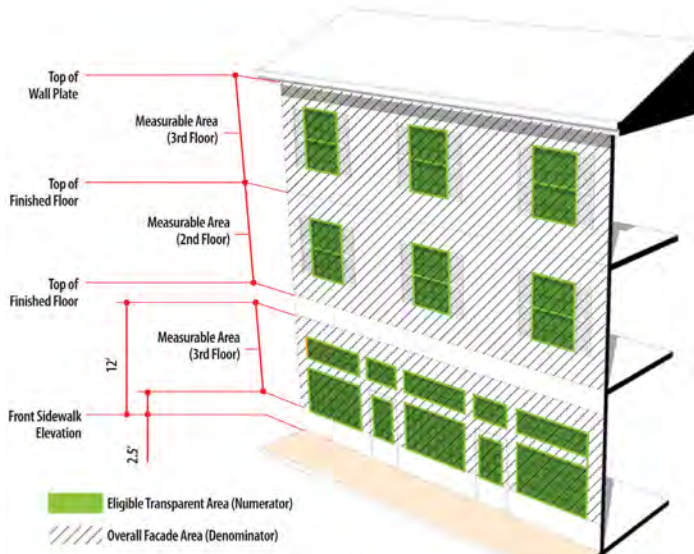
CodaMetrics (for PCID form-based code)

STATUS

Zoning and development regulations complete
PCID form-based code ongoing (adoption est. 2016)

REFERENCE

Rebecca Keefer, (former) Planning Manager
(770) 639 7096
rkeefer@clarkpatterson.com



Wauwatosa

ZONING ORDINANCE

The City of Wauwatosa (WI) retained Duncan Associates to prepare a comprehensive zoning ordinance update in 2010, following completion of a new comprehensive plan. The new ordinance, which was adopted in 2012, represents a complete overhaul of the city's 1972 zoning ordinance. It eliminates and consolidates several obsolete zoning districts, modernizes the zoning district nomenclature and establishes several new base and overlay zoning districts. A new overlay for North Avenue serves to implement a series of form-based controls for the city's main east-west corridor. The new ordinance also provides increased flexibility for nonconforming situations and reduces minimum off-street parking requirements.



SCOPE

Comprehensive zoning ordinance update

HIGHLIGHTS

Consistent with new comprehensive plan
Implements small area plans
New overlay district for North Avenue
Promotes sustainability

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

None

STATUS

Adoption 2012

REFERENCE

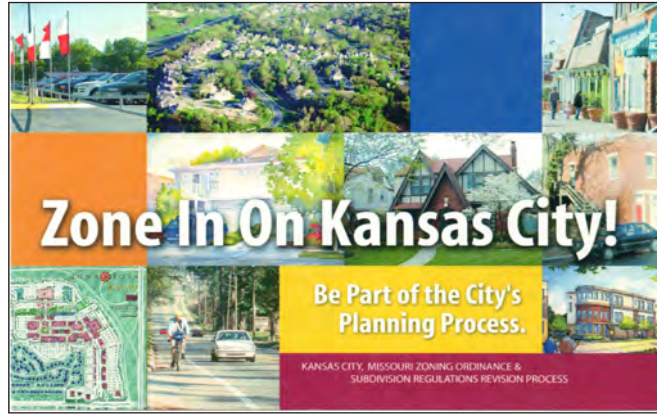
Paulette Enders
Community Development Director
City of Wauwatosa
7725 W. North Avenue
Wauwatosa WI 53213
(414) 479-3531
penders@wauwatosa.net

1 PROJECT TEAM

Kansas City ZONING AND DEVELOPMENT CODE

Duncan Associates prepared a comprehensive overhaul of Kansas City's zoning and subdivision regulations. This important update—the first in nearly 50 years—incorporated dozens of new and amended regulations and procedures, including provisions designed to incentivize open space and conservation-style development through provision of density bonuses and reductions in lot area and setback requirements.

Neighborhood-serving retail uses are now allowed within residential districts, allowing residents to walk to nearby retail and service uses. The new ordinance also includes new riparian buffer provisions, a pedestrian overlay zone, innovative parking and access management provisions, and streamlined approval procedures. As the final stage of the project, Duncan Associates oversaw deployment of a fully computerized, map-linked version of the [new zoning and development code](#).



SCOPE

Comprehensive development code update

HIGHLIGHTS

Pedestrian-oriented overlay
New downtown districts
Riparian buffer regulations
Open space development

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

Dyett & Bhatia
Talifero & Brown
Patti Banks Associates

STATUS

Adoption 2010

REFERENCE

Patty Noll
City of Kansas City
Planning & Development Department
414 E. 12th St., 15th floor
Kansas City, MO 64106
(816) 513-2864
Patty_Noll@kcmo.org



duncanassociates.com

Union County

UNIFIED DEVELOPMENT ORDINANCE

In October 2014, the Union County (NC) Board Commissioners adopted a new unified development ordinance that was prepared by Duncan Associates. The project was initiated to help implement the county's 2025 Comprehensive Plan; make the regulations easier to use, understand and administer; streamline the development approval process; conserve and protect existing natural resources; and encourage high-quality development throughout the county.



SCOPE

Comprehensive UDO update

HIGHLIGHTS

Reorganization and reformat
Streamlined procedures
Riparian buffers
New PUD regulations
Private road standards

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

LandDesign

STATUS

Adoption 2014

REFERENCE

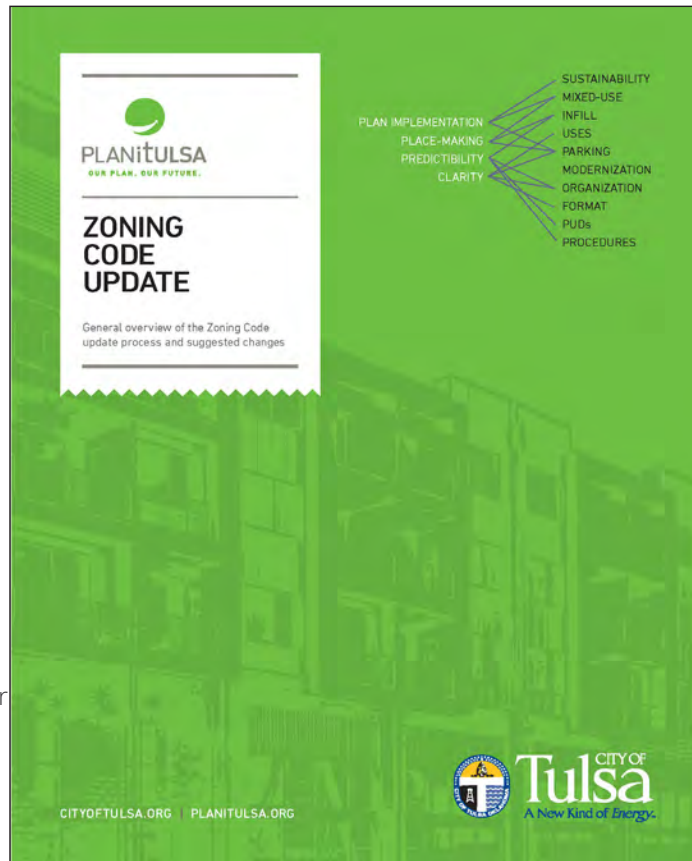
Richard Black, Division Director
500 N. Main St, Suite 70
Monroe NC 28112
(704) 283-3565
RBlack@co.union.nc.us

1 PROJECT TEAM

Tulsa ZONING CODE

Updating Tulsa's 40-year-old zoning code was identified as a top priority in the city's groundbreaking comprehensive plan, PLANiTULSA. The new zoning code prepared by Duncan Associates is a hybrid, incorporating conventional and form-based zoning provisions. One of many key enhancements included in the new code is the inclusion of mixed-use zoning tools and context-sensitive infill regulations for built-up areas of the city.

The new code also includes innovative (reduced) parking provisions designed to help promote development, particularly near downtown and along close-in commercial corridors. The code was adopted unanimously in November 2015.



SCOPE

Comprehensive zoning code update

HIGHLIGHTS

New Mixed-use districts
Context-specific parking
New housing types
Administrative variances
New small lot residential district

PRIME

Duncan Associates

MANAGER

Kirk Bishop

SUBCONSULTANTS

Connie Cooper

STATUS

Adoption 2015 (est)

REFERENCE

Theron Warlick, Project Manager
City of Tulsa
Planning Department
175 E. 2nd St
Suite 570
Tulsa OK 74103
(918) 576-5677
twarlick@cityoftulsa.org

duncanassociates.com

duncan | associates

CODAMETRICS PROJECT EXPERIENCE

Des Moines Zoning Rewrite
Client: City of Des Moines IA

Brookfield Downtown & Station Areas Zoning
Client: RTA and the Village of Brookfield IL

Forest Park Mixed-Use Corridors Zoning
Client: RTA and the Village of Forest Park IL

Downtown Highwood Zoning
Client: RTA and the City of Highwood IL

Des Moines City-Wide Zoning Rewrite
Client: City of Des Moines IA

University Park Zoning Rewrite
Client: City of University Park TX

Boulder Junction Form-Based Code
Client: City of Boulder CO

Huntley Downtown Form-Based Code
Client: Village of Huntley IL

Hartford City-Wide Zoning Code
Client: City of Hartford CT

St Louis Park Station Area Form-Based Codes
Client: City of St Louis Park MN

Robert Street Renaissance Zoning
Client: City of West St Paul MN

Perimeter Center Specific Zoning
Client: City of Dunwoody GA

Westchester Mixed-Use Corridors
Client: CMAP & City of Westchester IL

Allentown Downtown Zoning Recommendations
Client: City of Allentown PA

Town of Mansfield Village Districts
Client: Town of Mansfield CT

Downtown Grovetown Form-Based Code
Client: City of Grovetown GA

TOD Template Code for the Wasatch Front
Client: Salt Lake County UT*

Northbrook Village Green Zoning Districts
Client: RTA and the Village of Northbrook IL

Franklin Park Downtown Zoning Districts
Client: RTA and the Village of Franklin Park IL

Winthrop Harbor Downtown Zoning Districts
Client: RTA and the Village of Winthrop Harbor IL

Villa Park TOD Zoning Districts
Client: RTA and the Village of Villa Park IL*

Downtown Ferguson Form-Based Districts
Client: City of Ferguson MO*

Hamilton Downtown and Main Street Form-Based Code
Client: City of Hamilton OH*

Youngstown Form-Based Districts
Client: City of Youngstown OH*

East Billings Urban Revitalization District (EBURD) Code
Client: City of Billings MT*

Bridge Street Corridor Form-Based Code
Client: City of Dublin OH*

Duluth Form-Based Code Districts, Duluth, MN
Client: City of Duluth MN*

Lakeland Form-Based Land Development Regulations
Client: City of Lakeland TN*

West Evanston Master Plan & Zoning Overlay
Client: City of Evanston IL*

South Downtown Residential Form-Based Districts
Client: Town of Normal IL*

Grand Valley Transect Study, Grand Rapids MI
Client: Grand Valley Metro Council*

City of Chicago Zoning Reform
Client: Zoning Reform Commission, Chicago IL*

*developed by Leslie Oberholtzer as project director & principal at another firm

1 PROJECT TEAM

Zoning Ordinance Rewrite

UNIVERSITY PARK, TEXAS

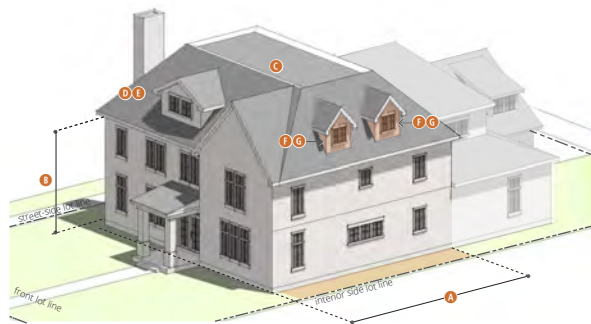
University Park, Texas is a highly desirable first-ring suburb of Dallas. Over the years, very specific and fairly complicated architectural design requirements had been added to the city's zoning ordinance without a comprehensive rewrite or revisions to illustrations. The result was an ordinance that was hard to understand and difficult to interpret.

The goal of the rewrite was not necessarily to create new regulations, but to reorganize and illustrate the existing regulations into a more concise, easily understood document.

The new ordinance is organized by topic, consolidating uses into one chapter and the building regulations into each district. The building regulations, after careful interpretation, are now illustrated by lot zones. Organizing the requirements by lot zones assists the reader in understanding exactly where the specific design requirements apply on the lot. Further, the regulations are organized in a tabular format, reducing the need to repeat explanations for each district and making specific requirements easier to find at a glance.

Residential Districts

SF District Regulations



2.4.5. Main-House Zone

The main-house zone regulations of Table 2-4 apply in SF districts.

Table 2-4: Main-House Zone Regulations

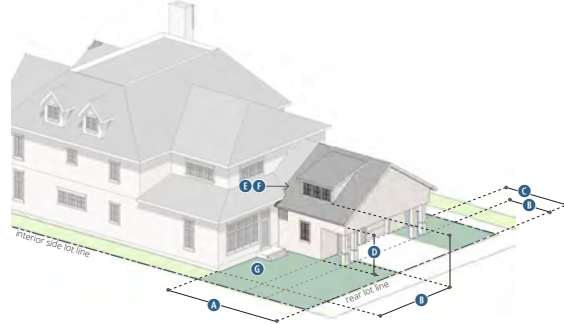
Regulation	SF-1	SF-2	SF-3	SF-4
Location				
A Main-House Zone Location	From back of street-yard zone rearward or a distance equal to 42% of the overall lot depth [1]			
Wall Height				
D Maximum Top Plate Height (ft.) [2]	25 ft. 4 in.	25 ft. 4 in.	24 ft. 4 in.	23 ft. 4 in.
Building Coverage				
C Building Coverage	Building may fully occupy the main-house zone with the exception of any setbacks			
Third Story				
D Maximum 3rd Story Area	50% of total 2nd floor area			
E Minimum Habitable Area Requiring at least 2 Exit Stairs [3]	500	500	500	500
F Maximum 3rd Story Wall Area facing Interior Side Lot Line (sq. ft.) [3]	200	180	165	135
G Third Story Windows and Dormers Facing Interior Side Lot Line	See section 2.8.2			

TABLE NOTES:

- The beginning point of measurement of the 42 percent maximum side wall length may be set back from the street-yard zone if there is an offset in the wall a minimum of 8 feet from the minimum side yard setback.¹
- No maximum top plate height applies to lots 80 feet or greater in width.
- Third story wall area includes vertical walls, gable walls, and all sides of dormers.²

Residential Districts

SF District Regulations



2.4.7. Rear-Lot Zone

The rear-lot zone regulations of Table 2-6 apply in SF districts.

Table 2-6: Rear-Lot Zone Regulations

Regulation	SF-1	SF-2	SF-3	SF-4
Location				
A Rear-Lot Zone Location	From rear lot line forward for distance of 40 ft.			
B Minimum Rear Setback (ft.)	12.5	12.5	12.5	12.5
C Minimum Rear Garage setback (ft.) [1]	20	20	20	20
Walls Heights				
D Maximum Wall Height (ft.) [2]	12.5	12.5	12.5	12.5
E Additional Wall Height above 12.5 ft. [2]	Allowed when part of gable or dormer and set back minimum 20 ft. from interior side lot line			
F Windows, Dormers, Openings Above 12.5 ft.	Allowed when setback minimum 20 feet from the interior side lot line			
Building Coverage				
G Building Coverage	Refer to 2.4.3 for maximum coverage from midpoint of lot to rear			

TABLE NOTES:

- See Article 7, for garage and carport regulations.
- Wall height is measured from top of the foundation finished first floor elevation to the roof eave or soffit.¹

Two pages of the zoning ordinance illustrating two different sets of lot zone requirements for the single family residential districts in University Park, Texas.

Franklin Park IL DOWNTOWN ZONING DISTRICTS

New downtown zoning districts were developed to reflect the existing character of Franklin Park's downtown main street, as well as to provide guidance new development desired within the downtown area and adjacent areas.

The village's downtown master plan provided a basis for new form-based districts. Building form is defined by the new code using a variety of building types based on existing and desired forms identified in the master plan and an image preference survey designed for the coding process. With the new code, uses were also simplified, a new sign code was created, and landscape requirements were incorporated. The adopted code provides the village with design guidance to ensure a compact, walkable downtown and mix of new housing types.



Franklin Park Downtown Zoning Districts

Winthrop Harbor IL DOWNTOWN ZONING DISTRICTS

Winthrop Harbor's downtown includes several large parcels with redevelopment potential as well as the last Illinois station on the Metra Union Pacific north line. A recent Regional Transportation Authority master plan for the station area identified goals and a basic theme for new development in the downtown. The village was relying on a planned unit development district for implementation of the plan goals.

With this project, new form-based districts were adopted to reflect the desired character of Winthrop Harbor. An image preference survey and research of harbor towns provided the village with some key design elements and desirable building materials to guide new development.



Winthrop Harbor's existing downtown

1 PROJECT TEAM

Boulder Junction Special Design Area

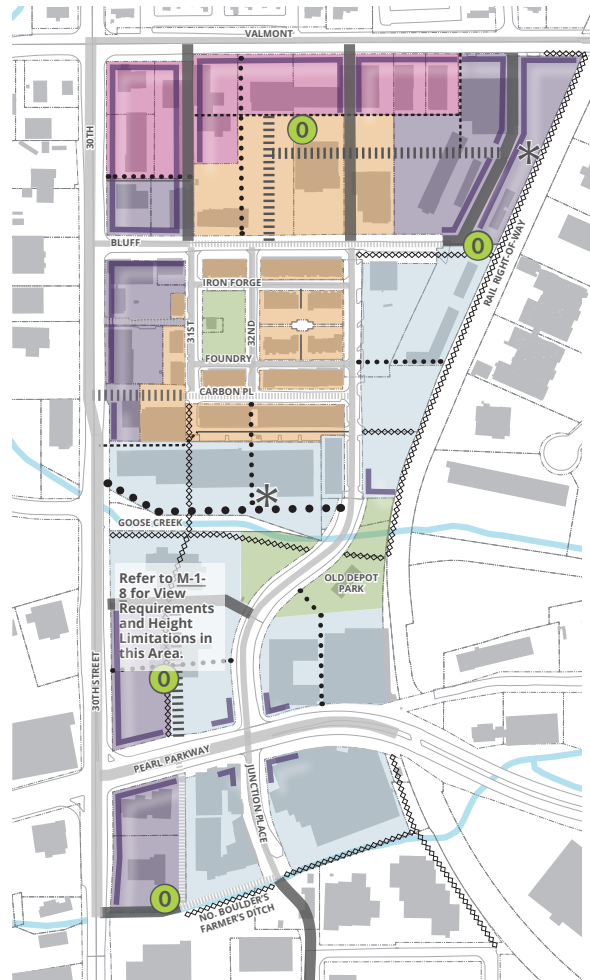
BOULDER, COLORADO

The City of Boulder hired Codametrics and their team to develop a pilot form-based code for a unique location in Boulder. Boulder Junction is slated to be a distinctive, complete neighborhood retaining some of its roots in small scale industrial activity.

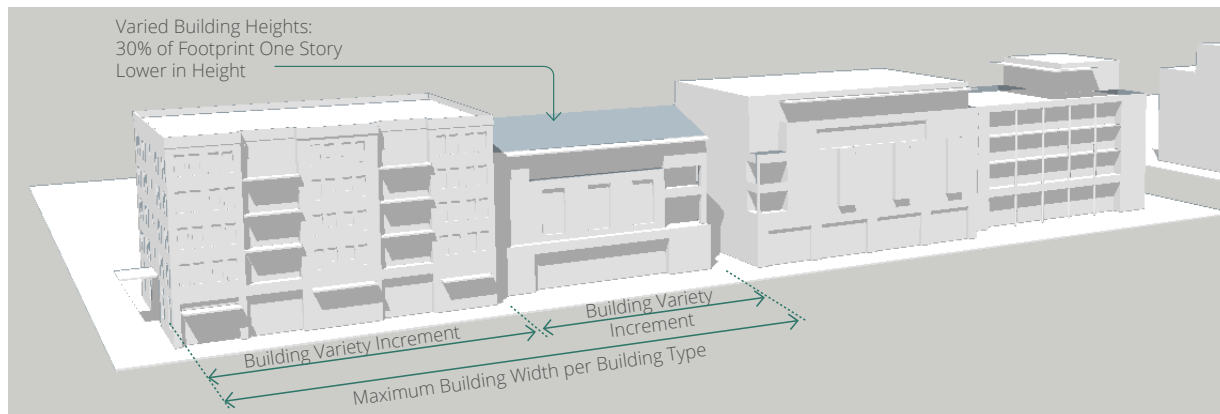
The pilot code is meant to implement a well regarded master plan, resulting in a variety of housing types, a mix of office space and commercial space, and system of public spaces knitting it all together.

The code includes a series of building types keyed to a regulating plan. Connections through parcels include new streets, new paseos, and new trails, all meant to reduce vehicular traffic to and throughout the site.

Form-based zoning presents an extreme departure from the City's current, highly public negotiation process for development approvals. The specificity of the code, written to allow by-right administrative approvals, frees up significant developer capital that can then be applied to higher quality buildings.



Regulating plans located building types and define requirements that are geographically specific.



3D graphics allow design requirements to be well-illustrated for ease of understanding.

References

TULSA OK

COMPREHENSIVE ZONING CODE UPDATE

Prime Consultant

Duncan Associates

Project Manager

Kirk Bishop

Reference

Theron Warlick
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Planning Department
175 E. 2nd St, Suite 570
Tulsa OK 74103
(918) 576-5677
twarlick@cityoftulsa.org

KANSAS CITY MO

COMPREHENSIVE DEVELOPMENT CODE UPDATE

Prime Consultant

Duncan Associates

Project Manager

Kirk Bishop

Reference

Patty Noll
City of Kansas City
Planning & Development Department
414 E. 12th St., 15th floor
Kansas City, MO 64106
(816) 513-2864
Patty_Noll@kcmo.org

DES MOINES IA

COMPREHENSIVE ZONING ORDINANCE UPDATE
(currently underway with Codametrics)

Prime Consultant

Duncan Associates

Project Manager

Kirk Bishop

Reference

Michael Ludwig
Planning Director
602 Robert D. Ray Drive
Des Moines IA 50309
(515) 283-4810
mgludwig@dmgov.org

PITTSBURGH PA

COMPREHENSIVE ZONING ORDINANCE UPDATE

Prime Consultant

Duncan Associates

Project Manager

Kirk Bishop

Reference

John Rahaim
San Francisco Planning Director
(former Pittsburgh Asst. Dir.)
1660 Mission St., Suite 500
San Francisco, CA 94103
United States of America
(415) 558-6378
John.Rahaim@sfgov.org



2 PROJECT STATEMENT



Project Statement

We understand that De Pere desires a new, modern place-based zoning ordinance that reflects the community's character and history, providing realistic zoning regulations that focus on the ultimate creation of a full life-cycle community. The new code will be well-organized, richly illustrated, and easy-to-use, designed to result in more predictable outcomes.

Our team is structured to provide an overall code framework that will revisit existing conventional zoning standards and develop appropriate levels of form and design requirements. The new zoning code components will be context-sensitive, place-based, and design-oriented with zones set by neighborhoods, corridors, nodes and districts (in the broader, urban design sense of the word).

The new zoning ordinance will work to implement the community's comprehensive plan, downtown master plan, and community character plan. Among other things, De Pere's new zoning ordinance will specifically need to:

- Reinforce the connectivity between different districts, including the two sides of downtown;
- Respect and protect stable residential neighborhoods;
- Introduce a new mix of housing types to address a full life-cycle of housing choice;
- Require building design and a mix of uses that supports increased walkability;
- Address building and site design to incorporate current sustainable development practices;
- Provide opportunities for new mixed-use

development to reinforce existing shopping, services, and dining and entertainment;

- Be legally enforceable; and
- Reinforce the historic character of the downtown and neighborhoods.

The ordinance preparation process will need to provide multiple opportunities for meaningful stakeholder involvement and public input. The new code will be organized, easy to read, and illustrated, formatted with links for digital viewing.

Our consultant team was assembled to provide the needed skills and demeanor for the De Pere project. We have the experience, personnel and resources to ensure timely completion of the assignment and we are committed to the project's overall success. We have worked together before on similar assignments and have proven our ability to nimbly adjust to emerging project priorities and shifts in direction.



Project Approach

The following project approach and deliverables outlined in this section reflects our time-tested methodology for successful completion of code updates within the provided budget. Our team will work closely with staff to adjust the tasks to meet the specific needs of the city and to ensure timely completion of all tasks and delivery of all products.

Task 1: Reconnaissance & Diagnosis

During Task 1 our team will work to gain an in-depth understanding of the city's many planning documents and the existing maps and ordinances. This task will also provide an opportunity to build on our current knowledge of the city's values and on-the-ground conditions.

1.1: Existing Plans Review

- ✧ Conduct in-depth review of the current comprehensive plan update, downtown master plan, neighborhood preservation plan, and other relevant planning documents.
- ✧ Work with city staff to identify and collect other documents, studies, and base data.

1.2: Kick-off Meeting

- ✧ Meet with city staff at the start of the project to discuss the project scope, work plan, schedule and logistics.
- ✧ Discuss substantive issues to be addressed as part of the project.

- ✧ Consultation with the City Attorney.

1.3: Listening Sessions

- ✧ Conduct ordinance user listening sessions to gain insight into local issues and concerns.

1.4: Public Outreach

- ✧ Prepare public outreach strategy describing proposed approach to engaging stakeholders and the general public in the project.
- ✧ Provide materials for project website and social media interaction.
- ✧ Work with a committee of stakeholders on a regular basis to inform the code writing and review code drafts.

1.5: Evaluation of Existing Neighborhoods, Corridors, & Districts

- ✧ With staff, identify neighborhoods, corridors, and districts that warrant new, more detailed regulations.
- ✧ Conduct field surveys and other research to

2 PROJECT STATEMENT

gain a better understanding of built patterns and neighborhood character within each of these identified areas.

- ✎ Initial findings of this step, including mapping and character documentation will be included in Task 1.6 diagnosis.

1.6: Prepare Diagnosis & Solutions Memo

- ✎ Develop a short diagnosis document summarizing the findings from tasks 1.1 through 1.5.
- ✎ Assess existing zoning ordinance in terms of comprehensive plan implementation/consistency, usability, sustainability and other agreed-upon benchmarks.
- ✎ Develop a short solutions memo outlining recommendations for the direction of the new zoning ordinance.
- ✎ Present draft diagnosis and directions report for review and comment and to serve as basis for initial draft code.

Task 2: Initial Draft Zoning Ordinance

2.1: Initial Draft Zoning Ordinance

- ✎ Prepare initial (internal) review draft of new zoning ordinance.
- ✎ Deliver draft zoning & subdivision ordinance in 3 modules, breaking the overall document up into smaller, functionally related components for easier review.
- ✎ Include changes and new provisions identified in Task 1, as well as general editing and technical changes.
- ✎ Identify substantive amendments to existing regulations through footnotes, editor's notes and conventional legislative formatting techniques.
- ✎ Following delivery of each module, attend meetings with staff and ordinance subcommittee to discuss drafts and receive feedback.

2.2: Initial Draft Zoning Map Revisions

- ✎ Prepare initial (internal) review draft of proposed revisions of zoning map.
- ✎ Present initial draft zoning map revisions to staff and ordinance subcommittee to discuss proposals and receive feedback.

Task 3: Public Review Draft Ordinance and Map

3.1: Public Review Draft

- ✎ Prepare public review draft of the new zoning ordinance that consolidates the modules prepared in tasks 2.1 and 2.2, reflecting the comments and direction received from the staff and ordinance subcommittee during task 2.

3.2: Public Review Draft Zoning Map Revisions

- ✎ Prepare public review draft of revised zoning map reflecting the comments and direction received from the staff and ordinance subcommittee during task 2.

3.3: Public Reviews

- ✎ Conduct public review workshops, open houses, focused (small group) review sessions, or other activities called for in Public Outreach strategy (Task 1.4) to present the draft zoning & subdivision ordinance and solicit comments and recommendations for further changes and refinements.

Task 4: Hearing Drafts

4.1: Hearing Draft Zoning & Subdivision Ordinance

- ✎ Prepare public hearing draft of the new zoning ordinance.

4.2: Hearing Draft Zoning Map Revisions

- ✎ Prepare public hearing draft of proposed zoning map revisions.

Task 5: Adoption Process

5.1: Public Hearings

- ✎ Attend work sessions and public hearings and assist with process leading to final adoption of new zoning & subdivision ordinance.

5.2: Final Adopted Ordinance and Map

- ✎ Prepare and deliver final versions of zoning & subdivision ordinance incorporating any changes directed during adoption process.
- ✎ Provide documents in digital format, including internet-ready, hyper-linked version of new zoning ordinance.

2 PROJECT STATEMENT

Time Schedule

The following schedule provides a general timeline for the key project deliverables. At each deliverable, we anticipate meeting with staff and a committee of stakeholders. Based on staff's recommendation, we can also meet with city officials and other stakeholders during any visit.

Our proposed schedule calls for commencing the final adoption process within approximately 12 months of project start, as shown in the following timeline. We believe this is an ambitious, but doable schedule, depending on the level of community outreach and staff turnaround time for draft review and comment.

Tasks	Months from Project Start											
	2		4		6		8		10		12	
1 Reconnaissance & Diagnosis		●	✱									
2 Initial Draft					✱							
3 Public Review Draft							✱	●				
4 Public Hearing Draft											✱	
5 Adoption Process												
		Kick-off & Interviews, outreach	Diagnosis & Solutions Memo			Initial Draft Zoning Ordinance Map		Public Review Draft	Public Outreach: focus groups, open house			Public Hearing Draft



3 BUDGET PROPOSAL & FEE SCHEDULE



3 BUDGET PROPOSAL & FEE SCHEDULE

Budget Proposal

Our proposed all-inclusive, lump-sum budget for the De Pere zoning ordinance project is outlined below, including all professional fees and expenses. This cost proposal is negotiable depending on the final scope of services and deliverables. A detailed breakdown of the proposed budget by task and level of effort of each staff member per task is follows.

TASK	FEES + EXPENSES	Level of Effort (Approximate Hours by Task)		
		Kirk Bishop Duncan Associates	Leslie Oberholtzer Codametrics	Daniel Grove & Staff Kimley-Horn
1: Reconnaissance & Diagnosis	\$26,100	84	74	16
2: Initial Draft Zoning Ordinance & Map	\$50,700	180	135	24
3: Public Review Draft Ordinance and Map	\$29,700	84	98	16
4: Hearing Drafts	\$9,900	32	26	8
5: Adoption Process	\$8,400	24	24	8
PROJECT TOTAL	\$124,800	403	357	72

Fee Schedule

The following hourly rates are for the staff anticipated to participate in this project.

Duncan Associates	Hourly Rate
Kirk Bishop, Principal	\$180
Codametrics	Hourly Rate
Leslie Oberholtzer, Principal	\$165
Kimley-Horn	Hourly Rate
Senior Project Manager	\$150
Staff	\$110



City of

De Pere
Wisconsin

RFP Response:

Zoning Ordinance Rewrite

Submitted By:

Cameros

Attachment: Cameros - De Pere RFP ZO Rewrite (6655 : Recommendation to hire Duncan Associates for the Rewrite of the City of De Pere

11/13/2017

Packet Pg. 181

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camiros

consultants in planning, zoning, economic development,
urban design & landscape architecture

November 13, 2017

Peter Schleinz,
City Planner
City of De Pere
335 S. Broadway Street
De Pere, WI 54115

Dear Mr. Schleinz:

Camiros, Ltd. is pleased to submit this proposal to rewrite the Zoning Ordinance of the City of De Pere, Wisconsin. We feel that our extensive practice in development regulations makes us uniquely qualified to undertake this assignment.

Camiros believes the key to successful zoning regulations is being able to direct reinvestment to build the kind of physical environment that reinforces the character of the community. Accomplishing this requires an understanding of development realities within the community, along with dexterity in formulating workable and innovative regulations. It is not enough to determine what components define the existing character of the City; development controls must be structured to serve the community and relate specifically to De Pere and the character of the City.

The zoning approach must be crafted to fit the realities of the City today and the visions held for tomorrow. They have to enable the protection of desired patterns of development and quality of life, and facilitate change where change is desired. And they should provide the opportunity for the City to move beyond just regulation of land use to a point that integrates key City policies with regulatory processes to enhance sustainability, further economic development, and link City investments to new development and redevelopment actions.

Given the resource demands of the job, all Camiros staff assigned to this project will be able to devote at least 65% of their time to this assignment for its duration. Major long-term jobs are substantially complete, in that public drafts of current ordinances have been submitted, which will accommodate significant time for the De Pere assignment. All team members commit to their assigned roles and responsibilities within the assignment until completion of the project. This commitment of time will also help to prevent unintentional errors or omissions.

Based on our experience and expertise, we believe that we have the right combination of skills to successfully assist the City in completion of this assignment. We thank you for the opportunity to compete for this interesting project and welcome your review of our proposal. Please feel free to contact us if you need more information.

Sincerely,



Arista Strungys, AICP, PP
Principal Consultant

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Contact Information

Consultant

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Chicago, IL 60607
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Contact Person

Arista Strungys, AICP, PP
Principal Consultant
Phone: (312) 879-9515
Email: astrungys@camiros.com

Firm History

Introduction to Camiros

Camiros is an urban planning firm providing a full range of services in the areas of zoning, planning, economic development, and landscape architecture. The professionals of Camiros include specialists in zoning, landscape architecture, site planning, urban design, and public participation. In addition, the firm maintains a strong working relationship with professionals in transportation, law, economic analysis, and other fields. Various staff members have also served as elected or appointed officials of local governments, professional instructors, and on major civic boards. The corporation, founded in 1976 and located in Chicago, Illinois, provides services to both public and private clients; however, the majority of our practice is public. The firm has provided planning services to over 250 communities. In many cases we have been retained to provide continuing consulting arrangements with communities.

Camiros has built a strong reputation in the revision of development regulations, working with a diverse mix of communities ranging from small towns to large metropolitan areas. Communities where we are in the process of drafting or have completed zoning assignments include: Providence, Rhode Island; Duluth, Minneapolis, and St. Cloud, Minnesota; Charlotte, North Carolina; Shreveport/Caddo Parish and New Orleans, Louisiana; Oklahoma City, Oklahoma; Baltimore, Maryland; Tredyffrin Township, Pennsylvania; Buffalo and Yonkers, New York; Newark, New Jersey; Clark County (Las Vegas), Nevada; Norfolk, Virginia; Salt Lake City and Salt Lake County, Utah; Phoenix and Scottsdale, Arizona; and Chicago, Park Ridge, Riverside, Winnebago County, and La Grange Park, Illinois.

Camiros prides itself on using creative and innovative planning techniques and actively participating in professional development, research, and educational aspects of planning and zoning. Over the years, Camiros has established a national reputation as a leader in preparing zoning ordinances and unified development ordinances. We have provided zoning consultation to over 80 municipalities and counties across the country. Our regulatory services include:

- » Drafting of zoning ordinances and unified development codes
- » Administration of zoning provisions
- » Defense of zoning provisions or actions in lawsuits
- » Drafting of specialized provisions
- » Legal review of zoning ordinances
- » Zoning ordinance review and evaluation
- » Preparation of zoning policy recommendations
- » Preparation of zoning maps
- » Testimony in support of zoning changes

One of the reasons Camiros has developed a strong development control practice is the complementary nature of the other areas of our practice. Camiros is very active in land use planning, comprehensive planning, downtown planning, historic preservation, urban design, and landscape architecture. Staff works among a variety of these practice areas, and can bring these insights to bear within our development control work. Being active in these other areas of practice gives us greater background to enhance the quality of our development control regulations and to relate these regulations to essential community policy.

Compliance with Land Use Law

Camiros works with communities across the country to update their development regulations. We are well-versed in key legal issues, such as the regulation of uses, which are constantly changing in response to court challenges, changes in legislation, changing lifestyles, and new technology. "Hot button" uses include signs, particularly in relation to the Reed vs. Gilbert decision, religious institutions and the impact of Religious Land Use and Institutionalized Persons Act (RLUIPA), medical marijuana, group homes and various social service uses, wireless telecommunications facilities, adult uses, senior housing, etc. We regularly serve as expert witnesses in court cases, research and write for technical journals, and speak at and attend educational seminars on such issues. We are confident we will be able to provide De Pere with up-to-the-moment, legally defensible regulations. In addition, in all our projects, we develop collaborative relationships with City attorneys in projects to ensure that the legal nuances and sensitivities are incorporated into the final ordinances. We also maintain working relationships with Wisconsin attorneys and can call upon them to provide legal advice as needed without additional cost to the project. If desired, we can work with the City to determine if a land use attorney should be added to the team and identify those local attorneys without conflicts of interest.

Understanding of Project

In all of our zoning work, Camiros undertakes an extensive research and existing conditions analysis phase at the outset of a project. This typically consists of an intensive period of ordinance review, coupled with on-the-ground reconnaissance, “key-person” interviews with staff and other local stakeholders to gain insight into local issues and traditions, and GIS analysis of development patterns, enabling us to compare what’s in the current regulations to what is actually on-the-ground in the community. This phase culminates in the creation and public presentation of a “Technical Review and Approaches Report,” outlining issues identified through outreach, research, and analysis, as well as potential approaches to resolving them through the ordinance rewrite. This report covers everything from document organization and principles of compartmentalization to specific approaches to particular areas of a municipality, from form-based recommendations where appropriate, to approaches to parking requirements and landscape materials.

We have closely read the RFP; the proposed scope of work outlined aligns very well with our approach to land use and development regulations. Our approach to De Pere’s Zoning Ordinance Rewrite would augment our process as described above, specifically to create a series of deliverables described in the RFP.

Each step in the process should reflect upon and reference the values of the City of De Pere, as well as the City’s established vision for the future, as put forth in the City’s 2010 Comprehensive Plan Update. Evaluation and recommendations must take into account the stage that has been set relative to focus areas in that and other planning reports, including but not limited to:

Zoning Districts

The current zoning districts should be reviewed and provisions restructured so that the districts reflect established development patterns and link to development policies. There may be a need to consolidate districts, or to create additional districts in the interest of implementing such policies. For example, districts related to mixed-use centers should specifically address the scales of development for neighborhood, community, and regional audiences, and may need to be refined to ensure that they adequately address the range of expectations expressed by the citizens. There may also be a need to evaluate current district dimensional requirements that have resulted in development difficulties. If the dimensional standards don’t match current development patterns or if they are not flexible enough to allow property owners to pursue modern development techniques, this limits owners in the ability to make improvements to their properties, makes reconstruction of or alterations to existing properties difficult, and causes significant problems in obtaining financing if the development or lot is nonconforming.

Form-Based Controls

Form-based controls stress a more comprehensive physical compatibility that includes both adjacent buildings and the public realm. The concern is the visual and physical contextual relationship between properties and the public realm, and demonstrating how these standards should be applied based on the site configurations and general building forms. In order to be specific and clear about how standards should be applied on individual sites as well as in contextual relationships, form-based coding has moved away from the typical legalistic and written form of regulation to a very graphic format. This emphasis on graphical depiction has engendered a new format for ordinance development that presents much of the regulatory requirements in drawings and tables rather than text. Where appropriate, these types of form-based controls should be considered for the City of De Pere.

Sustainability

A topic prominently featured in both the City’s Comprehensive Plan and Downtown Master Plan, sustainability is a term often used in reference to environmental factors, such as solar and wind energy, cool roofs, and lighting standards. All of these should be important considerations in a new ordinance. A new ordinance for De Pere must also take a broader perspective, one that emphasizes community sustainability – the ability for City policy and private investment to provide a broadly based high quality of life for residents, now and into the future. Such an ordinance will encourage a compact land use pattern that accommodates local economic and lifestyle needs, includes multi-modal transportation options, enables neighborhood-scale, environmentally sound development, and expands access to recreation, healthy foods, and diverse housing choices.

Transportation/Land Use Integration

Streets are important public spaces and are therefore assets to De Pere residents. They should connect people and places to one another and accommodate multiple means of transportation, such as biking, walking, and transit in addition to driving cars. The City has acknowledged that more transportation choices coupled with compact, sustainable development improves the quality of life for De Pere residents. Good zoning can advance the goal of greater mobility options. Regulations based on “Complete Streets” notions help move people around the City through a variety of means. Transit-oriented development (TOD) requirements, tied to key transit hubs, help to increase public

transit use and reduce vehicle miles traveled. Zoning regulations must link to those initiatives so that as development grows around new investment, the City's return on that investment grows as well.

Preservation and Adaptive Reuse

As identified in the Comprehensive Plan, De Pere's heritage is a vital part of its distinctive identity and character. Historic structures are a living record of the community's past, and regulations must align to ensure their survival. Often times this involves removing obstacles to their continued use or reuse. The ordinance should encourage preservation and adaptive reuse of these character-rich structures through exemptions from standards that would otherwise force an applicant through the variance process. Adaptive reuse permissions can be crafted to include protections for neighbors, while giving investors the flexibility they need to find new uses for important landmarks. Camiros' work in Baltimore and New Orleans has incorporated these types of provisions for the reuse of a diverse range of structures, such as industrial buildings, schools, and public facility buildings, like firehouses.

Economic Development

Every city strives to improve its economy, and De Pere is no different. To promote new development, redevelopment of viable buildings, and general economic growth, the Ordinance must be clear and consistent in its application. Approvals must proceed within a logical structure and reasonable timeframes. The purpose, form, and use structure of each district must be defined so that development rights are understood. Established economies must be protected with regulations that are flexible enough for their future needs. Regulations should be tailored to the nature of activity centers, from small-scale neighborhood nodes and commercial corridors to large-scale retail centers.

Riverfront development

An important natural resource of De Pere is its riverfront area. Several planning studies emphasize the importance of the Fox River, recognizing it as an amenity that provides recreational value and an asset to catalyze development. The riverfront is a magnet for development and should be specifically zoned to reflect the desired development pattern. To encourage the desired development, standards can encompass a number of different zoning actions, such as requirements for a continuous public access along the water edge, definitions of viewsheds, and view corridors to visually link key interior locations of the City with the water, and incorporation of riverfront orientation requirements in any related site plan review for properties abutting the water's edge.

Administration

As important as regulations for development are, the administrative procedures are equally as important. These processes impact how easily development can occur and determine whether an environment is or is not development-friendly. The administration section of the ordinance must be clear, concise, and drafted with predictability and consistency in mind as the ultimate goal. Responsibilities of all ordinance administrators should be defined, the rules for application, notice, and public hearing succinctly described, and the approval processes organized with timeframes and approval standards.

The goal in every regulatory assignment is to create a set of development regulations that is unified, easy to use and interpret, innovative in approach, contains state-of-the-art standards, and is consistent with all relevant plans and policies. We anticipate that De Pere's Zoning Ordinance would be a blend of traditional practices, contemporary standards and procedures, and state-of-the-art regulations, which will creatively address and respond to key issues identified in the RFP and through further investigation. In order to draft a successful zoning ordinance, Camiros has found that the following principles vital to guiding the rewrite process.

Place-Making

Development regulations must reflect both the realities of existing development as well as accommodate that which is desired in the future. De Pere is a diverse collection of neighborhoods that vary from one another in history and character, activity and employment centers of different scales that accommodate both residents and visitors, and a diverse set of environmental and scenic resources; this is all influenced by the character of the local environment, economic development trends, and the needs and desires of residents and industries. Therefore, the regulations must contain districts that reflect and enable these differences to continue when desired. We believe that this can best be achieved by organizing districts and regulations in a fashion that reflects the unique characteristics of the "places" of De Pere. Such an ordinance must be place-based – drawing its directions and regulations from the historic characteristics and form of De Pere and the directions articulated in the various plans and studies concerning its features and development.

Districts within the Zoning Ordinance must correspond to not only the existing development patterns and character, but also the character and community future articulated in adopted plans and policies. Zoning, like planning and development, must reflect the variety and richness that underlies much of current development and that of future development patterns. The challenge is to rewrite the City's Zoning Ordinance to specify the use, form, and

orientation standards in a manner that reinforces the existing or desired character within the places of the City. This “place-making” approach can be reflected in several ways:

- Districts could be designed and grouped in such a manner as to address the specific needs of key places in terms of building use, form, and orientation. Form, orientation, and use attributes could be described for residential and commercial districts within each place grouping.
- One approach is implementing form-based building controls. Districts adhering to this zoning control could emphasize the form of design reflected within each of its places. This approach would still respect and allow for creativity of individual architects within the area context.
- Use should respond to established community values and habits. Some neighborhoods are built around exclusive land use districts, while in other neighborhoods these relationships are more intermixed. These differing characteristics should be integrated into the ordinance to assure desired patterns of neighborhood livability and provide relative ease of review and approval.
- Unique conditions found in neighborhoods that contain a multiplicity of building types developed over decades should be accommodated through flexible siting criteria, use location criteria, and performance standards.

The intent behind this approach to zoning is to assure that future development reinforces the quality and character of existing development where preservation is the desired end, and facilitates attainment of the policies where change is advocated. How well this can be achieved, and how responsive this approach is to the community's aspirations, depends upon the deliberations and directions that emerge from the anticipated community discussions about a new ordinance.

By adopting a place-based approach, the resultant ordinance is what is termed a “hybrid” ordinance. This is because the places of the City dictate the types of controls needed, as opposed to adopting a zoning approach and then forcing those regulations within that prescribed method. The place-based approach will look at each “place” and determine what zoning approaches would be appropriate. In a simple example, a mixed-use district is concerned with both the form of development and its orientation to the street and transit, as well as uses, especially those located along the ground floor. Therefore, this type of district would combine elements of form-based coding and more traditional use-based zoning. In contrast, a traditional industrial district is more concerned with the impacts of intensive uses; such a district would incorporate elements of use-based zoning, where the land area is reserved primarily for industrial uses, and performance-based zoning, where the impacts are controlled.

Ordinance Foundation

Create Predictable and Consistent Administrative Procedures

As important as regulations are, administrative procedures within the ordinance are equally important. The administration section of the ordinance must be clear, concise, and drafted with predictability and consistency in mind as the ultimate goal. Timeframes, approval processes, and approval standards should be carefully considered and clearly presented, along with rules for application, notice, and public hearing. Responsibilities of all ordinance administrators should be clearly defined, and processes streamlined when feasible, through incorporation of flexibilities such as administrative approvals in certain cases.

Implement a Modern Use Approach

As a vital component of a successful ordinance, Camiros recommends a generic use approach in ordinance rewrites. A generic approach to the listing of uses is established by combining all or most uses into broader terms. For example, barber shops, beauty parlors, shoe repair shops, and tailors, can be replaced by the term “personal services establishment,” which would also permit additional similar uses such as pet grooming establishments, dry cleaners, and nail salons.

Utilizing this approach goes a long way toward improving the use regulations. Generic uses have the advantage of being broad enough to include a wide range of uses, eliminating the need for amendments as new uses emerge. Under the generic use approach, all uses are defined and included in the definitions section of the ordinance. Importantly, the uses allowed in each district should also be evaluated and updated to ensure that they correspond to the purpose, form, and function of the districts.

The Zoning Map

As part of an updated set of development regulations, rewriting the text is only half the story. In order to implement the goals articulated in the development regulations and ensure that the new zoning matches the reality of the existing physical environment, a revision of the zoning map is also needed. This task can be daunting, as zoning map revisions typically pique the interest of various property owners, including those that may not have been involved with the text revision process. To make this process more manageable, Camiros drafts mapping principles to serve as

both a guide for planners to make the process less intimidating and as a way to explain the rationale behind map changes to the larger constituency.

Modern Development and Design

Utilize Form-Based Zoning Techniques

Form-based zoning controls speak to urban form, including the relationship of buildings to each other, to streets, and to open spaces, rather than land use. This approach to zoning could just as easily be called “place-making” because it allows for shaping of building and development to achieve community character objectives.

Form-based Zoning is a technique that Camiros has used in many of our zoning assignments. For many years, Camiros included elements of form-based coding in even the more traditional zoning assignments. For example, in the historic Village of Riverside, Illinois, designed by Frederick Law Olmsted and Calvert Vaux, Camiros facilitated a planning process that included the development of zoning policy, preparation of a conceptual framework plan for the downtown, and ultimately a rewrite of the Ordinance. As the result, a new downtown CBD Form-Based District ensures that new development captures of the essence of the original design and maintains the character-defining elements of the downtown. The resulting form-based zoning ordinance has character-based controls for Riverside that are intended to simultaneously protect the pedestrian scale and architectural character of downtown, while allowing for site assembly and development of contemporary-sized, mixed-use buildings.

We also created form-based volume controls – based on building height, side yards and sidewall height – to prevent out-of-scale new residential construction in Riverside. The Village was beginning to see significant teardown activity and the desire was to guide infill development to match the traditional residential character. The Riverside residential ordinance won the Gold Award from the Illinois APA because of the sensitivity to context and scale achieved through the use of form-based techniques. In areas where a certain character has been established, or where the community would like to craft a certain character, form-based zoning controls like design standards, build-to lines, minimum height regulations, etc. are included within the ordinance.

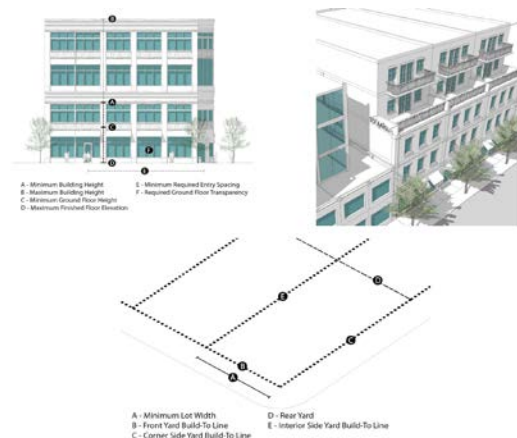
Form-based zoning has become an important tool to implement design and development policy. It can provide a design framework within which development can be coordinated to create a physical and visual environment that meets local quality-of-life goals. Form-based zoning controls can add performance requirements that establish or maintain a neighborhood image and set a clear design policy, reflecting the vernacular architecture and desired streetscape, and establishing the overall physical character of the area.

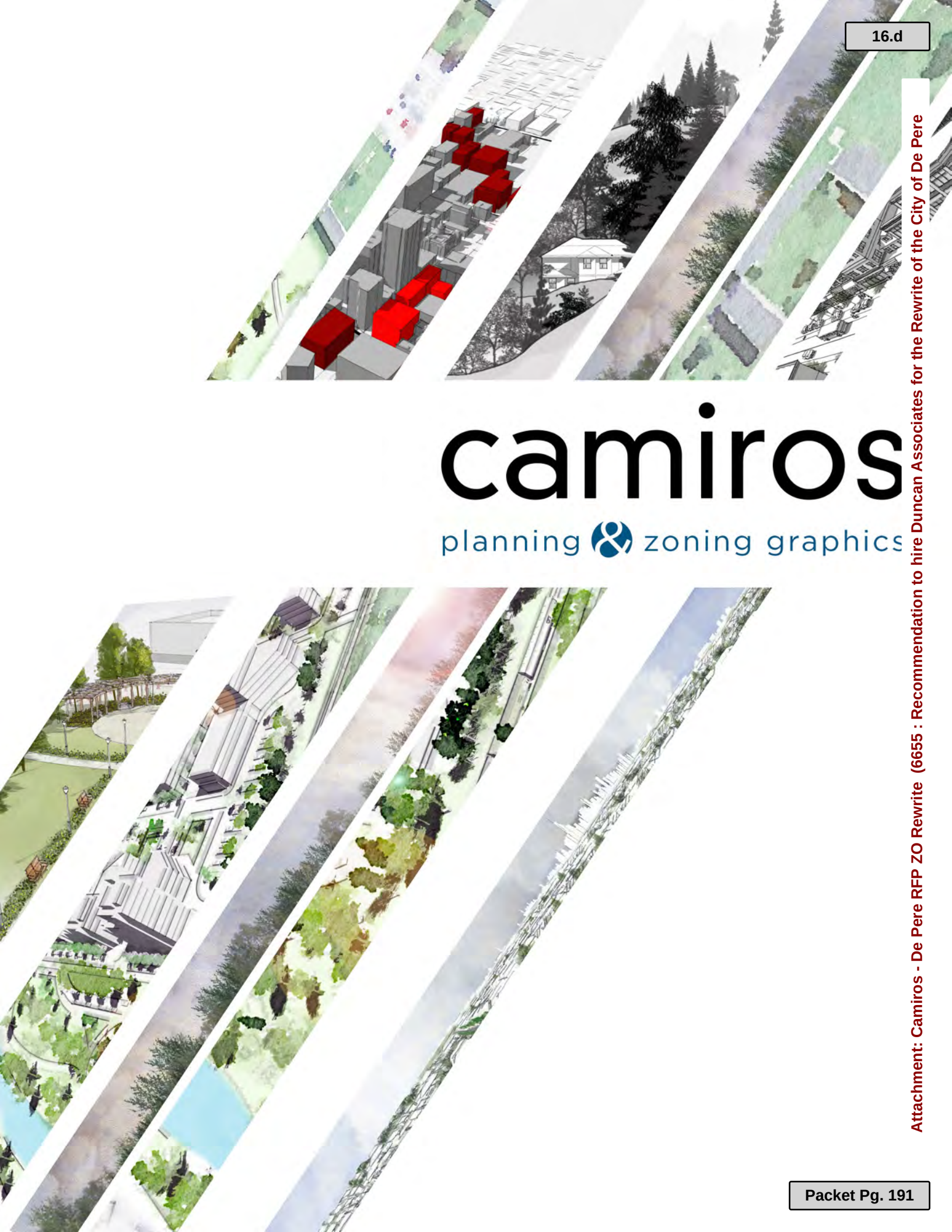
Incorporate Sustainable Development

Development regulations should require, allow and encourage a variety of sustainable development techniques, improving energy efficiency for all types of development and taking full advantage of existing resources and services. Often, when a municipality examines the specific level of land use regulations, it is revealed that regulations have unintentionally created roadblocks to creating fully sustainable communities. While traditionally developed for the purpose of regulating land use impacts and achieving adopted community land use policy, the ordinance requirements also directly and indirectly affect the type and amount of energy consumed and conserved within a community.

Use of Illustrations and Matrices

Illustrations, matrices, and flowcharts are an effective way for regulations to communicate information to users. All standards that can be illustrated should be. Ordinances also benefit from the use of matrices, which can easily summarize and clearly present information regarding uses, dimensional requirements, and other provisions. Camiros works to create an overall theme for an ordinance's graphics that is unique to each municipality that we work with. Select examples of zoning graphics are included at the end of this section.





camiros

planning & zoning graphics

>> why camiros?

Camiros' studio of urban designers, planners, and landscape architects is composed of experts in graphics software, AutoCAD, web design, and Geographic Information Systems. The Camiros studio produces all illustrations, models, and maps in-house, and is able to produce all needed documents, graphics, and maps for any project.

Camiros works to create an overall theme and graphic identity for every project. We take care in ensuring that this identity is both unique and reflective of the character of the communities in which we work. We employ state-of-the-art graphic techniques, creativity, and an artful attention to detail, while addressing the needs, desires, and preferences of the client. We believe that graphics are critical to communicating the nature and intent of not only physical designs, but regulations and planning policies as well.

From document graphic design, to detailed renderings, maps, and zoning ordinance illustrations that effectively clarify complex regulatory language, Camiros' graphics team can do it.

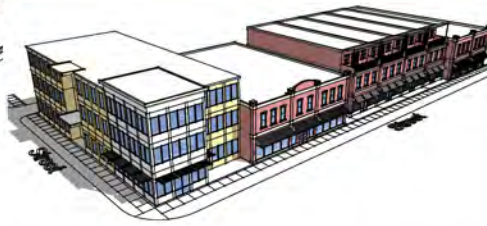
The following pages highlight some of our more recent work. For more information, please contact us directly:

Camiros, Ltd.

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312.922.9211
camiros.com



Downtown Baltimore



City Hall



Howard Street

Model Views



Existing Conditions

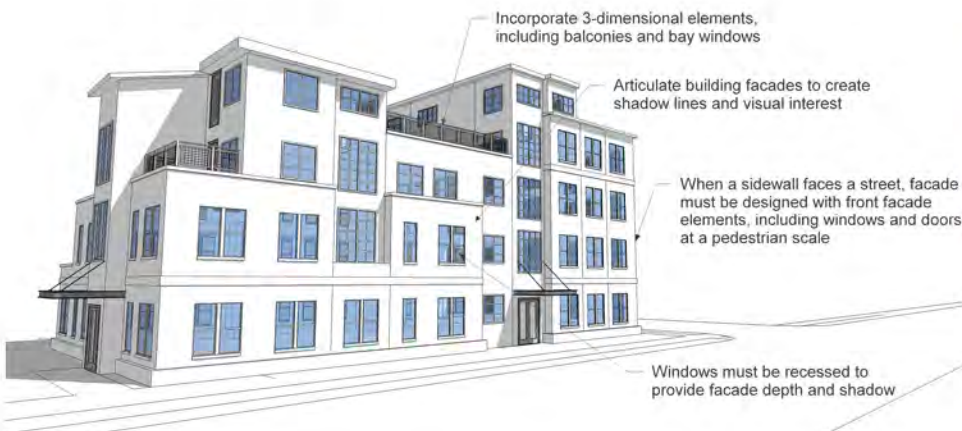
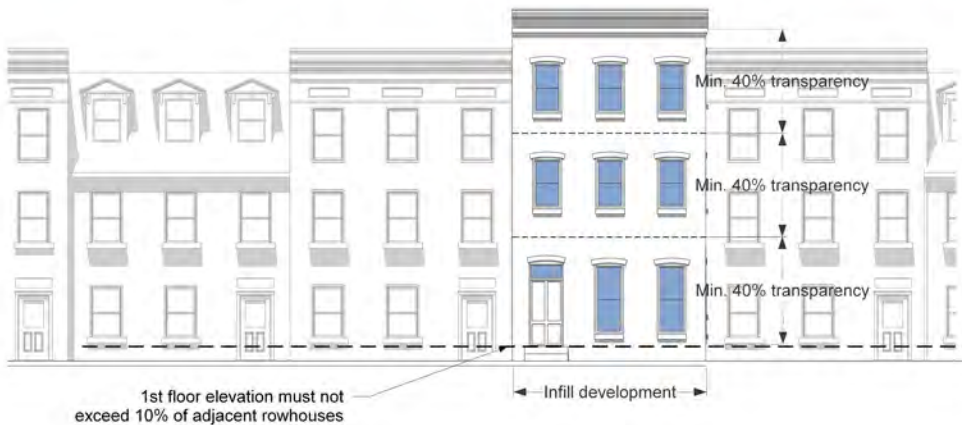
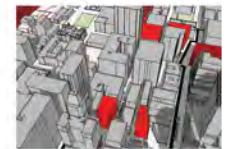
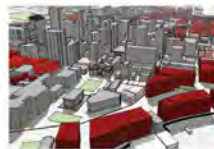
- Existing buildings greater than 50'
- Existing buildings less than 50'
- Existing Surface Parking Lots



Full Parcel Building Massing

In these models the entire parcel is extruded up 14 stories (roughly 150') to illustrate an F.A.C. of 14

- Existing buildings greater than 50'
- Maximum height of 150'
- Maximum height of 80'
- Maximum height of 50'

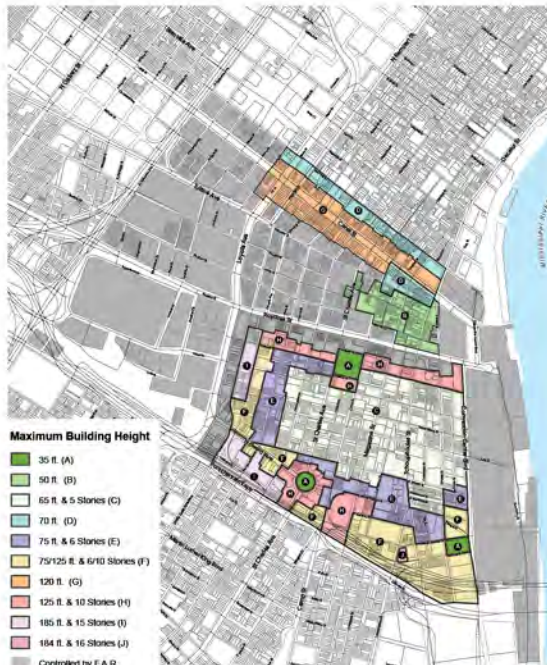
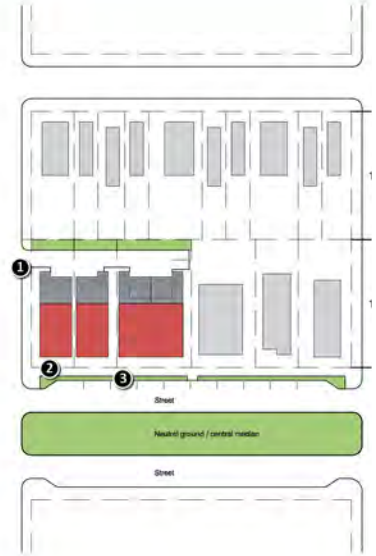


New Orleans, LA - Zoning Code

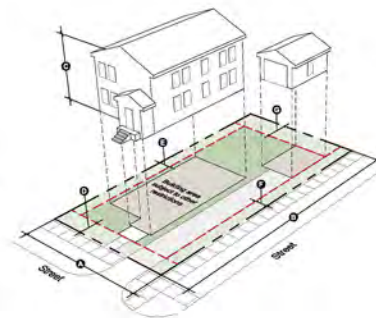
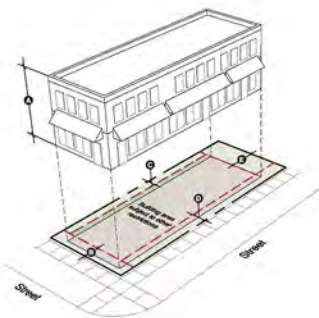
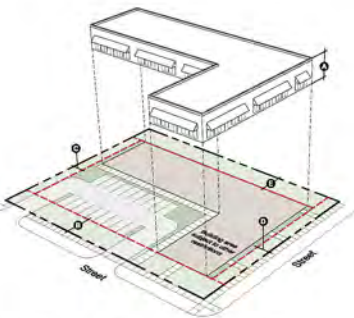
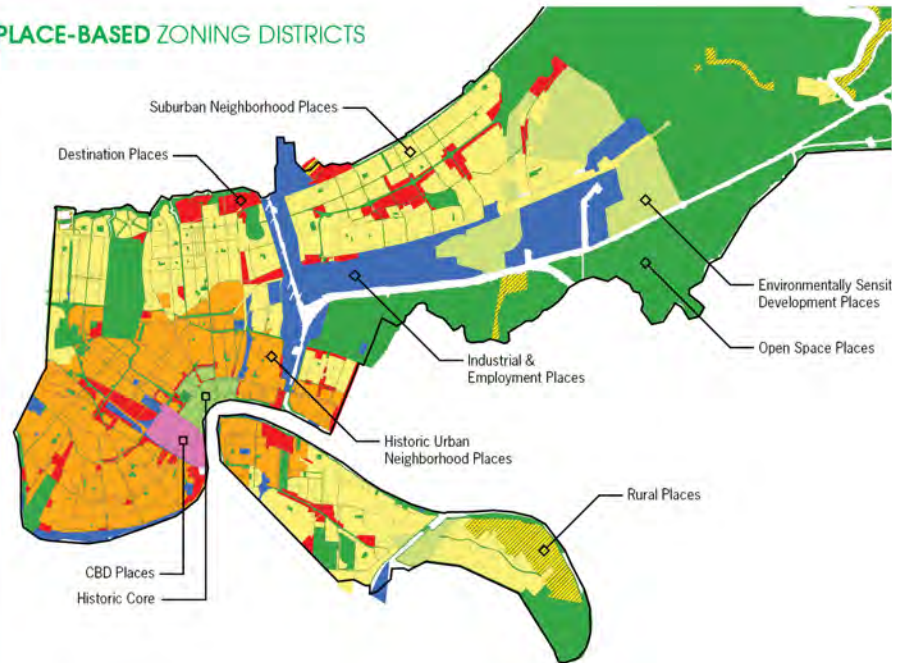


BUILDING DESIGN GUIDELINES

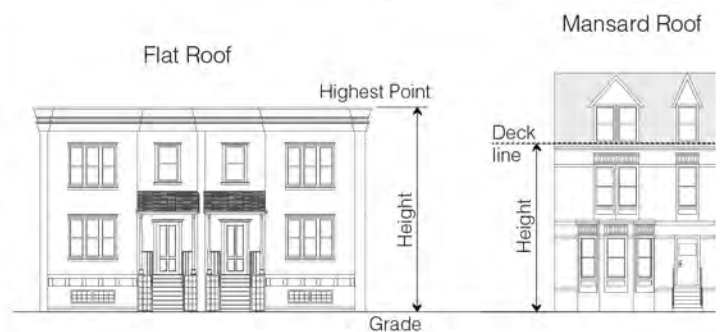
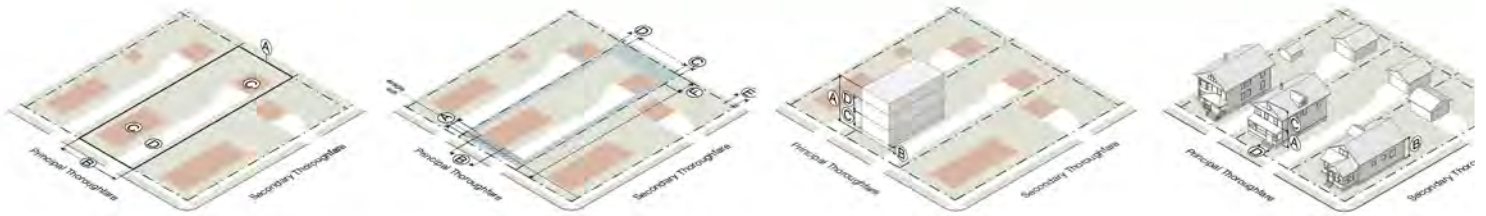
- 1 Parking access from primary and/or side street (with servitude to internal property)
- 2 Public entrances for live/work and/or retail spaces face onto street. Awnings protect pedestrians from weather and sun.
- 3 Landscape buffer between sidewalk and street
- 4 Minimum 60% transparency on ground floor
- 5 Roof form is consistent with design of facade and neighboring properties. Green roof encouraged.
- 6 Pedestrian access protected with overhangs (awning, canopy, balcony, etc.)
- 7 Defined base, middle and top.

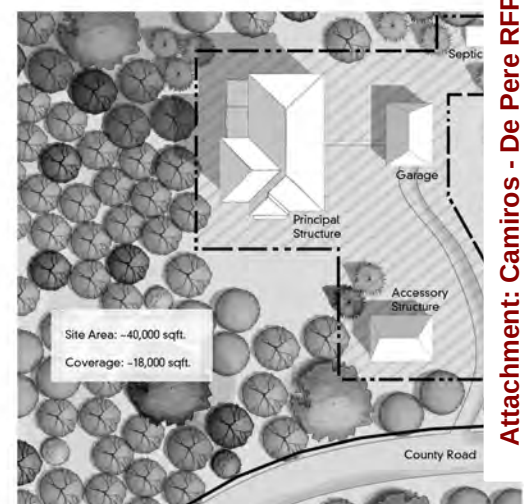
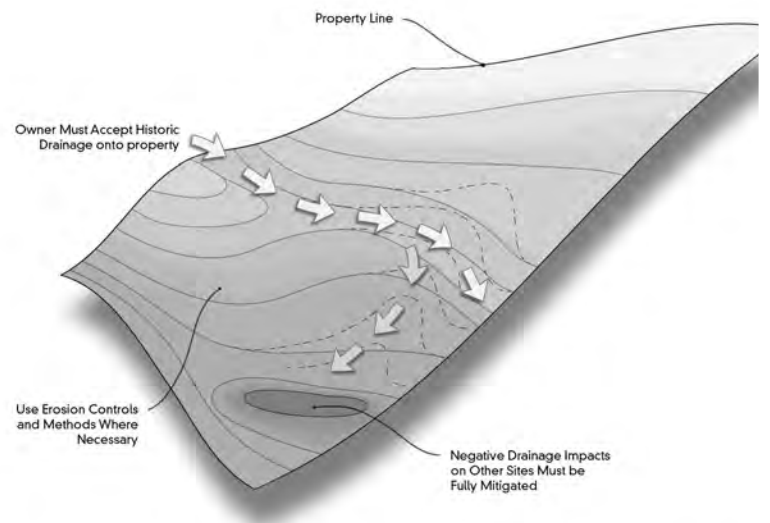
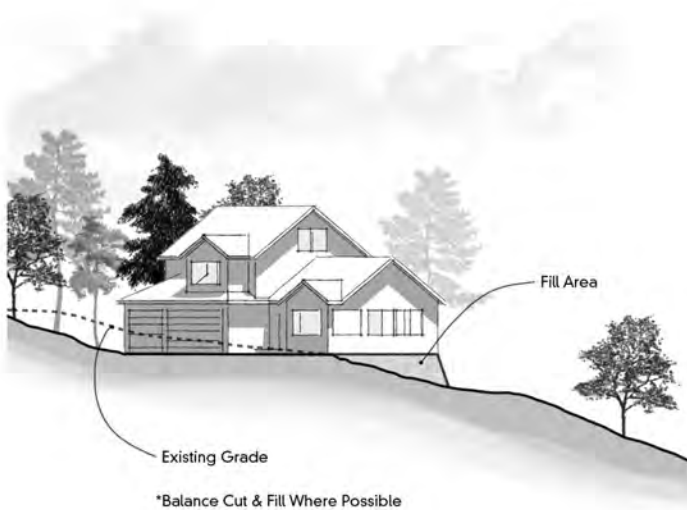
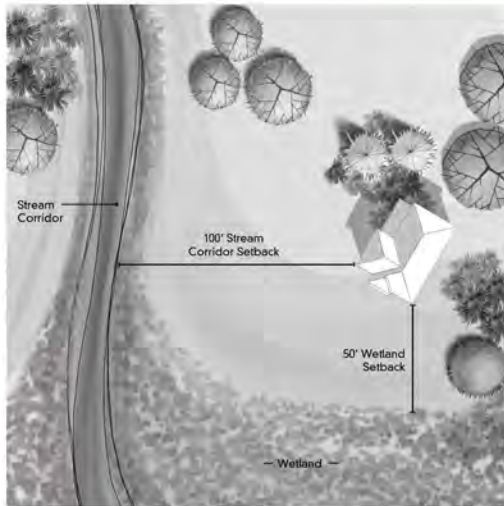


PLACE-BASED ZONING DISTRICTS

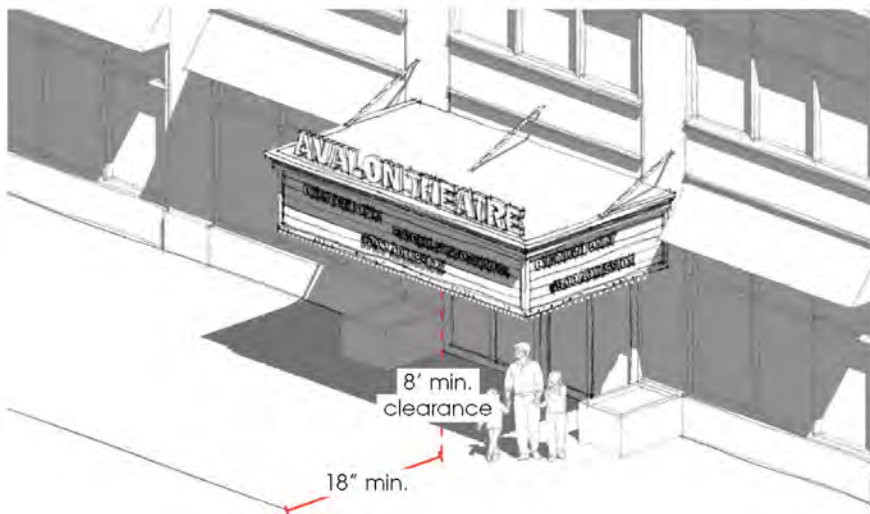
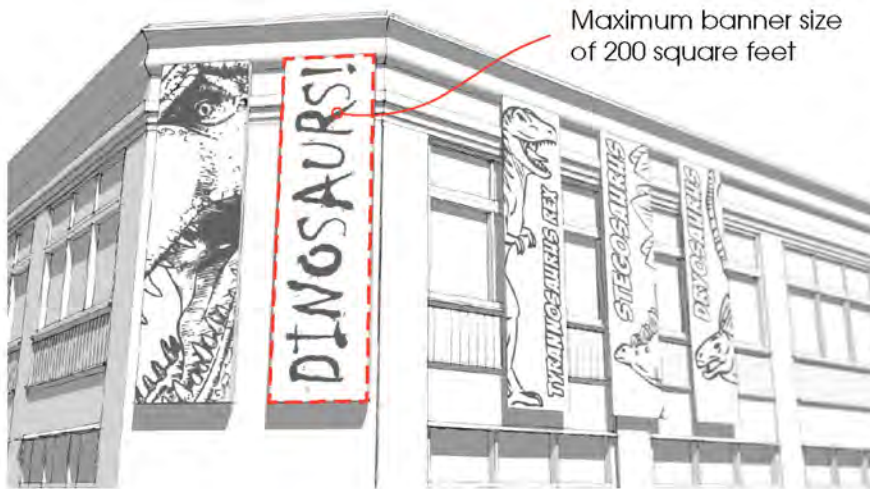


BULK & SITING CRITERIA

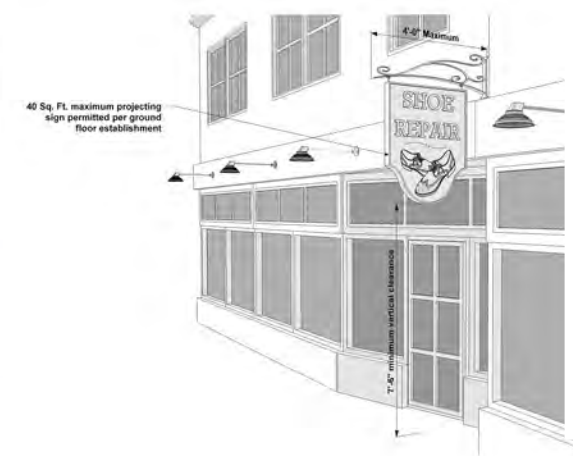
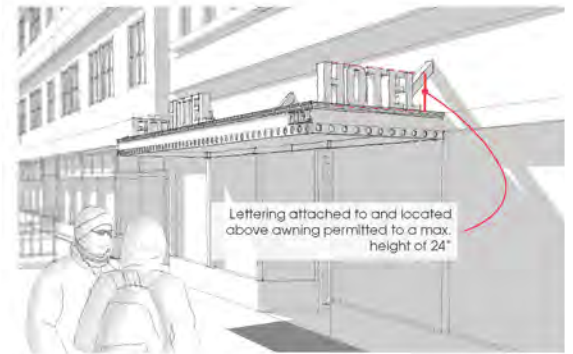
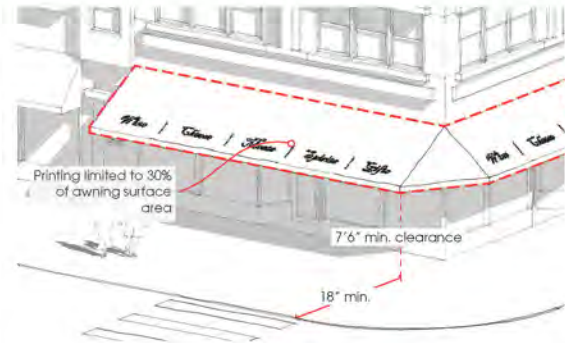
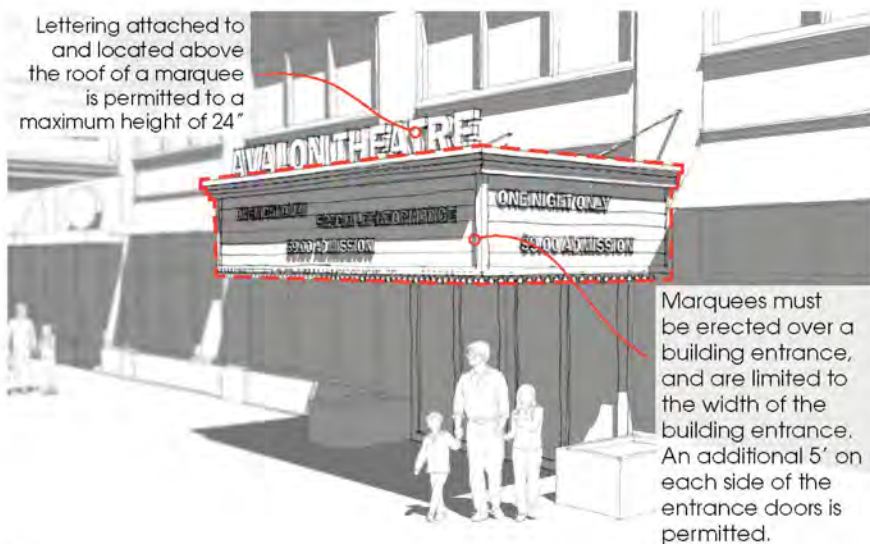




Duluth, MN - Sign Code

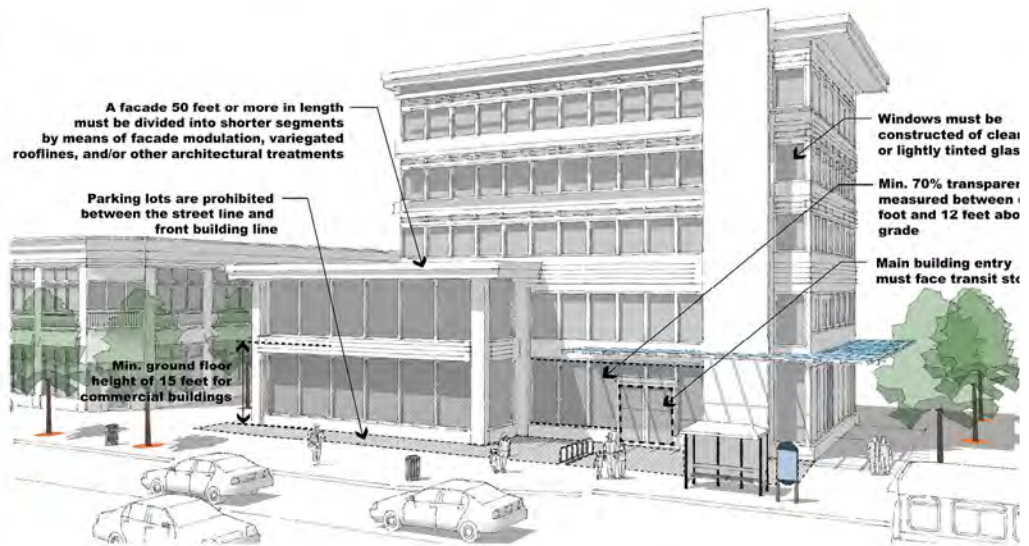
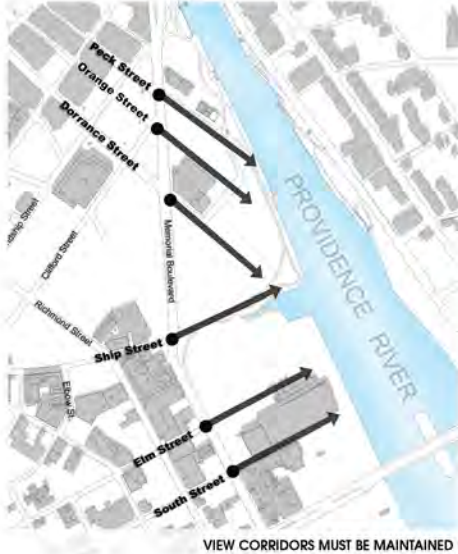


Lettering attached to and located above the roof of a marquee is permitted to a maximum height of 24"



RE:ZONING PROVIDENCE

re:imagine re:define re:vitalize







GREEN HEALTHY NEIGHBOR HOODS



FEATURED



Thank you to all those who attended the Town Hall Meeting for the Shreveport/Caddo Unified Development Code at Riverview Hall on November 5! A copy of the presentation given at the meeting has been posted to the [Presentations & Reports](#) page.

Posted in: [Uncategorized](#)

UPCOMING EVENTS

[Check Back Soon!](#)

REVISION

- Home
- About the Project
- Planning Team
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- Get Involved!
- Public Meetings
- Leave a Comment
- Meeting Photos
- Presentations & Reports

THE SHREVEPORT/CADDO UDC

The Shreveport/Caddo UDC will help us better preserve, strengthen, and protect the historic patterns of development that define the character of Shreveport/Caddo, direct investment to targeted growth areas, and create new opportunities for economic development, helping to make Shreveport/Caddo a more vibrant and prosperous community.

FOR MORE INFORMATION

For more information, please contact:

Dana Sanders
Dana.Sanders@shreveportla.gov
(504) 673-6463



RE:ZONING PROVIDENCE

re:imagine re:define re:vitalize

[Home](#) [The Process](#) [Get Involved!](#) [Presentations & Reports](#)

FEATURED



A MESSAGE FROM MAYOR ANGEL TAVERAS

Angel Taveras

As one of the key initiatives in my economic development action plan, *Putting Providence Back to Work*, I am pleased to present an updated and improved **Providence Zoning Ordinance** for public comment. This document is the result of a year-long collaborative effort between city departments, residents, business owners, developers, institutions, and other stakeholders.

Zoning is a critical tool to implement the City's goals for smart, sustainable, equitable and transit-oriented development that enhances the vibrancy and livability of our Capital City. I am confident that the new ordinance will provide a clear framework for guiding the growth and development of Providence, which will enhance and strengthen our City into the future.

UPCOMING EVENTS

Public Meeting:
College Hill, Fox Point, Wayland,
Mount Hope, Hope, &
Blackstone
Tuesday, May 6th, 2014
5:30-7:30 PM
Brown-RISD Hill House
80 Brown Street

[Click here for the meeting flyer.](#)

Public Meeting:
Mount Pleasant, Elmhorst,
Wanskuck & Charles
Wednesday, May 7th, 2014
5:30-7:30 PM
Mount Pleasant High School
434 Mt. Pleasant Avenue

[Click here for the meeting flyer.](#)

PAGES

- Home
- The Process
 - Planning Team
 - Project Timeline



[About](#) [The Planning Process](#) [Comment & Participate](#) [Presentations & Reports](#) [Data Book](#) [Photos](#)

Three Potential Site Layouts for a Revitalized Rosewood Courts Now Posted

The three potential site layouts revealed at Community Meeting #5 and all comments received are now posted here.

[0 Comments](#) | [Read article](#)

Community Meeting #5 – Date, Time and Location Announced!

Community Meeting #5 for the Rosewood Choice Neighborhoods Initiative will be an Open House. The event is scheduled for 4 – 7pm on Thursday, January 30th...

[0 Comments](#) | [Read article](#)



welcome!

The Rosewood Choice Neighborhoods Plan will employ a comprehensive approach to neighborhood planning by revitalizing the distressed Rosewood Courts public housing complex while investing a leveraging investments in well-functioning services, high quality public schools and educational programs, high quality early learning programs, services, public assets, public transportation, an improved access to jobs.

¡bienvenido!

Para obtener información sobre las oportunidades de participación para los habitantes de español, favor contacte a Alicia Morales (512) 479-6245 - aliciam@hacantec.org

para ver esta página en español...

Haga clic aquí.

upcoming meetings

Community Meeting #5 will take place on January 30th at the Blackshear Elementary School cafeteria from 4-7pm. We hope to see you there!

Packet Pg. 200

Project Approach and Timeline

Approach

Team Approach

In order to minimize risk, one aspect of our approach that ensures that timelines and milestones are met is that we seek work in a collaborative process with City staff. This “team approach” recognizes that, especially in the area of development regulations, there are local traditions, approaches to regulation, and interpretations that are known intimately only by staff. Without a close team approach, we can miss or misinterpret the nuances of controls or the way in which regulations are currently understood and administered. Therefore, while we can bring a broad range of national experience and expertise to the assignment, the De Pere's Community Development Department staff are heir to numerous details of ordinance operation and implementation, local development traditions, and insights into local administrative and private sector needs and activities that must be accommodated within the new ordinance so that it functions at its most effective. Thus, a successful product will only occur if the skills of the team and staff are melded together, and responsibilities for leadership are clearly outlined and understood at the outset of the assignment. Discussions with any of our regulatory clients will reveal this relationship, which we believe builds inherent administrative efficiencies into the process. In addition, this approach works in such a way that ownership of the ordinance moves from the consultant to the City as the process goes forward; this is important so that citizens feel that the end result is “their” document, rather than another document put forward by a consultant.

We strive to exceed our client's requirements and expectations. We feel that client satisfaction is the result of a cooperative partnership between the City and Camiros. To this end, it is important to establish a management and communications structure that ensures a product that can generate initial excitement and gain the public trust over the long-term so that the adopted plans and ordinances will guide development into the future in line with decisions made during this process. To achieve this, our goal is to minimize conflicts and anticipate problems that might occur; our years of experience have given us a keen eye to identifying issues before they become issues. Some of the control measures we use to ensure that the work is done correctly and on schedule include the following:

- » Camiros assigns a Project Manager (Arista Strungys) who has administrative control and authority over the project and maintains relationships with the client. The Project Manager is an expert in zoning and plays a professional as well as a managerial role in the assignment. Arista would be the main point of client contact, and has the authority and capability to resolve any issues that may occur.
- » Camiros builds internal redundancies into the process so that internal review by different members of the team occurs before any materials are submitted to the client. This allows us to both “check our work” before submitting products to the client and ensures that the team is aware of the project status and initiatives.
- » We are responsive to situations that arise outside of those anticipated by the scope. Our approach is adaptable throughout the course of the project, and we are able to make adjustments to ensure that the end result is best possible project. For example, if the public participation program established at the outset is not fully engaging key community members, we will adjust - whether through additional work sessions, attendance at community group meetings, or new forms of online engagement - to achieve the project objectives.

Public Participation

The team will work with City of De Pere staff to establish a public participation program that includes the elements necessary to create an engaging, transparent public process with numerous opportunities for input. This can include interactive workshops, open houses, charrettes, surveys, and other methods to fully vet the ordinance with the public and boards and commissions.

We believe whole-heartedly that every zoning process must begin with outreach and listening to the various stakeholders. The key to a successful rewrite is to achieve strong public support of actions and a community sense that the rewrite will result in the desired administrative processes and substantive controls. To do this, it is crucial to make stakeholder engagement part of the process. This includes keeping interested parties well informed, and providing them the opportunity to monitor the work, and the ability to input ideas.

Our zoning projects have included public workshops, open houses, surveys, and charrettes. In addition to these public forums, zoning projects also require reaching out to key stakeholder groups. Oftentimes the input needed from developers, business owners, and similar groups are not fully communicated in public forums – we have to go to them. We seek out these key groups, organize special meetings, and attend their scheduled events to get their input. Recent examples of Camiros' zoning outreach work include:

- » The New Orleans Master Plan and Comprehensive Zoning Ordinance process included extensive public workshops and open houses, where citizens could provide input on plan policies and zoning regulations, organized by the 12 districts that make up the city. The zoning component of this work involved the conduct of several citywide forums and two rounds of ten district meetings, which involved workshop, charrette, and open house techniques.
- » The zoning update process for Baltimore involved a series of public open houses, held in the four geographic areas of the City plus the downtown. A downtown design charrette sponsored by the City and Downtown Partnership was conducted by Camiros to determine logical form districts and identify appropriate design standards. The charrette was well attended and the design standards have been translated into form-based regulations.
- » The Buffalo Green Code project, which includes both a land use plan and unified development ordinance, included an extensive public process for both components. Over a dozen public workshops were held for the land use plan, where citizens participated in mapping exercises and provided input on plan policies. The unified development ordinance process was initiated through a community wide meeting where keypad polling was used to identify and secure opinions about the key zoning approaches. Camiros also recently completed a series of nine open houses, where preliminary zoning approaches were presented at stations staffed by the consultant team and city staff, to explain ordinance regulations and receive citizen input. Meetings are now underway with specific interest groups to test the acceptability and utility of proposed regulations.
- » An award winning public process in Rockford, Illinois for a Choice Neighborhood program used keypad polling and an issue ranking gaming approach to identify redevelopment visions for this neighborhood. Camiros has been involved in similar community outreach to neighborhoods of all economic levels and classes in over 100 communities.

Project Branding & Website

Camiros will create a project “brand” in this task, which includes a project logo and, if desired, tagline. This will help those interested in the project to track all materials related to the Ordinance Rewrite. We will also create a project website that contains updates on the project status, all work products related to the project, drafts of the ordinance available for viewing and download, documentation of all public input, and feedback mechanisms. A number of web-based planning strategies can be used to enhance the process. Camiros works with our municipal clients to identify the most appropriate approach to web-based content for the project. Further, we seek to establish opportunities for interactive use of the project website, such as survey responses and testing of plan ideas. We can also establish social media links through Facebook and Twitter to assure that interested citizens can interact with the team through these means as well.

Scope

The following scope of services is proposed to rewrite the City of De Pere Zoning Ordinance. The scope is intended to be flexible, and we anticipate revisions to fit the needs and particular public participation dynamic of the City.

Phase 1: Evaluation

The purpose of Phase 1 is to identify the regulatory issues and complete a technical diagnosis and, working with stakeholders and the City, determine drafting direction for the Zoning Ordinance (ZO) Rewrite. This phase consists of the following tasks.

Task 1-1: Internal Kick-Off Meeting & Reconnaissance

The Consultant will meet with City staff to kick-off the project, finalize the project scope, work schedule, and public participation program, and obtain all existing ordinances, plans, and data relevant to the project. Consultant will also undertake a reconnaissance led by staff to tour De Pere and understand the issues involved in the application of the current regulations. Consultant will discuss issues with current development regulations, understand development trends that need to be addressed, and determine the specific steps needed to address these goals with staff.

Task 1-2: Website & Branding

We will create a project “brand” in this task, which will include a project logo and, if desired, tagline. This will help those interested in the project to track all materials related to the ZO. We will also create a project website that contains updates on the project status, all work products related to the project, drafts of the ordinance available for viewing and download, documentation of all public input, and feedback mechanisms.

See www.SpringHillUDC.com for an example of such a brand and website

Task 1-3: Stakeholder Interviews

The Consultant will conduct interviews with select public and private stakeholders. The Consultant will work with staff to determine how to schedule interviews. Participants should include City staff, representatives of boards and commissions, representatives of local citizen activist groups, historic preservationists, realtors, developers, architects, neighborhood organization representatives, and others identified by staff.

Task 1-4: Public Kick-Off Meeting

We will conduct a meeting with the Planning Commission (PC) to introduce the PC and public to the project. We will highlight the key elements of the process and general directions of the project, allowing for public input to highlight key issues.

Task 1-5: Technical Review & Approaches Report

After reviewing the current ordinances and policy documents, meeting with staff, conducting stakeholder interviews, and the public kick-off meeting, the Consultant will prepare a Technical Review and Approaches Report that identifies key problems, inconsistencies, omissions, and gaps between regulations and policies. More specifically, this report includes:

- » A technical analysis and evaluation of the current regulations
- » A sustainability audit of current development regulations
- » An analysis of how well the zoning districts match existing development patterns and future land use policies
- » An analysis of how well the subdivision regulations facilitate desired development patterns and future land use policies
- » How well the regulations implement the Plan and established City policies, and how well the regulations integrate with other ordinances and initiatives, including a summary of consistencies or inconsistencies
- » Where the regulations meet or fail to meet public expectations
- » A summary of “best practices” solutions for key issues in De Pere
- » The general strengths and weaknesses of the existing regulations - especially structure, organization, clarity, ease of use, existing zoning districts and district standards, regulations of general applicability, definitions and procedures

An approach to making the ordinance easier to understand through graphics, matrices, and maps will also be included. This report will also include an outline of the proposed structure.

We will review the report with the staff and make all requested revisions.

Task 1-6: Public Workshop

We will conduct a public workshop on the findings of the Technical Review and Approaches Report. We can organize this as a meeting of the PC or we can conduct a public meeting and a commission meeting.

Phase 2: Drafting

The purpose of this phase is for the Consultant to take the input received in Phase 1 and prepare a full and complete draft ordinance. Testing and modeling of new regulations, as well as mapping, will take place during each draft iteration, and for any particular issues that emerge during draft review. Informational materials as to new regulations within the ordinances will be prepared as needed for public release.

Task 2-1: Prepare Draft 1

The Consultant will prepare a first draft of the ZO. This draft will include all sections of the ordinance, but will contain questions and notations that will need specific staff input.

Task 2-2: Staff Review of Draft 1

The Consultant will submit the draft ZO for staff review and conduct a review meeting.

Task 2-3: Prepare Draft 2

This is a work task used to prepare Draft 2. All changes requested in Task 2-2 will be incorporated into Draft 2. The Consultant will submit the draft to the staff, who will review the document and determine any immediate changes that need to be made prior to release.

Task 2-4: PC Presentation

The Consultant will conduct a meeting with the PC to present the public draft so that they are familiar with its contents prior to public open houses.

Task 2-5: Public Open Houses

The Consultant will conduct a day-long public open house. This would include a brief presentation of the new ordinance at multiple times during the day, with the team present to field questions and comments. This would be conducted in an open house format with “stations” for each major component of the ordinance that attendees can visit, staffed by the Consultant and Community Development Department. This can also be broken up over the course of two days with a morning through lunch session and a late afternoon to evening session.

Task 2-6: Prepare Public Hearing Draft

This is a work task used to prepare the public hearing draft.

Phase 3: Adoption

In this phase, the Consultant will assist in taking the ordinance from hearings to adoption.

Task 3-1: Public Hearings

We will present the ZO at a series of public hearings.

Task 3-2: Adoption

We will attend meetings with the City to adopt the final ordinance.

Task 3-3: Final Ordinance

Following adoption, we will provide the final versions (hardcopy and electronic) of the ZO.

We are able to take the Ordinance to adoption within 12 months if all materials are received and meetings with staff, officials, and the public are scheduled in a timely manner. The following schedule illustrates the timeframes for each of the tasks. This can be adjusted based on scope. We are able to begin the project immediately.

Timeline

In many cases, we have maintained the project schedule set out at the onset of the project. In Providence, Rhode Island, we were able to complete the project with the assigned 14 months (drafting to adoption). It has to be noted though that in many projects the schedule has been extended. We commit to meeting all assigned deliverables and milestones; however, reviews by officials as well as additional public participation occasionally takes additional time and it is critical to gain the confidence and support of such. Projects that have extended timelines occur because of such factors.

TASK	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12
Phase 1: Evaluation												
1-1: Internal Kick-Off												
1-2: Website & Branding												
1-3: Stakeholder Interviews												
1-4: Public Kick-Off Meeting												
1-5: Technical Report												
1-6: Public Workshop												
Phase 2: Drafting												
2-1: Prepare Draft 1												
2-2: Staff Review of Draft 1												
2-3: Prepare Draft 2												
2-4: PC Presentation												
2-5: Public Open Houses												
2-6: Prepare Public Hearing Draft												
Phase 3: Adoption												
3-1: Public Hearings												
3-2: Adoption												
3-3: Final Ordinance												

Camiros Experience

Camiros is highly experienced with development regulations updates and feel that we can provide City of De Pere with the highest quality of assistance. Our broad experience distinguishes us from other firms with comparable experience in zoning, and gives us the ability to work in a creative and innovative manner with regulations to respond to unique local issues and problems. This ability is often directed toward development control as a land use policy and urban design tool, making new development responsive to local character and enhancing quality of life. Other times it is used to establish new state-of-the-art standards.

Detailed examples of relevant projects are provided below.

Providence, Rhode Island – Zoning Ordinance

Camiros worked with the City of Providence to update of the City's Zoning Ordinance. This update addressed the variety of issues and conditions present in the City today as well as the land use goals of Providence Tomorrow, the City's comprehensive plan, and other adopted policies. The current ordinance does not adequately implement City's goals for smart growth and sustainability or for cultural, equitable, and transit-oriented development. In addition, many of the district regulations don't relate to the current built environment, creating numerous nonconformities, or don't allow for the desired form of development. The wide range of revisions to the different components of the Ordinance include new districts and district standards, use permissions, processes, and development standards such as accessory structures, signs, and parking.



Council Bluffs, Iowa – Design Guidelines & Zoning

Located along the east bank of the Missouri River, Council Bluffs, Iowa grew out of the shipping and freight industry of the mid to late 1800's. Its historic downtown and adjacent industrial district have retained much of their original character as new growth including contemporary office buildings and auto-oriented commercial centers, has occurred around the downtown. The Council Bluffs Area Chamber of Commerce, in cooperation with city planning staff, recognized the importance of establishing design guidelines to maintain a cohesive and inviting physical environment as new development projects come forth.

Buffalo, New York – Green Code: Land Use Plan and Form-Based Unified Development Ordinance

Adopted in January 2017, Camiros prepared a city-wide form-based Unified Development Ordinance for the City of Buffalo. The form-based Green Code is a place-based economic development strategy designed to implement Buffalo's Comprehensive and Land Use Plan, the master document for all policy and investment decisions made by the City. The UDO establishes rules on the form, use, and character of development for the different zones within the City, and their relation to the public realm through Complete Streets thoroughfare development regulations. The Green Code is an opportunity to emphasize physical form rather than the separation of uses as its basic organizing principle. The Green Code project was divided into two phases: the first created a Land Use Plan that translates the goals and objectives of the Comprehensive Plan into detailed policy document outlining the physical development of the city over the next 20 years; the second is a UDO, which establishes rules on the form, use, and character of development.

3.1.7 N-3C MIXED-USE CENTER



A. Purpose

The N-3C zone addresses mixed-use, walkable centers of Buffalo's moderately compact neighborhoods. These neighborhood centers were originally served by Buffalo's streetcar system, though many developed following the introduction of the automobile.

B. Building Types

The form requirements of the neighborhood zones are tailored to each building type in accordance with Section 3.2. The following building types are permitted in the N-3C zone:

- Attached house
- Carriage house
- Cow building
- Commercial block
- Detached house
- Flare building
- Loft building
- Shophouse
- Shophouse
- Shophouse
- Shophouse
- Tower

C. General

All development in the N-3C zone must comply with the form standards of Section 3.2, as well as any applicable standards in other sections, including, but not limited to, the following:

- Frontages
- Principal Uses
- Accessory Uses
- Temporary Uses
- Landscaping
- Fences & Walls
- Stormwater
- Outdoor Lighting
- Corner Visibility
- Site Impacts
- Pedestrian Access
- Bicycle Access & Parking
- Vehicle Access & Parking
- On-Premise Signs
- Block
- Right-of-Way
- Nonconformities



Excerpt from Traditional Downtown Design Guidelines

terms of their ability to accentuate the positive characteristics of downtown Council Bluffs and its historic industrial district.



Pittsburgh, Pennsylvania – Riverfront Zoning Amendment

Camiros is currently working with the City of Pittsburgh to craft a zoning district for the 35 miles of riverfront within the City. Pittsburgh's Allegheny, Monongahela, and Ohio Riverfronts reflect a large variety of development forms – industrial structures, open space, sports arenas, tall downtown office buildings, mixed-use buildings, multi-family buildings and single-family homes. The significant land area covered by the rivers means that a one-size-fits-all riverfront district will not work for Pittsburgh. Zoning will need to address the variety of existing uses and desired development forms for the numerous character areas that constitute the riverfront, and the unique situations that relate to land located directly adjacent to a river. In addition, the regulations will need to implement key zoning policies within the previous plans adopted by the City.

Knoxville, Tennessee – Zoning Code

Camiros is working with the City of Knoxville to update the Zoning Code. Currently working with a code that is over 60 years old, the current regulations do not address key issues within the City, including residential standards that do not address historic urban development patterns nor a new more efficient suburban-style development in certain areas, a use structure that does not easily allow for mixed-use, standards that do not reflect the City's innovative "maker city" trend, and the impacts of large campus uses such as the University of Tennessee and hospital campuses. The revision seeks to streamline development and create a more predictable, sustainable, and consistent development environment. This project also includes revisions and streamlining of two existing form-based districts the City currently has in place to work within the context of an updated Code.



Oak Park, Illinois – Zoning Ordinance

Camiros is working with the Village of Oak Park to prepare a complete update to its current zoning ordinance. As part of that revision, the firm has prepared a series of context-sensitive commercial districts that address the specific character of each area. Due to the Village's robust public transit system, a number of regulations have been included to implement transit-oriented development principles.

The Ordinance update also included an analysis and revision of the residential districts to better reflect the on the ground conditions. This significantly reduced the number of nonconforming residential lots. New sustainable development techniques were also integrated into the ordinance, such as permissions for alternate energy systems and sustainable landscape regulations.



Tredyffrin Township, Pennsylvania – Commercial Zoning Update

Camiros worked with Tredyffrin Township, a suburb of Philadelphia, to modernize its commercial (retail and office) zoning regulations in order to foster positive economic development. This project was spurred by the question of whether the pattern of non-residential development in the Township is on the cusp of obsolescence – not because of the quality of the development, but because of the changing marketplace. First, new office tenants sought buildings that are highly flexible and can accommodate changes in occupancy footprint. As a result, current purpose-built complexes, especially the low-rise purpose-built complexes common in the Township, are under stress. Second, new development in the area is seeking locations that allow construction of high-rise buildings that reflect higher floor area ratios and less coverage than the older suburban model, particularly to allow for LEED/green design architecture. Finally, rather than remain as single-purpose districts, the market desired a broader mix of uses. Therefore, the purpose of this assignment was to revise the current regulations to allow for modern development, based on performance standards and context sensitivities, and create a positive economic development environment within the Township. This was balanced with preserving Tredyffrin's character and protecting the residential neighborhoods directly adjacent to these non-residential areas and respect the larger community context of which they are part.



Re-Tooling Rome for Smart Growth – Rome, New York

Camiros is currently working with the City of Rome, New York to update the City's Comprehensive Plan and Zoning Ordinance. Titled "Re-tooling Rome for Smart Growth," the project is focused on making strategic sustainability updates to help Rome grow greener, including a "sustainability index" that links new policies within the Comprehensive Plan to respective regulations within the City's Zoning and Subdivision Ordinances. Major recommendations address the economic, social, and environmental spectrum of sustainability through a holistic approach that includes updates to the City's use structure, district structure, site development regulations, and right-

of-way standards, among others. Additionally, a new "Neighborhood Redevelopment District" is being created, focused on promoting sustainable development in the City, along with concepts for Park Drive Estates and Wright Park Manor, a major redevelopment opportunity for the City on over 60 acres of previously developed land adjacent to the Mohawk River and Griffiss Air Force Base.

References

Additional references can be provided upon request.

Providence, Rhode Island – Zoning Ordinance

Adopted 2014
Bob Azar
444 Westminster St.
Providence, RI 02903
401.680.8524
Razar@providenceri.com

Knoxville, Tennessee – Zoning Code

2017 – Anticipated 2018
Gerald Green AICP
Executive Director
Knoxville - Knox County
Metropolitan Planning Commission
400 Main Street, Suite 403
Knoxville, TN 37902
865.215.3758
gerald.green@knoxmpc.org

Oak Park, Illinois – Zoning Ordinance Adopted 2017

Craig Failor
Village of Oak Park
123 Madison St.
Oak Park, IL
708.358.5418
cfailor@oak-park.us

Key Staff

Camiros is able to address all aspects of this assignment. Our organizational structure for this assignment is described below and the following staffing is proposed for this assignment:

Arista Strungys, AICP, PP – Project Manager, Primary Contact

As Principal Consultant with and partner in Camiros, Arista heads the firm's zoning practice and has been with Camiros for almost 20 years. She has expertise in all types of zoning, including form-based, sustainable and performance-based regulations. Her vast range of experience includes: the Providence, Rhode Island, Zoning Ordinance; the Baltimore, Maryland Zoning Code; a form-based code for Buffalo, New York; the New Orleans, Louisiana Comprehensive Zoning Ordinance; the Unified Development Code for Clark County (Las Vegas), Nevada; commercial zoning regulations for Tredyffrin Township, Pennsylvania; the Shreveport/Caddo Parish, Louisiana UDC; a form-based Downtown Zoning District for Yonkers, New York; and zoning ordinance revisions for Oklahoma City, Oklahoma, Charlotte, North Carolina, and Newark, New Jersey among others. Arista has also worked on comprehensive, downtown and neighborhood plans for communities such as Trenton, New Jersey, Lancaster County, Pennsylvania, and Chicago, Winnebago County, Park Ridge, and Libertyville, Illinois. Her work on the Comprehensive Land Use Plan for Winnebago County, Illinois won an American Society of Landscape Architects Award for environmental stewardship.

Thomas J. Ramler-Olson, LEED AP

Tom is an urban planner and designer with a broad professional background that includes work in land use, urban design, architecture, zoning, transportation, transit, and park planning. This background also includes roles within the public and private sector, supporting planning/design efforts for various clients. Tom has crafted zoning codes that utilize best practices for addressing development challenges and opportunities confronting communities. He is skilled in analyzing and revising city code for efficiency and clarity; formatting zoning code documents for legibility, consistency, and visual appeal; and graphically depicting zoning districts to illustrate dimensional standards and aesthetic character. He also has training in urban and architectural design and has contributed to numerous design projects including master plans, downtown streetscapes, open spaces, and individual buildings.

Chris Jennette, AICP, LEED Green Associate

Chris is a landscape architect, planner, and urban designer. Chris brings a broad range of technical and research-based experience, as well as an extensive set of creative and analytical skills to Camiros projects. Chris will provide support this project in the areas of research, site planning and zoning regulation testing, landscape architecture, urban design, and graphics. Chris possesses strong organizational, editorial, and graphic abilities. He is skilled in the creation of graphic resources such as maps, diagrammatic illustrations, character sketches, and detailed plan renderings. His site planning and development experience includes the design and development for a broad range of project types from mixed-use, transit-oriented city centers, to greenways, commercial corridors, resort communities, and institutional campuses.

Camiros also has a full studio of urban designers and landscape architects adept in the use of the latest digital visualization technology, including a wide variety of 2D and 3D graphics software, computer aided drafting (AutoCAD), web design, and Geographic Information Systems (GIS). Our studio produces all illustrations, diagrams, 3D models, and mapping in-house, and is able to produce all needed documents, graphics, and maps for the project. The studio uses state-of-the-art graphic techniques, and addresses the needs, desires, and preferences of the client, as we believe that graphics are integral to communicating the intent of regulations and planning policies.

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Arista Strungys, AICP, PP

Principal Consultant

Education

Master of Urban Planning,
University of Illinois at Chicago

Bachelor of Liberal Arts in
English, Concentration in Writing,
University of Illinois at Chicago

Professional Affiliations

Lambda Alpha Land Economics Society
American Planning Association
American Institute of Certified Planners
US Green Building Council
New Jersey Professional
Planner (Certified)
Phi Beta Kappa

Awards

New Orleans, LA - Master Plan
2010 National APA Award
for a Hard Won Victory

2030 Land Resources Management Plan

Winnebago County, Illinois
Honor Award, IL ASLA, 2009

West Bench Project Analysis

75,000 Acre TOD Regional Planning
Plan, Salt Lake County, Utah,
President's Award, IL ASLA, 2009

Form-Based Residential Districts

Village of Riverside, Illinois
Gold Award, Plan Category
IL APA, 2007

Libertyville, IL - Comprehensive Plan

2006 IL APA Award

Arista Strungys is a Principal and partner in Camiro's. She heads the firm's zoning practice and has extensive experience in a wide array of zoning and planning projects throughout her career with Camiro's. Ms. Strungys has authored ordinances across the country for cities and counties such as Baltimore, Maryland, New Orleans, Louisiana, Providence, Rhode Island, Buffalo, New York, Clark County (Las Vegas), Nevada, Salt Lake County, Utah, Oklahoma City, Oklahoma, St. Cloud and Duluth, Minnesota, Cleveland Heights, Ohio, Yonkers, New York, and Newark, New Jersey. In addition, she has extensive experience working with Illinois communities, including Riverside, Park Ridge, River Grove, Hinsdale, La Grange Park, Mundelein, Maywood, Winnebago County, and Grundy County, Illinois. The ordinances authored by Ms. Strungys have utilized a variety of regulatory techniques including form-based, performance-based and sustainability-based zoning. She has also provided expert witness testimony for a variety of communities, and has researched and authored reports on a variety of zoning issues.

Ms. Strungys has also completed a number of comprehensive, downtown, and neighborhood plans, including the sustainability and preservation driven county-wide comprehensive plan for Winnebago County, Illinois, that won a ASLA Award for Environmental Stewardship. Ms. Strungys has worked on comprehensive, downtown, and neighborhood plans for Libertyville, Illinois, Trenton, New Jersey, the LISC Neighborhood Plans for Chicago neighborhoods, a primer on the use of "Specific Plans" for Lancaster County, Pennsylvania, and creation of an Affordable Housing Analysis Report for Grundy County, Illinois.

Ms Strungys has published numerous articles on zoning practice, including:

- Zoning Practice (National APA Publication), Issue 11 (November 2007): "The Practice of Site Plan Review"
- Zoning Practice (National APA Publication), Issue 5 (May 2008): "Five Steps to a Hybrid Code"
- Zoning Practice (National APA Publication), Issue 12 (December 2011): "Mapping Principles for Rezoning"
- Zoning Practice (National APA Publication), Issue 12 (December 2014): "Employment Centers"

Project Experience //

Arista Strungys, AICP, PP

Development Regulations - National

- Baltimore, MD
- Buffalo, NY
- Charlotte, NC
- Clark County (Las Vegas), NV
- Cleveland Heights, OH
- Council Bluffs, IA
- Duluth, MN
- New Orleans, LA
- Newark, NJ
- Oklahoma City, OK
- Rome, NY
- Salt Lake County, UT
- St. Cloud, MN
- Tredyffrin Township, PA
- Yonkers, NY

Development Regulations - Illinois

- Berwyn, IL
- Campton Hills, IL
- Grundy County, IL
- Hinsdale, IL
- La Grange Park, IL
- Maywood, IL
- McHenry County, IL
- Midlothian, IL
- Mundelein, IL
- Niles, IL
- Park Forest, IL
- Park Ridge, IL
- River Grove, IL
- Riverside, IL
- Sauk Village, IL
- Wilmette, IL
- Winnebago County, IL

Plans, Studies & Reports

- Chicago, IL – LISC Neighborhood Plans
- Grundy County, IL – Affordable Housing Analysis
- Lancaster County, PA – Specific Plan Primer
- Libertyville, IL – Comprehensive Plan
- Marshall, IL – Adult Use Expert Witness Report
- Park Ridge, IL – Higgins Road Corridor Plan
- Trenton, NJ – Downtown Plan
- Winnebago County, IL – Land Resource Management Plan

Presentations - National American Planning Association (APA) Conference:

- “Master Plan and Zoning Ordinance for New Orleans,” New Orleans, 2010
- “How Sick Is Your Zoning Ordinance?,” Las Vegas, 2008
- “Hybrid Zoning,” Philadelphia, 2007
- “Planning, Cities and Technology,” San Antonio, April 2006
- “Planning and Technology,” San Francisco, April 2005

Presentations - Various Local and Midwest American Planning Association (APA) sessions – topics include:

- Hybrid zoning
- Sustainable development regulations
- Principles for zoning mapping

Publications

- Zoning Practice (National APA Publication), Issue 11 (November 2007): “The Practice of Site Plan Review”
- Zoning Practice (National APA Publication), Issue 5 (May 2008): “Five Steps to a Hybrid Code”
- Zoning Practice (National APA Publication), Issue 12 (December 2011): “Mapping Principles for Rezoning”
- Zoning Practice (National APA Publication), Issue 12 (December 2014): “Employment Centers”

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Thomas J. Ramler-Olson

Associate

Education

Master of Urban and Regional Planning
University of Minnesota, Minneapolis

Bachelor of Arts, Architecture
University of Minnesota, Minneapolis

Professional Affiliations

American Planning Association
US Green Building Council
LEED® Accredited Professional

Awards

**APA Ohio 2017 Planning
Award - "Best Practice"**

Court Street Connects Festival
- Community Action Plan,
Bowling Green, Ohio

**2015 FHWA
Transportation Planning
Excellence Award**

Minnesota Department of Transportation,
Minnesota 20-year State Highway
Investment Plan (MnSHIP)

**2012 APA Minnesota Award
Outstanding Student Project**
Graduate Capstone Research

**2011-2012 University of Minnesota
Humphrey Alumni Scholarship**

Thomas J. Ramler-Olson is an urban planner and designer with a broad professional background that includes work in land use, urban design, architecture, zoning, transportation, transit, and park planning. He also has occupied roles within the public and private sector, supporting planning/design efforts as either a public servant or consultant to clients. Tom is enthusiastic in leveraging this experience and his blend of creative and technical talents to helping communities develop sustainable plans for their growth and development.

Planning & Zoning //

Tom's experience includes crafting zoning codes that utilize best practices for addressing development challenges and opportunities confronting communities. He is skilled in analyzing and revising city code for efficiency and clarity; formatting zoning code documents for legibility, consistency, and visual appeal; and graphically depicting zoning districts to illustrate dimensional standards and aesthetic character. He also has had practical experience applying this zoning knowledge as an employee within a municipal planning department.

Urban Design & Architecture //

With training in urban and architectural design, Tom has contributed to numerous design projects throughout his professional history. Project types include master plans, downtown streetscapes, open spaces, and individual buildings. He is able to augment this design experience with his analytical abilities used for assessing existing conditions of the built and natural environment, analyzing urban form, and creating urban design guidelines. He enjoys being a part of community-led design efforts and helping those community members illustrate their vision.

Transportation & Transit //

Tom's professional background reflects his appreciation of the strong relationship between land use and transportation systems. He has contributed to planning efforts for state highway systems, determining investment strategies to achieve performance targets. He also has experience working on transit-related projects, such as analyses of transit-oriented development and performance assessments of transit-supporting infrastructure. He is able to utilize this transportation knowledge for making informed land use planning decisions and collaborating with transportation professionals.

Graphic & Technical Capabilities //

Tom is adept in a variety of graphic software and mapping programs, such as ESRI ArcGIS 9+, AutoCAD, Adobe Creative Suite, SketchUp, and Microsoft Office applications. He has contributed his skills with these programs to the creation of diagrammatic illustrations, technical drawings, presentation graphics, photorealistic renderings, project visuals, and standard drawings. He is also skilled in hand graphics, able to draw and sketch with traditional media.

Project Experience //

Thomas J. Ramler-Olson

Neighborhood Planning

- Annie Glidden North Revitalization Plan, DeKalb, IL
- Buena Vida Choice Neighborhood Plan, Brownsville, TX
- Community Action Plan, Bowling Green, OH
- South Flint Community Plan, Flint, MI
- Southside Neighborhood Plan, Birmingham, AL
- Choice Neighborhoods Plan, Mobile, AL

Zoning and Design Guidelines

- Comprehensive Zoning Ordinance Amendment, Clarendon Hills, IL
- Unified Development Ordinance, Charlotte, NC
- Calvert County, MD Zoning Ordinance
- Zoning Ordinance, Village of Campton Hills, IL
- Unified Development Ordinance, Spring Hill, TN
- Buffalo Green Code, Buffalo, NY
- Zoning Code, Lake Zurich, IL
- Zoning Code, Niles, IL
- Pittsburgh Riverfront Zoning, Pittsburgh, PA

Technical Studies

- Development Analysis, 111 S Peoria, Chicago, IL
- Chicago Business Attraction and Retention Analysis, Chicago, IL
- TIF Analysis, Crest Hill, IL

Grant Writing

- North Little Rock Choice Neighborhoods Grant Application, North Little Rock, AR

Parks and Recreation

- Parks System Master Plan, Harvard, IL

Corridor Planning

- Eastern Bypass Corridor Study, Nairobi, Kenya

camiros

Chris Jennette, AICP, ASLA

Senior Associate

Education

Master of Landscape Architecture,
University of Massachusetts, Amherst

Bachelor of Arts,
Political Science & English Literature
Middlebury College

Chris Jennette brings a broad range of technical and research-based experience, as well as an extensive set of creative and analytical skills to Camiros projects. Mr. Jennette's experience includes land use planning, urban design, master planning, zoning, transit-oriented development, and landscape design work at a variety of scales. He possesses a deep commitment to thoughtful, responsive planning and design that impacts people's daily lives, and acts as a transformative force for communities.

Professional Affiliations

American Planning Association
American Institute of Certified Planners
American Society of Landscape Architects
US Green Building Council
LEED® Green Associate

Awards

2014 Illinois APA Award for Implementation:

Rockford Choice Neighborhoods Plan

2012 Illinois APA Award for Community Participation:

Rockford Choice Neighborhoods Plan

2010 ASLA Honor Award:

For Excellence in Graduate Work

**2010 University of Massachusetts, Amherst
Olmsted Scholar**

Urban Design, Urban Revitalization, Streetscape Design //

Mr. Jennette's experience includes redevelopment planning and the creation of urban design guidelines for downtowns, districts, and corridors in a number of communities. Chris is skilled in quickly and accurately developing existing conditions inventory and analysis, character assessments, urban form studies, and design strategies at a variety of scales. Recent project experience includes transit-oriented development, urban design, and streetscape work in Niles, Richton Park and Chicago, Illinois, and the development of conceptual designs and renderings for the City of Chicago's Green Healthy Neighborhoods Plan.

Planning & Zoning //

Recent experience includes work on the Rockford, Illinois and Austin, Texas Choice Neighborhoods Transformation Plans (including the design of an award-winning Community Planning Handbook for Rockford), and the Buffalo, New York Green Code & Future Land Use Plan. Further zoning experience includes work on the development of regulations and graphic communication strategies for a variety of form-based and traditional zoning projects, including Baltimore, Maryland; Buffalo, New York; New Orleans, Louisiana; Providence, Rhode Island; Salt-Lake County, Utah; Shreveport, Louisiana; and Tredyffrin Township, Pennsylvania.

Site Planning & Landscape Design //

Mr. Jennette has experience on a broad range of project types from mixed-use, transit-oriented town centers, to greenways, commercial corridors, resort communities and institutional campuses. His site programming and design work incorporates a deep understanding of social and ecological conditions, historical narrative, intended users, and desired outcomes.

Graphic & Technical Capabilities //

Technical capabilities include graphics software and mapping programs including AutoCAD, ESRI (ArcInfo) ArcGIS 9+, the Adobe Creative Suite of software programs (CS+), Sketchup, and the full range of office productivity software for both PC and Mac platforms. Chris is skilled in the creation of project resources including base drawings, diagrammatic illustrations, character sketches, hand rendered drawings, and detailed computer rendered models, plans, sections and perspectives. Chris is also skilled in traditional hand graphics, diagramming and sketching techniques.

Project Experience //

Chris Jennette, AICP, ASLA

Downtown/Corridor Planning

- South Milwaukee Avenue Corridor Plan, Niles, IL
- Town Center Master Plan, Olympia Fields, IL
- Auburn Gresham TOD Master Plan, Chicago, IL
- Bourbonnais Downtown Plan, Bourbonnais, IL
- Attracting & Retaining Businesses to Chicago's Retail Corridors Plan, Chicago, IL

Neighborhood Planning

- Southside Neighborhood Plan, Birmingham, AL
- Southside Choice Neighborhoods Plan, Mobile, AL
- Pilsen/Little Village Plan, Chicago, IL
- Green Healthy Neighborhoods Initiative, Chicago, IL
- Rosewood Choice Neighborhoods Plan, Austin, TX
- Ellis Heights Choice Neighborhoods Plan, Rockford, IL

Zoning and Design Guidelines

- Oak Park Zoning Ordinance, Oak Park, IL
- Madison Street Corridor District, Oak Park, IL
- Re-Tooling Rome for Smart Growth, Rome, NY
- Arts & Culture Planning Toolkit, Chicago Metropolitan Agency for Planning
- Village of Niles Zoning Ordinance, Niles, IL
- Buffalo Green Code Form-Based Code, Buffalo, NY
- Shreveport/Caddo Unified Development Code, Shreveport/Caddo Parish, LA
- I-49 Corridor Land Use Regulations, Caddo Parish, LA
- Comprehensive Zoning Ordinance, New Orleans, LA
- Zoning Ordinance Rewrite, Providence, RI
- Commercial Development Regulations, Tredyffrin Township, PA

Parks & Recreation

- Town Center Park, Richton Park, IL
- Parks System Master Plan, Harvard, IL

Regional Planning

- Waterfront Neighborhoods Plan, McHenry County, IL
- Strategic Land Development Planning, Paris, WI

Campus Planning

- Northwestern Lake Forest Hospital Master Plan, Lake Forest, IL

Budget and Fee Schedule

We have estimated a not-to exceed fee of \$124,740 for this assignment, based on the approach established in the RFP. This cost can be modified based on client expectations regarding final scope, anticipated meetings as laid out in the scope, and deliverables. A breakdown is provided in this section.

In the course of the assignment, there could be additional work the City may wish to undertake beyond what is presented in this scope of services. Additional services could be added at the following hourly rates for professional and support staff engaged in the work:

Arista Strungys - \$140/hour
 Thomas J. Ramler-Olson - \$100/hour
 Chris Jennette - \$100/hour

	Arista	Tom	Chris	Expenses	
Phase 1: Evaluation					
1-1: Internal Kick-Off	12	12		\$250	\$3,130
1-2: Website & Branding		24			\$2,400
1-3: Stakeholder Interviews	20	20		\$500	\$5,300
1-4: Public Kick-Off Meeting	12	20		\$250	\$3,930
1-5: Technical Report	40	40	40		\$13,600
1-6: Public Workshop	12	24		\$250	\$4,330
Phase 2: Drafting					
2-1: Prepare Draft 1	60	100	40		\$22,400
2-2: Staff Review of Draft 1	24	24		\$500	\$6,260
2-3: Prepare Draft 2	40	80	32		\$16,800
2-4: PC Presentation	12	24		\$250	\$4,330
2-5: Public Open Houses	32	40	24	\$1,500	\$12,380
2-6: Prepare Public Hearing Draft	20	40	8		\$7,600
Phase 3: Adoption					
3-1: Public Hearings	32	40		\$500	\$8,980
3-2: Adoption	32	32		\$500	\$8,180
3-3: Final Ordinance	8	32	8		\$5,120
<i>Total Hours Per Person</i>	356	552	152		
<i>Total Cost Per Person</i>	\$49,840	\$55,200	\$15,200	\$4,500	
Total Cost	\$124,740				

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RE:ZONING PROVIDENCE

re:imagine re:define re:vitalize

TECHNICAL REVIEW & APPROACHES REPORT

PREPARED FOR THE
CITY OF PROVIDENCE BY:
camiros

AUGUST 2013

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INTRODUCTION

This report summarizes the findings of a technical review of the existing Providence Zoning Ordinance performed by Camiros from May to July 2013. The purpose of this review is three-fold: first, the review allows for a more in-depth understanding of the current development regulations; second, it allows for the identification of additional issues not identified during meetings and interviews with City staff and stakeholders; third, it introduces concepts and regulatory approaches that set direction for substantive revisions to be included in the new Zoning Ordinance.

A good ordinance combines rational substantive controls with fair procedures, which, when reasonably applied, assure a pattern of development and redevelopment that protects the existing character of the City where warranted, and facilitates change where desired. The ordinance must be well organized, easy to use, and have standards and procedures that are clear and regulate effectively. It must allow for predictable results and fulfillment of municipal objectives.

To ensure that the new Ordinance makes a positive impact on Providence's built environment, the following objectives have been established:

- » Implement the policies of the City's comprehensive plan, Providence Tomorrow, and other City plans developed over the last several years.
- » Create an ordinance that is intuitive and user-friendly, and transparent, predictable, and consistent in application. Integrate land use and urban design goals into objective design controls that are easy to understand and administer.
- » Allow the majority of development in the City to occur by right, and reduce the number of nonconformities and variances.
- » Set flexible standards, which allow investors to respond creatively to market demand while meeting public expectations for future development.
- » Increase the transparency of development approval through clear processes and approval standards and predictable timeframes.

The objectives outlined above and the issues addressed within this report were identified through discussions with staff and stakeholders, and a review of the Ordinance against zoning best practices. It provides a broad assessment of current difficulties within the regulations and preliminary approaches to resolving them.

NEXT STEPS

This report serves as the preliminary drafting direction for Providence's new Zoning Ordinance. The intent is to obtain general consensus on the direction of the proposed revisions and clarify any remaining issues that have not been addressed. This report is intended to be general in nature, as the details of the specific regulations will be determined in subsequent ordinance drafts.



TECHNICAL REVIEW & KEY APPROACHES

This report focuses on zoning issues and potential revisions identified during the technical review. This is not intended to identify every needed change, as some will be minor changes that clean up the Ordinance and create a more user-friendly document, while others are more detailed revisions that will need to be worked out during the drafting process. This report highlights key issues and revisions that constitute substantive changes to current regulations, and offers conceptual approaches to resolving them. Specific regulations will continue to evolve as the ordinance is drafted.

ORGANIZATION

THE ORDINANCE SHOULD FOLLOW A LOGICAL SYSTEM OF COMPARTMENTALIZATION.

The Ordinance should follow a consistent, structured pattern from beginning to end. A key way to improve the organizational structure of the Ordinance and, in turn, its ease of use, would be to employ a system of compartmentalization. This is a technique whereby items of information are grouped together by regulatory category and purpose. For example, all definitions would be assembled into one article of the Ordinance.

Compartmentalization substantially reduces, if not eliminates, the need for a general or supplementary regulations article – the current Article 4 – as the regulations within that section are grouped with similar regulations in their respective articles. Bulk and yard standards would be located within district regulations. A use standards article would contain standards for principal and temporary uses. The sign article would contain all sign regulations, and so forth. This system also avoids lengthy sections, which users can find daunting and frustrating.

The following is a proposed structure that uses this organizational technique:

- Article 1. Title, Purpose, & Transition Rules
- Article 2. Rules of Measurement & Definitions
- Article 3. Residential Districts
- Article 4. Commercial Districts
- Article 5. Downtown Districts
- Article 6. Institutional Districts
- Article 7. Industrial Districts
- Article 8. Waterfront Districts
- Article 9. Open Space Districts
- Article 10. Special Purpose Districts
- Article 11. Uses (Permitted & Temporary)
- Article 12. Site Development
- Article 13. Off-Street Parking & Loading
- Article 14. Trees & Landscaping
- Article 15. Ordinance Administrators
- Article 16. Application Process
- Article 17. Zoning Approvals
- Article 18. Nonconformities
- Article 19. Enforcement

THE ORDINANCE WOULD BENEFIT FROM GREATER USE OF ILLUSTRATIONS AND MATRICES.

The Ordinance should illustrate a variety of regulations, which will more effectively communicate information to users. While there are currently illustrations for the D-1 District and the East Side I-195 Overlay District (ESOD), numerous additional regulations and terms would benefit from graphics, including:

- » Building design standards
- » Parking lot design
- » Accessory structure regulations, such as fences, detached garages, etc.
- » Measurement rules, such as building height, yard location, grade, etc.
- » Lot types and dimensions
- » Landscape and screening requirements

Graphics are not limited to the examples cited above. Additional regulations, design concepts, and terms will require illustration as they are developed during the drafting process.

The Ordinance would also benefit from continued use of matrices, similar to those in place now for uses and district regulations. Matrices can be used to summarize other ordinance requirements, such as permitted encroachments and parking requirements.

INTERNAL CONSISTENCY IN TERMINOLOGY AND “VOICE” SHOULD BE MAINTAINED.

The integrity of land use regulation hinges on the internal consistency of the various details. Consistent terminology should be used throughout the Ordinance. As a simple example, early in the revision process the decision should be made whether to use the term setback or yard when referring to the minimum required dimension. In addition, because different authors have written different sections of the Ordinance, it has become an amalgam of different “voices,” which reflects the background of authors - attorneys, planners, board or commission members, engineers, etc. An overall rewrite will eliminate this type of inconsistency.

OTHER RELEVANT ORDINANCES SHOULD BE INCORPORATED INTO THE ORDINANCE.

In order to make it clear to users which regulations apply to their property and to prevent any unintentional regulatory conflicts, other ordinances adopted by the City that are better addressed within the context of zoning should be included within the updated Ordinance. To date, the fence regulations of Chapter 4 of Title 5, the recently passed backyard chicken ordinance, and the encroachment into right-of way ordinance have been identified as three potential ordinances to be moved into the Zoning Ordinance. As the drafting process continues, we will continue to identify regulations within other parts of the City Code that should be moved into the Ordinance.

RULES OF MEASUREMENT & DEFINITIONS

THE ORDINANCE SHOULD CLEARLY EXPLAIN THE RULES OF MEASUREMENT.

The rules of measurement for the various dimensional controls are scattered throughout the ordinance; some live within definitions, others are found with district standards, and yet more are found in the supplementary regulations article. The rules of measurement for building height, yard location, grade, lot width, rules for measurement when there are unique lot configurations, etc. should be brought together in one section so that their application is clear. The majority of these standards would be illustrated to further make them understandable to the user.

ALL TERMS USED IN THE ORDINANCE SHOULD BE DEFINED.

We recommend that all definitions of general terms be located in a single article (the proposed Article 2) and all use definitions be located within the use article (the proposed Article 11). All existing definitions will be evaluated, updated for clarity, and checked for any internal conflicts. Any undefined terms will be added. This is especially important with a revised use structure, where all uses should be defined.

USES

THE MODERN GENERIC USE APPROACH SHOULD BE USED TO ADDRESS PERMITTED AND SPECIAL USES WITHIN THE DISTRICTS.

We propose a complete revision of how permitted and special uses within the zoning districts are controlled based upon the concept of “generic uses.” A generic use approach to the listing of uses is established by combining similar specific uses into a broader use category. For example, barber shops, beauty parlors, shoe repair shops, and tailors would be addressed in the use “personal services establishment,” which would then allow similar uses, such as pet grooming establishments, dry cleaners, and nail salons.

Currently, Providence employs a specific use based approach, which can be seen most clearly in the variety of industrial uses specified. This type of approach has become disfavored in modern practice because of its required detail and inability to respond to new and emerging uses. Inherent in a specific use based approach is the requirement that every possible use desired must be specifically included in the use list or, by virtue of its exclusion, it is prohibited. Modern practice has moved toward the generic use approach because of two main benefits: first, it eliminates the need for extensive and detailed lists, and the permitted and special use sections of the Ordinance become shorter and easier to use; secondly, the generic use approach provides the Zoning Administrator with greater flexibility to review and permit those uses that may be desirable for the community, but not specifically listed, within the broad context of the use definitions.

With the generic use approach, definitions take on additional importance. First, each use must be defined. These definitions may also include both examples of that use and may specifically exclude those uses that are not part of the generic use definition. For example, the definition for “retail goods establishment” would specifically state that “adult bookstores” are not considered a “retail goods establishment.” This means that the use of an “adult bookstore” must separately and specifically be allowed within a district in order to locate there; it cannot come under the umbrella of “retail goods establishment.” The second important element of generic use definitions is the rule that any use that is listed separately cannot be considered part of a generic use category. For example, if the Ordinance specifically defines “drive-through facilities” as a principal use, a “drive-through facility” is not allowed unless specifically allowed within a district; i.e. not automatically allowed as part of a “restaurant” or “bank” use.

CERTAIN USES SHOULD REQUIRE USE STANDARDS TO REGULATE IMPACTS.

Related to the above approach, the Ordinance should incorporate use standards for certain uses that have additional impacts or are linked to federal or state regulations. Use standards should apply to a use, whether it is considered permitted or special, and should be based on specific impact mitigation or design concerns. It should be noted that while many special uses will have related use standards, some will nonetheless be judged only against the special use approval standards with no additional standards; this is a typical zoning approach. Examples of uses that typically require specific standards include drive-through facilities, adult uses, utilities, wireless telecommunications, and others.

PERMITTED AND SPECIAL USES SHOULD BE TAILORED SPECIFICALLY TO THE PURPOSE OF THE DISTRICT.

The uses allowed in each district should be evaluated and updated. Uses must correspond to the purpose, form, and function of the district. This revision process will include a full evaluation and, where necessary, reassessment of uses allowed in each district. There are a number of issues related to the uses allowed within the districts. Within each district, the number of special uses should be minimized. As a district's purpose is better defined, more uses should be permitted as of right, with or without standards as appropriate.

CERTAIN USE CATEGORIES SHOULD BE RE-EVALUATED AND REFINED, AND NEW USES ADDED TO THE USE PERMISSIONS.

In addition, a number of existing uses should be re-evaluated and some new uses should be added to the Ordinance. These include:

» Residential Use Types:

Additional lodging types, including group homes, residential care facilities, dormitories, and rooming houses should be distinguished. Clear definitions and standards should be included and aligned with federal fair housing rules.

» Live/Work:

Distinctions between live/work dwellings, the level of “work intensity” allowed, and home occupations should be clarified.

» Alcohol Sales:

The retail sale of alcohol should be distinguished as its own principal use, which would allow general retail sales to be treated more permissively and alcohol sales more restrictively as a special use. The sale of alcohol for consumption off-premises (liquor stores) can be contentious in certain areas. This distinction allows the City better control over where alcohol sales may locate. For example, if all retail is allowed to sell alcohol (by zoning), this may force some establishments that do not sell alcohol into a special use process causing surrounding neighborhoods to worry about alcohol sales, even if alcohol sales are not actually included. Any zoning regulation on alcohol sales must be coordinated with the City's required license.

» Live Entertainment:

To better regulate the impacts of live entertainment, it should be distinguished as either the primary use of a site (a live performance venue only open for performances) or as a secondary use of a site (connected to a bar or restaurant). Live entertainment is often a contentious use when in close proximity to residential uses or when clustered together. Conflicts between these uses are often seen in the Jewelry District, Federal Hill, and College Hill, among other neighborhoods. Rather than link live entertainment to a restaurant or bar, this can be regulated as a separate use, similar to the abovementioned retail sales of alcohol. When crafting the regulations for live entertainment, specific attention will be paid to the issues that surround dance club entertainment. Part of this will be to distinguish the performance of live music from other forms of entertainment and to ensure that regulations are consistent with the City's goals for

creative economic development, destination development, and neighborhood animation. In addition, any zoning regulation on live entertainment must be coordinated with the City's required license. As part of the Ordinance update, regulations will be reviewed and revised to ensure that permitting procedures for the performance of live music are simple and consistent, allowing it to take place safely and legally in venues and in public places.

» **Restaurants and Bars:**

Restaurants and bars should be clearly and separately defined in the Ordinance in a more specific manner than the current "eating and/or drinking establishments" use code. To better distinguish a restaurant from a bar, it may be beneficial to treat "restaurants" as establishments that serve food only (no alcohol service) and bars as establishments that serve alcohol for consumption on-premises. In order for a restaurant to serve alcohol, a bar would also need to be allowed in the district and separate approval would be required. Other options include allowing restaurants a certain percentage of space for a bar area or creating a limit on the amount of sales generated through alcohol sales.

» **Drive-Through Facilities:**

Drive-through facilities should be treated as a separate use that requires separate approval. This allows the City to control where drive-through facilities may be located, allowing the City to prohibit them from pedestrian-oriented streets. As a larger variety of uses- restaurants, banks, pharmacies, and even dry cleaners- now tend to include drive-through facilities, designating this as a separate use no longer requires the City to anticipate which principal uses may incorporate such facilities. Further, standards for drive-through facilities should fully address how they are sited and how stacking spaces are designed.

» **Specialty Food Production:**

The Ordinance should include specialty food production as a new use. Specialty food production facilities are establishments for the small-scale preparation, processing, or packaging of food products where all processing is completely enclosed and there are no outside impacts. These facilities, such as coffee roasters, confectioners, and specialty bakeries, typically include accessory retail sales or restaurants that serve the products processed on site. Specialty food production is singled out from larger-scale food production facilities as they are compatible in many different types of commercial areas, as well as contribute to their vitality because of the ancillary retail and eating components. They also provide an opportunity for the adaptive reuse of larger structures.

» **Artisan Manufacturing:**

In order recognize artists' work-only studios as an employment type, a specific category of "artisan manufacturing" should be created to ensure that they can be located in areas currently designated for "Jobs Only." Artisan manufacturing is defined as an artist studio for artisan-related crafts, such as painting, sculpture, metalworking, glassblowing, furniture making, leathercraft, and related arts. This use is appropriate for higher intensity commercial districts, as well as light industrial districts, which is where the current Jobs District Overlay District (JDOD) is mapped.

» **Entertainment/Recreation:**

A more general indoor or outdoor amusement use category should be established by combining indoor and outdoor entertainment and recreation establishments uses into one category. Currently, indoor and outdoor entertainment and recreation establishments are treated separately, for a total of four uses. Over time it has become harder to distinguish which of these uses are more participatory in nature and which are more spectator-oriented. Further, the current entertainment and recreation establishments are allowed within the same districts, with the only distinctions made as to whether this is an indoor or outdoor use.

» **Compassion Centers/Medical Marijuana:**

The Ordinance should be updated to address where compassion centers (dispensaries for medical marijuana) may locate, to ensure compliance with state statute.

» **Solar Energy Systems:**

Large-scale solar energy uses should be included in the Ordinance as the controls are more specific than those for typical utilities. The current Ordinance only addresses solar energy systems on the private scale, such as those mounted on a roof or building, in the D-1 District. The Ordinance does not address solar energy systems on a larger production scale, such as the use of property exclusively as a solar farm.

» **Wind Energy Systems:**

Private and large-scale wind energy systems should be included in the Ordinance as the controls are more specific than those for typical utilities. Like solar energy systems, private wind energy systems are addressed only in the D-1 District and the Ordinance lacks controls for large-scale wind farms, such as those currently erected on the Providence waterfront in the Washington Park neighborhood along Ernest Street and Terminal Road.

» **Community-Based Alternative Energy Systems:**

The Ordinance should allow for community-based alternative energy arrangements that allow neighbors on adjacent properties to construct communal alternative energy systems (solar, wind, geothermal) and share them between properties. While any equipment used would be subject to the standards for an individual system, a community-based system would need to provide an agreement between neighbors as to access, operation and maintenance of the system, which should be filed with the City. In addition, options could be explored for the use of vacant lots within a neighborhood for such a system.

» **Corner Stores:**

The Ordinance should accommodate historic neighborhood commercial uses by creating a special use for neighborhood commercial establishments. Providence has a number of residential neighborhoods that traditionally developed with limited commercial services such as corner stores, integrated into residential areas. Although these structures are part of the residential fabric, pursuant to the current Ordinance, many of the City's existing neighborhood commercial uses are considered nonconforming,



OAK PARK ZONING UPDATE

TECHNICAL REVIEW REPORT

Prepared by Camiros
For the Village of Oak Park, IL

October 2015

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TECHNICAL REVIEW REPORT

OCTOBER 2015

This report presents the findings of a technical review of the Village of Oak Park Zoning Ordinance performed by Camiros. The purpose of this review is three-fold. First, the review provides a more in-depth understanding of the Village's current regulations as we move toward the ordinance update. Second, it allows for the identification of additional issues not identified during meetings and interviews with Village staff and key persons. Third, it introduces concepts and regulatory approaches that set direction for substantive revisions to be included in the new Zoning Ordinance.

Good zoning regulations combine rational substantive controls with fair procedures, which, when reasonably applied, assure a pattern of development and redevelopment that protects the status quo where warranted and facilitates change where desired. The regulations must be well organized, easy to use, written in plain English rather than legalese, and have standards and procedures that regulate clearly and effectively. It must allow for predictable results and the fulfillment of Village objectives.

This report is organized in two parts:

- I. Technical Review and Key Recommendations
- II. Outline of Regulatory Structure

Findings related to each are described in the remainder of this report.



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I. TECHNICAL REVIEW AND KEY RECOMMENDATIONS

This section of the report focuses on regulatory issues and potential revisions identified during the technical review. This section is not intended to discuss every needed change, as some will be minor changes that “clean up” the ordinances and create user-friendly documents, while others are more detailed revisions that will be worked out during the drafting process. This report highlights key issues and revisions that are substantive changes to current regulations, and offers conceptual approaches to resolving specific issues. Provisions will continue to evolve as each ordinance iteration is drafted.

ORGANIZATION

The ordinance should follow a logical system of compartmentalization.

The Ordinance should follow a consistent, structured pattern from beginning to end. A key way to improve the organizational structure of the Zoning Ordinance and, in turn, its ease of use, would be to employ a system of compartmentalization. This is a technique where items of information are grouped together by regulatory category and purpose.

Compartmentalization substantially reduces, if not eliminates, the need for a general development standards section (Article 6) as the regulations within that section are grouped with similar regulations in their respective sections. Dimensional standards should be located within district regulations. A use section would contain the use matrix, use definitions, and standards for principal and temporary uses. The landscape section would contain all landscape requirements.

The following is proposed for the Zoning Ordinance structure:

- **Article 1:** Title, Purpose & Intent
- **Article 2:** General Definitions & Measurement Methodologies
- **Article 3:** Zoning Districts
- **Article 4:** Residential Districts
- **Article 5:** Commercial Districts
- **Article 6:** Special Purpose Districts
- **Article 7:** Uses
- **Article 8:** Site Development Standards
- **Article 9:** Off-Street Parking and Loading
- **Article 10:** Landscape
- **Article 11:** Planned Development
- **Article 12:** Ordinance Administrators
- **Article 13:** Application Procedures
- **Article 14:** Zoning Approvals
- **Article 15:** Nonconformities
- **Article 16:** Enforcement

The content of each section is described in more detail in Part II of this report.



The Ordinance would benefit from greater use of illustrations and matrices.

The Ordinance should illustrate a variety of definitions and regulations, which will more effectively communicate information to users. Numerous regulations would benefit from illustration including, but not limited to:

- Lot types, lot lines, and lot dimensions
- Landscape, fencing, and similar requirements
- Measurement rules, such as building height, setbacks, etc.
- Parking lot design
- Building design standards

Graphics are not limited to the examples cited above. It is anticipated that additional regulations, design concepts, and terms will require illustration when developed during the drafting process.

The Ordinance would also benefit from greater use of matrices. For example, a global use matrix can summarize and more clearly present information regarding permitted and special uses in the districts. Tables can also be used to summarize requirements for other development regulations, such as permitted encroachments and parking requirements.

Maintain internal consistency in terminology and “voice.”

The integrity of land use regulation hinges on the internal consistency of the various details. Consistent terminology should be used throughout the development regulations. As a simple example, early in the revision process the decision should be made whether to use the term setback or yard when referring to the minimum required dimension. In addition, because different authors have written different components of the regulations, it has become an amalgam of different “voices,” which reflects the background of authors – attorneys, planners, engineers, etc. An overall rewrite will eliminate this type of inconsistency.

DEFINITIONS

We recommend that all definitions of the general terms of the Ordinance be located in a single section, similar to how it is currently organized (Article 1). All existing definitions will be evaluated, updated for clarity, and checked for any internal conflicts. Any key terms that are undefined will be defined. Definitions no longer needed will be deleted. Finally, many definitions will be supplemented with illustrations.

USES

The modern generic use approach should be adopted to address permitted and special uses within the districts.

We propose a revision of how permitted and special uses within the zoning districts are controlled, based upon the concept of “generic uses.” A generic use approach to the listing of uses is established by combining specific uses into a broader use category. For example, barber shops, beauty parlors, shoe repair shops, and tailors would be addressed in the use “personal services establishment,” which then can allow similar uses such as pet grooming establishments, dry cleaners, and nail salons.

Currently, Oak Park employs an approach that does incorporate some generic uses, but also has a number of specific uses. Because of the required detail and inability to respond to new and emerging uses from specific uses, we propose to move toward a primarily generic use approach. The generic use approach has two main benefits. First, it eliminates the need for extensive and detailed lists, and the permitted and special use sections of the Ordinance become shorter and easier to use. Secondly, the generic use approach provides the Village with greater flexibility to review and permit those uses that may be desirable, but not specifically listed, within the broad context of the use definitions.

With the generic use approach, good use definitions are critical. Each use must be defined and many may include both examples of that use and specifically exclude those uses that are not part of the use definition. The second important element of the generic use approach is that any use that is permitted elsewhere within the Ordinance and is listed separately cannot be considered part of a generic use category. For example, if the Ordinance specifically defines “drive-through facilities,” “drive-through facilities” are not permitted unless they are allowed within that district – for example, they are not automatically part of a “restaurant” use.



Permitted and special uses should be tailored specifically to the purpose of the district.

The uses allowed in each district should be evaluated and updated. Uses must correspond to the purpose, form, and function of each district. The revision process will include a full evaluation and, where necessary, resorting of uses allowed in each district.

Also, a major change to the Ordinance is to eliminate a loophole created by allowing for use variances. The variance process will be clarified as relating to Ordinance regulatory standards only, not use permissions. Eliminating the ability to request a use that is not allowed in the district through the variance process will create a more predictable development environment. If a use is desired in a district but is currently prohibited, the text amendment process should be the sole avenue to allow for such use.

Certain uses require use standards to regulate impacts.

Related to the above approach, the Ordinance may need additional use standards for certain uses. Use standards are important with a generic use approach in order to ensure that the impacts are properly addressed. In the current use table, there are references to select use standards and some standards within the table itself. All of these would be evaluated and revised, with new standards added as needed, and consolidated in one section so that the use matrix would only contain a cross-reference.

A full range of temporary uses should be addressed.

The current Ordinance is not comprehensive on all types of temporary uses that can occur on private property. As part of the update, it is recommended that the following temporary uses should be addressed:

- Farmers Market
- Real Estate Sales Office/Model Unit
- Temporary Contractor's Office
- Temporary Contractor's Yard
- Temporary Mobile Food Sales
- Temporary Outdoor Entertainment
- Temporary Outdoor Sales
- Temporary Outdoor Storage Container
- Temporary Storefront Gallery

It is recommended to eliminate the restriction in certain districts that require hair salons to be spaced 500 feet apart.

The current use structure has areas where hair salons must be spaced 500 feet apart. This has created issues with current property owners not being able to rent structures which therefore remain vacant, and the spacing measurement creates administration issues, including determining permissions and requests for variances. We recommend elimination of this restriction. Alternately, restrictions should focus on concentrating retail at key locations.

In order to create a true mixed-use environment within many of the commercial districts, a variety of uses should be allowed. What makes a mixed-use environment attractive is that in addition to shopping and dining opportunities, residents that live within the area are also able to take care of everyday tasks, which include uses like dry cleaning and hair salons, and recreational uses, such as fitness centers and arts studios. However, there is concern based on maintaining the Village's sales tax base regarding the mix of retail uses versus service uses within certain commercial districts. It is recommended that only select areas within districts include use restrictions that require retail on the ground floor (office, residential, and other non-residential uses would be permitted above the ground floor).

DISTRICTS

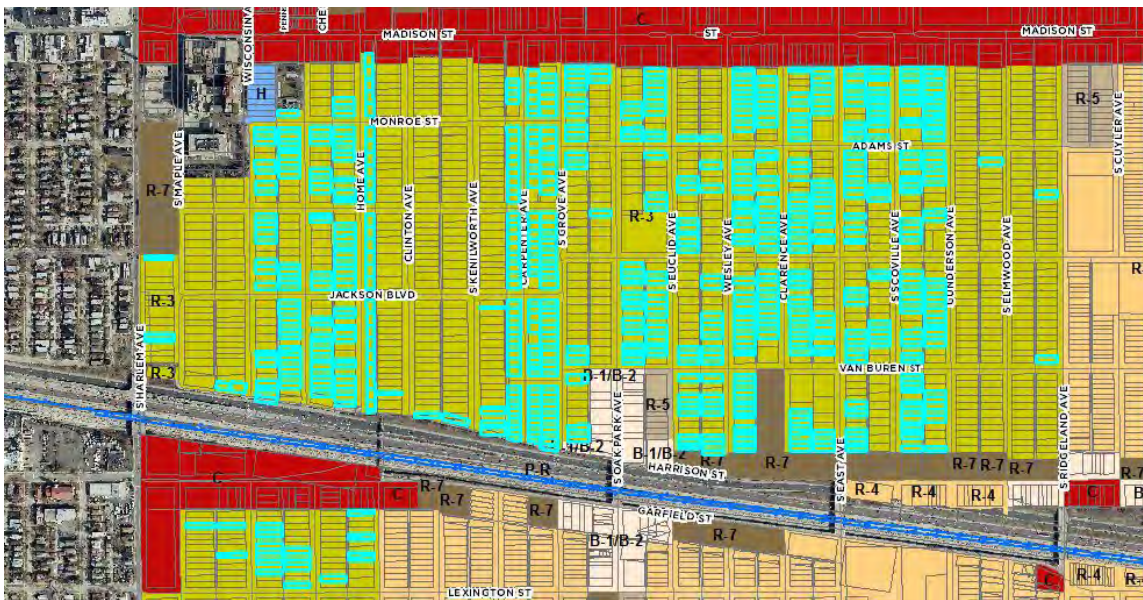
Dimensional regulations will be reviewed and revised as appropriate in all districts.

Throughout the process, we will review the dimensional regulations for all districts, including lot size, yards, and lot coverage, and compare them to existing conditions and redevelopment objectives. If needed, we will recommend adjustment of these controls to continue development consistent with existing character.



We have also undertaken a preliminary review of the residential district dimensional standards, in particular for single-family neighborhoods, the predominant land use in the Village. Initial discussions and preliminary analysis indicate that the residential neighborhoods within the Village are stable, and that current regulations work well to maintain the character of Oak Park's neighborhoods. Though the regulations are sound overall, the Village could benefit from simplification of certain dimensional standards, as well as some fine-tuning or "right-sizing" to ensure that existing structures can be adequately maintained or improved, and that any new development complements established neighborhood character. Preliminary recommendations include the following:

- The Village should consider eliminating the lot coverage averaging provision in the R-1 and R-2 Districts. The current regulation is cumbersome to calculate, and may potentially reinforce unsustainable or undesirable lot coverage characteristics over the long term. Controlling lot coverage through a set maximum percentage by district, in line with the majority of the residential districts is recommended.
- Lot coverage for all residential districts should be simplified. It is recommended to move to a more traditional definition of lot coverage that really means building coverage, which would include both principal and accessory buildings. Then an additional impervious surface maximum should be added, which would include all structures, paving, and other impervious surfaces on the lot. This approach allows for more flexibility in site design, and encourages the use of sustainable technology such as permeable paving systems.
- The R-6 residential zoning district does not currently include any lot coverage requirements. It is recommended to bring the R-6 in line with the other residential districts, and include lot coverage and impervious surface maximums as recommended above.
- Side yard requirements in the single-family zoning districts should be adjusted. Sample analysis indicates that in the more densely developed single-family zoning districts, many lots do not currently meet the five foot interior side yard standard. In some areas of the Village, in fact, it appears that homes are built right up to the lot line, with very little space between adjacent residences. As such, the current side yard standard may need to be adjusted to reflect on-the-ground development conditions. One approach is to create an alternate interior side yard requirement for smaller lots within the residential districts. For example, the residential district standards could require lots of 35 feet or less in width to provide interior side yards that are a minimum of 10% of the lot width or 2.5 feet, whichever is greater.
- The R-3 District contains a relatively significant number of nonconforming lots based on substandard lot area. Overall, approximately 64% of lots in the R-3 District meet the 5,000 square foot minimum lot area for the district. Spatial analysis indicates that the area between Madison Street on the north and Harrison Street on the south, to the west of Gunderson Avenue, contains a concentration of nonconforming lots. The Village may want to consider adjusting the R-3 District standards, or rezoning portions of this area to accommodate the smaller lots that predominate. The image below shows this concentration of nonconforming lots; those that are highlighted have an area of less than 5,000 square feet.



Three potential approaches can be taken to resolve this issue. The first is to allow these lots to remain nonconforming. The second is to craft special standards within the R-3 District regulations that address the development of these smaller lots, such as a reduced required setback. Finally, the R-3 District can be split into two districts, such as the R-3-50, for the 5,000 square foot lots, and the R-3-35 for 3,500 square foot lots.

The commercial districts should reflect the character of Oak Park's commercial areas.

The distinction between the commercial districts should be further refined to meet specific development objectives. The commercial districts should be restructured to directly regulate development intensity, use mix, and/or functionality. The standards should recognize that the physical character of the corridors varies. The physical attributes of these areas make their regulatory needs different.

Over time, the Village has implemented a series of overlay districts to address specific issues related to the design of the commercial corridors and/or specific use concerns. In certain areas within the Village, multiple overlay districts overlap with one another to create a series of layered, complex regulatory requirements. While the intent of these overlays is important, the myriad regulations that apply to each zoning lot within them create an Ordinance that is difficult to use and interpret. While overlay districts are a useful zoning tool, their application should be limited so that they specifically address issues that are unique to certain areas. In order to make the Ordinance more user-friendly, these overlay districts should be evaluated, and consolidated into base districts where appropriate.

Therefore, we propose to revise the commercial zoning district structure as follows:

- **Downtown Zoning District.** This would consolidate the various districts mapped within the Downtown area, including the B-4 District, Marion Street Overlay, Downtown Height Overlay, and Transit-Related Retail Overlay.
- **Madison Street Zoning District.** This district is being created as an early action project in this assignment. Please see the Madison Street Framework Report for details, attached to this Report as an appendix.
- **Harrison Street Arts Zoning District.** The orientation of the Harrison Street Arts District to arts and culture and its mixed-use pedestrian-oriented nature merits a district to strengthen those characteristics. The district would be based on the recommendations of the plan for the Arts and Culture District.
- **Neighborhood Commercial Zoning District.** This district would address pockets of neighborhood commercial development. Two areas targeted for this designation include the commercial area located along Chicago Avenue and Oak Park Avenue adjacent to I-290. Both of these areas are structured as walkable commercial environments, which can be strengthened.
- **Commercial Gateway Zoning District.** This district would apply to the commercial areas of the gateway streets into the Village: Harlem, Austin, North, and Roosevelt. This base commercial district would be based upon the intent of the Perimeter Overlay District. Because the Roosevelt Road Form-Based District is an agreement between multiple municipalities, this district would remain in place and no changes are anticipated.

Additional special purpose districts should be considered.

The Village currently has a Hospital District to address Rush Oak Park Hospital and West Suburban Hospital. Two additional particular types of land uses would also benefit from tailored special purpose districts. These are described below:

- The Village has a significant area devoted to parks. An open space district for these parks offers two benefits. The first is that the parks are protected, as only recreation areas are allowed. The second is that, if someone desired to change the use of that area, a rezoning is required, allowing the Village control over the future land use of that parcel.
- The second district, an institutional district, would address the governmental, educational, and cultural facilities located within the Village. This would also assist in implementing the institutional campus planned along Madison Street surrounding Village Hall, the School District offices of D97 and D200, and the Park District offices.

Design standards can be added to appropriate districts to ensure the quality of new development.

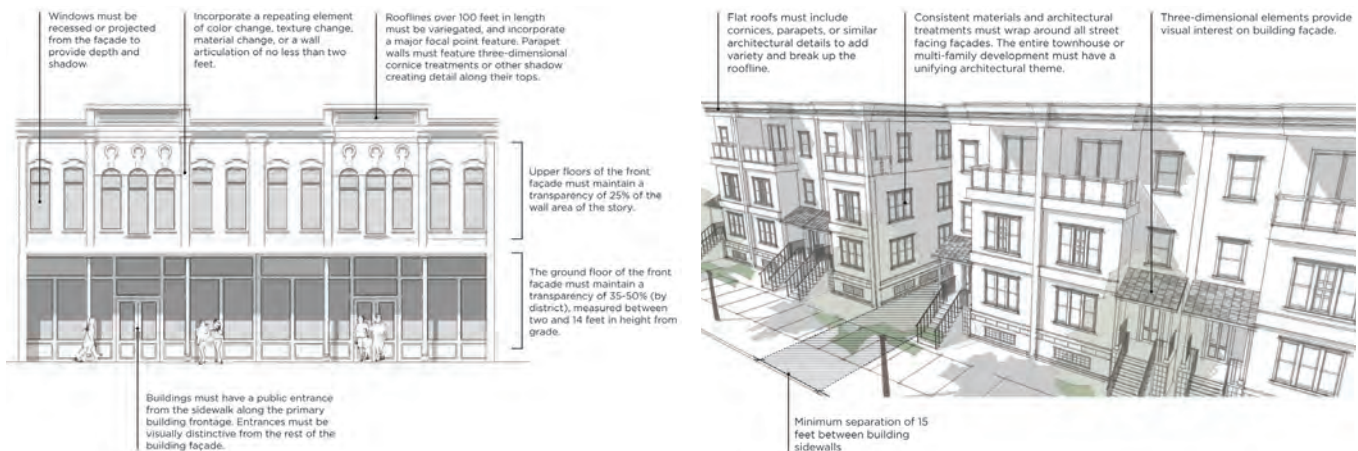
In order to ensure quality new development, certain districts and uses should incorporate basic design standards. The key to successful design standards is to accurately convey the aesthetic desires of the



community, protect key physical resources from inappropriate alterations, and maintain the flexibility needed to solve difficult design issues and allow innovative new development. Good design standards result in infill development that maintains Village character and implements desired redevelopment patterns. Multi-family and townhouse developments, and commercial development, including mixed-use developments, should incorporate design standards.

The intent is not to control the architecture of new development but rather to address basic building design: façade articulation, fenestration, public entrance design, prohibited building materials, and similar. Standards should be written so that they are more objective in nature than subjective, for easy review and administration. This would be an enhancement of the standards contained Article 6. The Village is also creating a design standards manual, separate from the Zoning Ordinance update, so the standards within the Ordinance would be drafted to ensure that there are no conflicts or inconsistencies with the manual.

It is important to note that the historic districts are controlled by a separate ordinance outside of the Zoning Ordinance and that the standards within zoning would not control in those areas. The Ordinance will include a cross-reference to historic preservation regulations so that users are aware of those controls. In addition, the design standards would not apply to any previously approved planned developments, which are controlled by the standards contained within their approvals.



▲ Example design standards from another community. For illustrative purposes only.

DEVELOPMENT STANDARDS

The accessory structure section of the existing Ordinance needs updating.

Very few accessory structures are specifically controlled in Article 4. The Ordinance update should include a comprehensive list of accessory structures and include regulations for each in terms of size/dimension, height, placement, and other dimensional and location requirements.

Common accessory structures and uses include the following:

- Amateur (HAM) Radio Equipment
- Apiary
- Arbor
- Carport
- Chicken Coop
- Coldframe
- Deck
- Farmstand
- Fences
- Garage
- Gazebo
- Greenhouse
- Home Occupation
- Mechanical Equipment
- Outdoor Sales and Display
- Outdoor Storage
- Patio
- Pergola
- Personal Recreational Game Court
- Refuse and Recycling Containers
- Satellite Dish Antenna
- Shed
- Solar Panels (Private)
- Swimming Pool
- Trellis
- Vehicle Charging Station
- Water Features
- Wind Turbine (Private)



Certain of these accessory structures, such as fences, may already be regulated by other ordinances within the Village Code. Where it would be infeasible to move the regulations into the Zoning Ordinance, a cross-reference should be included.

The terms “yard” and “setback” should be separately defined in order to better regulate the placement of accessory structures.

For clarification, the ordinance should define yard and setback. A yard is the open space area between a principal building and the adjoining lot line. A required setback may be equal to or lesser than a yard and is the required minimum distance a principal building must be located from a lot line, which is unoccupied and unobstructed by any portion of a principal building or accessory structure, unless permitted by this Ordinance. A setback extends along a lot line for the minimum depth specified by the zoning district in which such lot is located.

Only those accessory structures permitted by the Ordinance would be allowed in required setbacks. Certain accessory structures may be prohibited in certain yards. The distinction between yard and setback is made because certain principal buildings may be set back further than required by district setback standards, thereby creating a yard larger than the minimum setback dimension. If a structure is permitted within a yard, it is permitted within the required setback subject to any additional limitations.

The Ordinance should include basic exterior lighting standards.

Currently, there are no clear standards for exterior lighting control. In the update, a full range of exterior lighting standards should be created. These would include standards such as:

- The requirement for new development to submit a lighting plan. (This would exclude single-family and two-family development.)
- A restriction on the maximum footcandle at the lot line, which is typically 1 footcandle.
- Maximum height standards for cut-off & non-cut-off luminaires. (To qualify as a cut-off luminaire, the angle of shielding must be 75° or less.)
- Special standards for outdoor recreational field (public or private) lighting, which require increased height.
- A list of lighting that is exempted from the standards, such as security lighting, emergency lighting, and right-of-way lighting.
- Incorporation of the best practice standards to minimize light pollution and conserve energy.

A permitted encroachments table would help to clarify what types of encroachments are allowed in required yards.

Attached accessory structures and architectural features should be regulated through a permitted encroachments table, where the location – in relation to the required yards – is controlled. The current Ordinance does control some encroachments into yards in Article 4 but would be better organized as a table that includes the full range of accessory structures and architectural features.

It is important to note that there is often overlap between permitted encroachment permissions and accessory structure regulations. Therefore it is important to organize the accessory structure and permitted encroachment regulations in a coordinated manner with cross-references between the two sections.

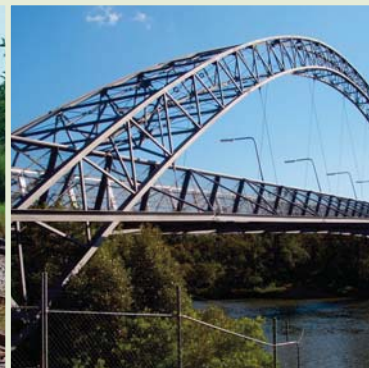
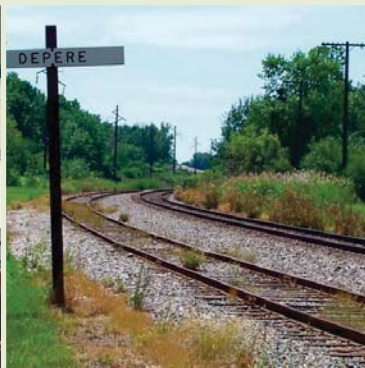
Example Table - Illustrative Purposes Only				
Permitted Encroachments Into Required Setbacks				
Y= Permitted // N= Prohibited Max. = Maximum // Min. = Minimum				
	Front Setback	Corner Side Setback	Interior Side Setback	Rear Setback
Fence or Wall (Section 7.3)	Y	Y	Y	Y
Garage – Detached (Section 7.3) <i>Attached garages are considered part of the principal structure</i>	N	Y	Y	Y
Gazebo or Pergola <i>Prohibited in front yard</i>	N	N	Y	Y



A Proposal for

City of De Pere Zoning Ordinance Rewrite

November 13, 2017



MADISON: 120 E. Lakeside St. • Madison, WI 53715 • 608-255-3988
MILWAUKEE: 247 W. Freshwater Way • Suite 530 • Milwaukee, WI 53204 • 414-988-8631

**VANDEWALLE &
ASSOCIATES INC.**
Madison • Milwaukee



Vandewalle & Associates, Inc.

November 13, 2017

Mr. Peter Schleinz, City Planner
335 S. Broadway Street / De Pere, WI 54115

Dear Mr. Schleinz:

On behalf of the Vandewalle & Associates, we are pleased to present our proposal for the City's Zoning Ordinance Rewrite. We have thoroughly reviewed your RFP, the current Zoning Ordinance, Comprehensive Plan, Downtown Plan, and Neighborhood Preservation Plan, and our proposal responds to all RFP requirements. We appreciate the City's strong planning program and recognition of the role a well-crafted zoning ordinance can play.

Our firm has been *designing and administering* such codes since 1982. We have the capability and availability to complete the project within the specified 12-month timeframe within or well below the City's budget. We understand the Project Objectives, the Expected Tasks and Services, and the Project Deliverables identified in the RFP. De Pere's specific needs mirror the approach we have used in more than 30 Wisconsin municipalities, which involves in-depth collaboration with city staff, plan commissioners, council members, and civic leaders; as well as meaningful public input for the ordinance and map. The result is an easy-to-administer, integrated zoning ordinance and map with clear, predictable standards. The relationship between the zoning map, zoning districts, and Comprehensive Plan's land use element will be clear-cut, anticipating the evolution of economic, demographic, and legislative conditions to ensure the implementation of De Pere's plans and objectives well into the future.

Project Manager Jackie Mich, AICP, designed the Village of Oregon's Sign Code, which was recognized as the Plan Implementation Tool of 2017 by the Wisconsin Chapter of the American Planning Association (APA-WI). Joining her is Principal-in-Charge, Mike Slavney, whose 2004 induction as a Fellow and Member of the College of the American Institute of Certified Planners (FAICP) was based on his career-long development of a zoning approach specifically designed to facilitate advanced planning objectives in municipalities with small planning staffs. Dan Eckberg, our GIS team leader, used an approach for the Madison Metropolitan School District's Enrollment Projections, which was recognized as the Plan Analysis Tool of 2017 by APA-WI. Together, our Project Team's unmatched wealth of experience will provide:

- ❑ **A deep understanding of the connection between zoning and economic development**, and the need to craft zoning ordinances that not only serve to protect neighborhoods and resources, but also provide flexibility while encouraging significant new development and redevelopment in desired locations as called for in De Pere's Comprehensive Plan and Neighborhood Preservation Plan;
- ❑ **Significant experience in developing hybrid** (use-based + form-based) **zoning ordinances** to forward the creation of neighborhoods with more housing choices and the revitalization areas with aging development;
- ❑ **Decades of experience developing and administering zoning regulations** and knowledge of the unique statutes and case law governing land use controls in the state of Wisconsin. This includes the recently-enacted Wisconsin Act 391 and its provisions regarding zoning amendment notifications, requirement for a $2/3$ majority vote for adopting code or map revisions involving downzoning; and the implications of the currently-proposed "Home-owners Bill of Rights,"

- ❑ Two principal planners with a combined **65 years of experience** in preparing a full range of land development ordinances and serving on the front lines of development review and zoning administration; and,
- ❑ **Dynamic public participation processes** that are the hallmark of Vandewalle & Associates' planning practice.

We appreciate your consideration and look forward to an opportunity to further discuss your project and our capabilities with you and other City officials. Questions are welcome; we look forward to hearing from you soon.

Sincerely,



Mike Slavney, FAICP
Principal-in-Charge



Jackie Mich, AICP
Project Manager

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Firm History

Vandewalle & Associates

Madison • Milwaukee • Midwest



Powerful thinking that turns assets to economic opportunities, catalytic projects, and sustainable communities.

Vandewalle & Associates is a unique collection of highly talented individuals with expertise in economic strategy, planning, design, redevelopment, architecture, marketing, and real estate. The firm was established in 1976 and has been a Midwest leader in innovative economic positioning for more than 40 years. We work with our clients to identify core, place-based assets and translate them into innovative solutions and new opportunities.

We shape places of all sizes for the future. We are attuned to changing global economic trends, and know how to reposition declining industries and obsolete facilities to embrace emerging industries and new opportunities. We know every corner of the region, every important industry, hundreds of regional leaders and most of the major employers. We have worked for the Midwest's largest metropolitan regions and global corporations, as well as its smallest towns and villages.

What we do best. With this exceptional pool of expertise and an agile team structure, we've developed innovative ways of shaping places to meet rapid change and issues of today like no one else can.

Revitalizing urban places. Even places that are underutilized or underperforming can be reinvigorated in exciting new ways. We discover and harness assets through judicious community engagement visioning,

design, branding, and implementation to raise each place to a uniquely prominent and competitive position.

Shaping Communities. For large urban centers, small communities, or locales seeking to work together, we provide the insight, management, and public involvement needed to structure complex plans and partnerships that set a clear course for your community's future.

Catalyzing and Implementing Projects. Not every project comes to us fully defined. We are adept at helping our clients discover the partners, the project champions, and the funding to answer multi-faceted needs and make big ideas happen. We can coalesce, develop, and manage the vision, and explain complex ideas along the way.

Proven results. Over long-term relationships working as partners with our clients, we've shaped sites, communities, cities, and regions into vibrant and magnetic economic centers. Take a look at Waterloo, IA; Sheboygan, WI; Watertown, WI; Moline, IL; and Davenport, IA. These are just a few of our long-term, living success stories; places we've helped to leverage their assets for change. Discover more at www.vandewalle.com.

Case studies and examples for comparable projects can be found in the Comparable Projects and References section starting on page 33 of the proposal.



Project Statement and Time Schedule

Project Understanding

Our extensive experience working in communities throughout Wisconsin provides Vandewalle & Associates with an unparalleled perspective on the issues, concerns, and opportunities that will drive this process to comprehensively revise the City's Zoning Code. Not only will we draft requirements that are contextually and physically appropriate for the community, but for its people and culture as well. This background knowledge will allow us to hit the ground running with little to no learning curve. After thorough review of the City's Comprehensive Plan, Downtown Plan, Neighborhood Preservation Plan, and current Zoning Code, we have a solid understanding of the City's goals, objectives, and priorities. We will put this knowledge to work in modernizing De Pere's land use regulations to better implement the City's vision.

The City's Comprehensive Plan includes several zoning-specific recommendations. Additionally, we believe that many other Comprehensive Plan objectives can be addressed and implemented through the new Zoning Code. Of course, regulation is just one tool to advance community development. The new Zoning Code must integrate the City's other approaches such as Tax Increment Financing and the Capital Improvement Program.

We have found that it would be a mistake to assume that an ordinance and zoning map can be quickly drafted and adopted without additional public input and review. Instead, the Zoning Code rewrite process should be treated as another journey, laid out in part to increase understanding and support for the vision and recommendations of the Comprehensive Plan. That journey must begin by revisiting key questions and confirming, establishing, and sometimes reordering priorities from the comprehensive planning process. In addition, achieving a common understanding of the opportunities and limitations associated with the task at hand is critical. Only then can the zoning process move from exploration to actual Zoning Code and map preparation, review, and ultimately approval.

We have led two rewrite processes that have been subject to Wisconsin Act 391, new legislation that requires a 2/3 vote by the elected body to adopt the zoning code and map. In order to marshal public support for the rewrite, we hold a public open house to review the draft zoning code and zoning map prior to the public hearing. This event provides a venue for the consultant and staff to provide answers and clarifications to individuals who have concerns about the rewrite. Often the result is that many of the public's issues, questions, or concerns are resolved well before the public hearings take place. This makes the common councils in our client communities much more comfortable with the 2/3 requirement to adopt the code and map.

The City is seeking a code with form-based components. Every planning process starts with identifying issues then determining solutions. As part of Task C - Issues Identification, we will determine the right balance of regulatory approaches that will accommodate existing development, guide the character and type of future development, and be acceptable to stakeholders and policy makers. Rather than using standards copied from other communities or model codes, all zoning provisions recommended for consideration by Vandewalle & Associates, including form-based requirements, will be unique to De Pere, its economic potential, and the desired character of development for every site in the City. It is our experience that the basic land use and development standards for 80 percent of the community will not change. Accordingly, our process focuses on the remaining 20 percent and the tools the City needs to ensure that changes in these areas, including new





development and redevelopment, reflect the community's vision and goals and can be effectively and fairly implemented.

Based on the objectives in the City's Request for Proposals, we understand De Pere seeks a consultant team to prepare a complete update to its current Zoning Code that better reflects the City's current development, preservation, and community character objectives. More specifically, we understand the City is interested in preparing a Zoning Code that:

- ❑ Reflects a user-friendly format, incorporating tables, colorful graphics and photos, flowcharts, and minimal cross-references to other City ordinances and standards.
 - ❑ Integrates maps and graphics that clearly explain zoning regulations.
 - ❑ Provides a practical and enforceable approach for nonconforming uses, structures, lots, and sites.
 - ❑ Incorporates emerging land uses and provides an organized framework that seamlessly accommodates future zoning ordinance amendments.
 - ❑ Effectively categorizes and defines permitted and conditional uses and eliminates inconsistencies that may exist in different parts of the current code.
 - ❑ Directly implements the City's Comprehensive Plan.
 - ❑ Creates zoning districts tailored to De Pere's special areas, neighborhoods, and districts, such as the downtown, campus, historic districts, and business parks.
 - ❑ Work for both historic districts and modern development, while minimizing the need for planned developments.
 - ❑ Utilizes consistent regulations and standards to unify the downtown on both the east and west side of the river.
 - ❑ Uses both land-based and form-based zoning provisions, including mixed-use and character-based zoning districts.
 - ❑ Contains strategic parking requirements that take "time of day" parking needs into consideration, using clear and consistent parking lot design and landscaping standards.
- 
- ❑ Identifies special use districts such as the campus and downtown and implements location-specific design requirements for buildings in different locations.
 - ❑ Promotes and enables high-quality infill development and redevelopment in designated areas of the City.
 - ❑ Updates the signage regulations to reflect the new zoning districts and to comply with Reed v. Gilbert (2015), a recent Supreme Court decision that has greatly impacted the ways in which communities can regulate signage.
 - ❑ Incorporates the latest state and federal regulations and case law that impact land use regulation by local governments.
 - ❑ Includes specific but flexible building and site design standards that ensure high-quality development while still allowing for and promoting creativity. Standards will allow for future exterior building materials that aren't currently on the market.
 - ❑ Incorporates principles of multi-modal development that supports bicyclists and pedestrians and generally acknowledges the connection between land use and transportation throughout De Pere.
 - ❑ Establishes performance standards for lighting, noise, and other nuisances.
 - ❑ Clearly spells out the steps and approvals for administrative procedures such as conditional use permits.
 - ❑ Is compatible with Municode.

Project Approach

Consistent with the City's Request for Proposals, our objective is to provide De Pere with a rewrite process that is efficient, cost-effective, politically astute, and based on creative and proven strategies for addressing the full range of zoning issues.

Having developed zoning codes for communities nationwide, and with unparalleled experience in Wisconsin, members of our Team appreciate that City officials must place a high level of trust in their consultants when undertaking a consultant-led Zoning Code rewrite process. In our collective experience, projects of this nature require a sound, multiphase strategy that allows the community to clearly distinguish between the Code rewrite process and other City initiatives that may easily be confused with zoning, such as property revaluation activities, other recent planning processes, and specific development proposals. A strategically crafted process also allows the City to work through more controversial aspects of the Code rewrite process without bogging down or reversing progress on other, less controversial aspects of the Code. Specifically, we recommend adopting the Zoning Code prior to adopting the Citywide Zoning Map in order to separate Zoning Code matters from Zoning Map matters and ensure a smooth adoption process.

We have used this approach in many Wisconsin cities and have created a transparent process where predictability and consistency were clearly demonstrated. Our approach has consistently led to a positive public response to the project objectives, the overall process,



and the draft and adopted Zoning Code and Map. Further, we have found that our approach results in calming the public and building confidence in the municipal staff, Plan Commissioners, and Council members who ultimately approve and apply the Zoning Code and Map.

Our Team maintains a high degree of respect for the knowledge of City staff, the Plan Commission, and Council members. Ultimately, there is simply no substitute for their combination of site-by-site familiarity with the community, historical perspective on past regulatory efforts and strategies, knowledge of the potential interrelationship between ongoing planning and economic development efforts and land regulation, and up-to-date perspective on the political realities within the community.

We appreciate the time and effort that went into preparing the City's RFP. As such, our proposed scope of work simply elaborates on the basic framework. We believe some of the tasks could be combined in order to conserve budget and stay on schedule. For example, the Issues Identification Memo (Task C-4), Zoning Code Diagnostic Review Memo (Task D-1) and the Recommended Solutions Memo (Task D-2) could be combined and presented together to the Plan Commission and/or Common Council. Our goal is to efficiently and effectively work through all the tasks in the Scope of Services while allocating the most effort to meticulously address the key issues and products. This approach takes full advantage of our understanding of the City, its people, and its culture.

PLEASE SEE THE DETAILED PROJECT COST ESTIMATE TABLE AT THE END OF THE PROPOSAL FOR A COMPLETE BREAKDOWN OF PROJECT BUDGET BY TASK.



Analysis of Existing Zoning Code & Map

Vandewalle & Associates takes a character-based approach to zoning. This ensures that the Zoning Code accommodates a range of development characters (e.g. rural, suburban, urban) and that such development occurs in locations desired by the City. Our character-based approach incorporates many of the key principles of form-based zoning. With this philosophy in mind, we have reviewed De Pere's current Zoning Code and Map and done some preliminary thinking about new zoning district schemes.

The first of the four tables on the following pages illustrates how well the existing Zoning Code accommodates (or does not accommodate) various types of community character present in the City.

The second, third, and fourth tables each suggest an alternative set of potential zoning districts that would allow a wider range of development character and a broader and more flexible mix of land uses. These alternatives are offered as examples of the importance of zoning district selection, and not as definitive solutions. Staff insights, city official priorities, and public input will guide these critical decisions.

The second table offers a sample of precise zoning control of residential development, and a more typical mix of non-residential zoning districts.

The third table offers a sample of broad zoning control of residential and nonresidential development that would rely more heavily on conditional use controls.

The fourth table offers a sample of redevelopment-oriented zoning districts that use the economic leverage of upper-story residential development to drive the redevelopment of aging commercial areas.

We offer the following preliminary observations about the City's current Zoning Code and Map:

The City could use a holding district for agricultural land, and for annexing areas. This potential zoning district is shown in the second table as "Rural Holding" with a 35-acre minimum lot area (versus the current 10-acre minimum of A-1) to tightly limit septic-based plats.

The City would likely benefit from additional zoning districts based on different residential characters. For these districts, the abbreviation reflects the character and

typical density of development (in dwelling units per acre). For example, the City may desire one or more larger lot residential districts to accommodate potential larger-lot homes and subdivisions. These single-family residential districts are shown as "SFR-3" and "SFR-4" on the second table. We further suggest a traditional neighborhood zoning district for older, narrow lots. This is shown as "SFR-5". A two-flat district, "TFR-8", would be used for up-and-down, two-family residences in older areas of the City. The City's existing mobile homes would be zoned in a "MHR-5" district.

In terms on nonresidential development, the existing B-1 zoning district is used for the City's downtown, but it does not guarantee downtown-style buildings or character. This must be accomplished in the new code in a "Downtown Mixed Use" district.

The current R-4 district is focused on "apartment hotels." The City may wish to spur commercial area redevelopment by broadening permitted land uses to conventional upper-story multi-family. This approach could also be in other lower intensity commercial corridors and nodes with varying new zoning districts – as shown with asterisks on the fourth table.

Finally, the City's existing industrial districts could be refined to include additional performance-based standards, making them more compatible with surrounding uses. These potential districts would be based on the City's existing industrial districts and are shown on the second table as "Suburban Industrial," "Light Industrial," "General Industrial," and "Light Industrial." We further suggest an extraction and disposal district to control quarries and landfills.

We see these potential zoning districts only as a starting point. Many new zoning districts would be based on existing City districts, but others would reflect a new approach that meets the City's objective for a more dynamic mix of uses, increased density in targeted locations, and preservation of neighborhood and community character. If selected for this project, we will build on this work and complete a thorough analysis and evaluation of De Pere's current Zoning Code and Map. The draft and final product will be further guided by information gathered in the Issues Identification phase and other stakeholder involvement steps.

Community Character Analysis of De Pere's Existing Zoning Districts																					
Development Character Transect			Typical Density	Typical Floor Area Ratio	Land Use Transect with Existing Zoning Districts																
					Open Space			Ag./Holding			Residential		Institutional		Office		Commercial		Industrial		
RURAL	OUTLYING	Preservation	1 du/100ac	0.001	Conservancy																
		Farmland	1 du/35ac	0.002																	
		Hamlet	varies	varies																	
	EXURBAN (SEPTIC)	Countryside	1 du/10 ac	0.01				A-1													
		Estate	1 du/5 ac	0.02																	
		Manor	1 du/ac	0.07																	
SUBURBAN	MODERN NEIGHBORHOOD	Large Lot	2 du/ac	0.20					R-1					CE-O 1							
		3-Car SF Lot	3 du/ac	0.20										I-B-1							
		Typical SF Lot	4 du/ac	0.20											Hwy 41-A						
		Duplex	5 du/ac	0.20											Hwy 41-B						
	TRADITIONAL NEIGHBORHOOD	Narrow Lot SF	5 du/ac	0.28					R-2								I-1				
		Two-Flat	8 du/ac	0.30									CE-O 2								
		Townhouse	10 du/ac	0.31									I-B-2								
		Four-Unit	12 du/ac	0.32					R-3												
URBAN	TRANSITION	Eight-Unit	15 du/ac	0.40																	
		12+ Unit	20 du/ac	0.60																	
		3 over Parking	25 du /ac	0.75																	
	CENTRAL	Shopping Street	30 du/ac	1.00						R-4											
		Downtown	50 du/ac	2.00						B-1											I-3
		Uptown	80 du/ac	3.0+																	
		Project Specific		varies	varies							PDD									

Table 1. Land Use Transect with Existing Zoning Districts

Community Character Analysis of De Pere's Potential Zoning Districts																						
Development Character Transect			Typical Density	Typical Floor Area Ratio	Land Use Transect with Precise Districts																	
					Open Space			Ag./Holding		Residential		Institutional		Office		Commercial		Industrial				
RURAL	OUTLYING	Preservation	1 du/100ac	0.001	Conservancy														Extract/Dispose			
		Farmland	1 du/35ac	0.002				RH-35ac														
		Hamlet	varies	varies																		
	EXURBAN (SEPTIC)	Countryside	1 du/10 ac	0.01																		
		Estate	1 du/5 ac	0.02																		
		Manor	1 du/ac	0.07																		
SUBURBAN	MODERN NEIGHBORHOOD	Large Lot	2 du/ac	0.20						SFR-3		Suburban Institutional	Suburban Office	Suburban Commercial	Suburban Industrial							
		3-Car SF Lot	3 du/ac	0.20						SFR-4												
		Typical SF Lot	4 du/ac	0.20						DFR-5			Business Park									
		Duplex	5 du/ac	0.20						SFR-5 & MHR-5												
	TRADITIONAL NEIGHBORHOOD	Narrow Lot SF	5 du/ac	0.28						TFR-8			Neighborhood Office	Neighborhood Commercial	Suburban Auto	Light Ind.						
		Two-Flat	8 du/ac	0.30						THR-10												
		Townhouse	10 du/ac	0.31						MFR-8												
		Four-Unit	12 du/ac	0.32						MFR-15												
URBAN	TRANSITION	Eight-Unit	15 du/ac	0.40						MFR-20		Urban Mixed Use	Urban Auto	Gen. Industr.								
		12+ Unit	20 du/ac	0.60						MFR-25												
		3 over Parking	25 du /ac	0.75																		
	CENTRAL	Shopping Street	30 du/ac	1.00						Avenue Mixed Use												
		Downtown	50 du/ac	2.00						Downtown Mixed Use								Heavy Ind.				
		Uptown	80 du/ac	3.00+																		
Project Specific			varies	varies						Planned Development District												

Table 2. Land Use Transect with Precise Districts



Table 3. Land Use Transect with Broad Zoning Districts

Community Character Analysis of De Pere's Potential Zoning Districts																
Development Character Transect			Typical Density	Typical Floor Area Ratio	Land Use Transect with Broad Zoning Districts											
					Open Space	Ag./Holding		Residential	Institutional	Office	Commercial	Industrial				
RURAL	OUTLYING	Preservation	1 du/100ac	0.001	Conservancy											Extract/Dispose
		Farmland	1 du/35ac	0.002		RH-35ac										
		Hamlet	varies	varies												
	EXURBAN (SEPTIC)	Countryside	1 du/10 ac	0.01												
		Estate	1 du/5 ac	0.02												
		Manor	1 du/ac	0.07												
SUBURBAN	MODERN NEIGHBORHOOD	Large Lot	2 du/ac	0.20					SR-3	Suburban Institutional	Office Park		Industrial Park			
		3-Car SF Lot	3 du/ac	0.20					Suburban Mixed Use							
		Typical SF Lot	4 du/ac	0.20					SR-4		Business Park					
		Duplex	5 du/ac	0.20												
	TRADITIONAL NEIGHBORHOOD	Narrow Lot SF	5 du/ac	0.28					NR-5		Neighborhood Mixed Use	Neighborhood Service				
		Two-Flat	8 du/ac	0.30												
		Townhouse	10 du/ac	0.31					NR-10							
		Four-Unit	12 du/ac	0.32												
URBAN	TRANSITION	Eight-Unit	15 du/ac	0.40					MR-16	Urban Mixed Use	General Industrial					
		12+ Unit	20 du/ac	0.60												
		3 over Parking	25 du /ac	0.75					MR-25							
	CENTRAL	Shopping Street	30 du/ac	1.00					Avenue Mixed Use							
		Downtown	50 du/ac	2.00					Downtown Mixed Use					Heavy Ind.		
		Uptown	80 du/ac	3.00+												
Project Specific		varies	varies					Planned Development District								

Table 4. Land Use Transect with Redevelopment Zoning Districts

Community Character Analysis of De Pere's Potential Zoning Districts																			
Development Character Transect			Typical Density	Typical Floor Area Ratio	Land Use Transect with Redevelopment Zoning Districts: *Allows Upper-Story Residential														
					Open Space	Ag./Holding	Residential	Institutional	Office	Commercial	Industrial								
RURAL	OUTLYING	Preservation	1 du/100ac	0.001	Conservancy														Extract/ Dispose
		Farmland	1 du/35ac	0.002			RH-35ac												
		Hamlet	varies	varies															
	EXURBAN (SEPTIC)	Countryside	1 du/10 ac	0.01															
		Estate	1 du/5 ac	0.02															
		Manor	1 du/ac	0.07															
SUBURBAN	MODERN NEIGHBORHOOD	Large Lot	2 du/ac	0.20						SR-3	Suburban Institutional	Office Park		Industrial Park					
		3-Car SF Lot	3 du/ac	0.20								Suburban Mixed Use*							
		Typical SF Lot	4 du/ac	0.20					SR-4	Business Park									
		Duplex	5 du/ac	0.20															
	TRADITIONAL NEIGHBORHOOD	Narrow Lot SF	5 du/ac	0.28						NR-5			Neighborhood Mixed Use*		Neighborhood Service				
		Two-Flat	8 du/ac	0.30															
		Townhouse	10 du/ac	0.31					NR-10										
		Four-Unit	12 du/ac	0.32															
URBAN	TRANSITION	Eight-Unit	15 du/ac	0.40						MR-16	Urban Mixed Use*	General Industrial							
		12+ Unit	20 du/ac	0.60															
		3 over Parking	25 du /ac	0.75					MR-25										
	CENTRAL	Shopping Street	30 du/ac	1.00					Avenue Mixed Use*										
		Downtown	50 du/ac	2.00					Downtown Mixed Use*							Heavy Ind.			
		Uptown	80 du/ac	3.00+															
Project Specific		varies	varies						Planned Development District										



Regular Staff-Consultant Interaction

Building a successful relationship between consultant and City staff is crucial to the success of all our planning projects. While we are willing to mold our approaches to the needs and practices of City staff, we recommend the following approaches:

- ❑ **Specifying a clear division of labor** between City staff and consultant staff in final contract negotiations and through the contract itself.
- ❑ **Establishing clear lines of authority and communication** among City and consultant staff to eliminate any confusion and assure that project elements can move forward in the event of illnesses, vacations, and other unavoidable commitments.
- ❑ **Utilizing monthly progress reports and discussions on project status.** Staff/consultant meetings will generally be organized around regular Plan Commission meeting dates and as-needed. Overall, our philosophy is that face-to-face meetings are usually better than phone calls, which in turn are usually better than emails—although all three have their place in good project communication.
- ❑ **Maintaining regular communication** to discuss the Draft Zoning Code and revisions via conference call and/or in-person meetings.
- ❑ **Committing to talk frankly** in the event that certain project components do not meet initial expectations or unexpected issues emerge. Our experience and common sense suggests that dodging or delaying tough issues does not lead to successful project completion.

- ❑ **Conducting a training session for all interested City staff free of charge.** The session will provide an overview of the entire new Code, focusing on key differences between the City's current Code and newly adopted Code; regulations associated with non-conformities; and procedures and administration.

User-Friendly Zoning Codes and Maps

Our team includes skilled graphic communicators of complex ideas. We can provide a mix of high quality tables, photo examples, graphics, and illustrations to communicate zoning concepts, bulk/intensity regulations, and building design standards. As seen in our project examples, these graphics come standard in our zoning ordinances. Additional communication tools included in the City's RFP such as the Map/Graphic Highlighting Potential Nonconforming Situations (Task F-7) and the Matrix of New Elements of Draft Ordinance (Task F-8) will further add to the usability and clarity of the new zoning code.

PERMANENT BUSINESS SIGNS		↓	Zoning Districts (Abbreviations)	↓
Permanent Business Sign Categories & Types	Sign Requirements	ER, SRs, TR MR, RH, NO, NB	I, PO, PB, CB PI, LI, HI	
The following Business Signs Types are Permitted by Right (unless otherwise noted) with the granting of a Sign Permit . Only 1 Type of Sign (numbered) may be selected from each Sign Category (lettered A – D).				
A. FREESTANDING SIGN CATEGORY: ¹	Limit of 1 Freestanding Sign for each site , regardless of the number of businesses. Sign height may not exceed the sign setback from any property line and sign shall be located a minimum of 5 feet from any property line.			
1. Monument Sign ^{1, 2, 3}	1 square foot of sign area is permitted for every foot of the site's street frontage nearest to the sign – up to the maximum listed area and height for each zoning district.	6 ft max height 50 sq ft max area	10 ft max height 100 sq ft max area ²	
2. Arm & Post Sign ¹		6 ft max height 20 sq ft max area	New Arm & Post Signs not allowed.	
3. Pylon Sign ¹		New Pylon Signs are not allowed. Only permitted as legal nonconforming signs.		
B. ON-BUILDING SIGN CATEGORY: ¹	Limit of 1 On-Building Sign for each business , on each building facade that faces a public street or on-site customer parking lot with 10 or more spaces.			
1. Wall Sign ^{1, 3}	1 square foot of sign area is permitted for every foot of the building facade length – up to the maximum listed area for each zoning district.	100 sq ft max area 50 sq ft min area	200 sq ft max area 50 sq ft min area	
2. Awning or Canopy Sign ¹		50 sq ft max area	100 sq ft max area	
3. Projecting Sign ¹		New Projecting Signs not allowed. Only permitted as legal nonconforming signs.		
4. Marquee Sign ¹	Bottom of sign shall be at least 8 feet above sidewalk and 10 feet above a drive.	New Marquee Signs not allowed in these districts.	100 sq ft max area Requires a Conditional Use Permit.	
C. PEDESTRIAN SIGN CATEGORY: ¹	Limit of 1 Pedestrian Sign for each business . Sign must be located within 10 feet of a customer entrance and directly in front of business.			
1. Blade Sign ¹	All signs on a building must be the same type of sign (1 or 2).	12 sq ft max area	16 sq ft max area	
2. Suspended Sign ¹	Bottom of sign shall be at least 8 feet above sidewalk.	12 sq ft max area	16 sq ft max area	
D. DAILY NOTICE SIGN CATEGORY: ¹	Limit of 1 Daily Notice Sign for each business . Menu Board and Sandwich Board Signs must be located within 10 feet of a customer entrance and directly in front of business.			
1. Menu Board Sign ¹	No setback required. Must be located on-site. (Often prohibited by lease.)	6 ft max height; 8 sq ft max area		
2. Sandwich Board Sign ¹		4 ft max height; 3 ft max width; 6 sq ft max area		
3. Drive-Through Sign ¹		4 ft max height; 48 sq ft max area. Requires a Conditional Use Permit.		
Footnotes:				
¹ Refer to Section 17-805(1) for definitions and rules for each Sign Category (lettered) and each Sign Type (numbered).				
² Group Development Signs for multi-tenant buildings via Conditional Use Permit. 100 sq ft max area and 12' max height.				
³ Variable Message Signs may be permitted with this Sign Type. Refer to Section 17-805(4).				



Public Participation Plan - Strategy for Public Outreach and Involvement

We consider widespread public outreach, education, and input a vital component of any Zoning Code amendment or rewrite process. The process of preparing zoning regulations is complicated, controversial, and sometimes arcane. At the same time, zoning regulations are one of the most fundamental tools a community has for achieving its land use and economic development goals, influencing property values, and providing a foundation for equitable and transparent decision-making regarding community development proposals. Furthermore, zoning controls affect all property owners in a community. Therefore, public outreach must have a calming effect.

As the first step in the project, we will prepare a Public Participation Plan that integrates a formal, multi-faceted, well-organized, and meaningful public outreach program into the Zoning Code rewrite process. Our approach is described below. Additional or alternative strategies may be negotiated between the City and our Team.

- ❑ **Plan Commission:** Our Team maintains a high degree of respect for the knowledge of City staff and elected and appointed City officials. We understand that the Plan Commission would be the primary body responsible for providing policy guidance throughout the Zoning Code rewrite process. Plan Commission meetings will be open to the public and will provide frequent opportunities for Com-

missioners and other stakeholders to remain engaged in the process. The proposed scope of services includes **five** working meetings with the Plan Commission throughout the year-long process, in addition to the two required public hearings.

- ❑ **Issues Identification Workshop and Online Questionnaire:** Our Team will facilitate a workshop geared toward residents and property owners to identify issues and gain feedback on how to address special issues such as wind/solar energy uses, building material regulations, outdoor storage, landscaping, and form-based regulations using photo examples and illustrations. The exercises completed at the workshop will be posted on the City's website to allow members of community to share their thoughts on the Zoning Code rewrite process at their convenience from home.
- ❑ **Focus Groups and Stakeholder Interviews:** In a Zoning Code rewrite process, important stakeholders usually include a mix of residents, property owners, landlords, interest groups, real estate professionals, business owners, and members of other City boards, commission, and committees. We will work with the City to identify stakeholders and arrange focus groups and individual interviews. Engaging with these stakeholders in this manner provides a formal, organized opportunity to gather input from knowledgeable individuals early in the process, which will inform the development of the Draft Zoning Code and subsequent revisions.
- ❑ **Draft Code Text and Zoning Map Open House:** Open house events are intended to be "sharing sessions" that provide opportunities to educate property owners about the draft Code and Zoning Map and to gather feedback on complete draft versions of each before beginning their respective adoption processes.
- ❑ **Public Hearing:** We recommend holding separate Public Hearings on the Zoning Code and the Zoning Map, with the Zoning Code Public Hearing typically occurring a month prior to the Public Hearing for the Zoning Map. This allows the public and City officials to focus on one product at a time, minimizing the number of variables and issues to consider. Public hearings will be held by the Plan Commission,

which will be responsible for recommending approval of the Zoning Code and Zoning Map to the Common Council.

- ❑ **Adoption:** Like our public hearing approach, we recommend adopting the Zoning Code prior to adopting the Zoning Map. This helps ensure that the process goes smoothly and without confusion of Map versus Code issues. In particular, this approach facilitates the adoption of the Zoning Map, as the rules for the Zoning Code are no longer “in play” after they have been adopted, allowing the public and Common Council to focus only on Zoning Map issues.
- ❑ **Strategic Use of the Internet:** The internet provides a cost-effective and essential means of disseminating information and soliciting input for all types of civic activities. We suggest that the Public Participation Plan incorporates full use of the internet, including:
 - Development and maintenance of a project website, which will include background information and documents, draft Zoning Code documents as they become available, responses to frequently asked questions, timeline and process information, PowerPoint presentations from Committee and Council meetings, and a means for submitting input and comments to City staff and our consultant Team.
 - Use of the City's existing website to host the Issues Identification Online Questionnaire and to notify residents of upcoming events and project status.

Wherever possible, we support combining meetings. This will be cost effective, help maintain focus, keep the project on schedule, and avoid participant burnout. It will also allow us to preserve all required deliverables and provide the same quality of product for the same budget.

Quality Control Procedures

Vandewalle & Associates is committed to delivering only high-quality services and projects. Quality control is particularly important when developing new zoning regulations and Zoning Maps because of their direct relation to

the use and value of property, neighborhoods, and the community as a whole. With more than 40 years of experience in zoning projects, we have learned many lessons related to implementing high quality Zoning Codes that extend beyond proof-reading texts and maps. Most importantly, we are committed to listening, understanding, and considering the perspectives of everyone involved in the project.

Professional Project Management Techniques

Vandewalle & Associates is staffed by the leading project management talent in the state. Project management techniques that we will deploy include:

- ❑ Preparation and regular updates of a detailed project schedule and public outreach schedule.
- ❑ Monthly progress reports to City staff documenting what has been done in the previous month, what will be accomplished in the next month, and key upcoming meetings and milestones.
- ❑ Frequent communication to ensure project coordination and clear understanding of expectations and assignments.
- ❑ Active internal budget management to monitor progress towards successful project completion against the available budget.
- ❑ Active internal budget management to monitor progress towards successful project completion against the available budget.





Expert Facilitation at All Public Meetings

Vandewalle & Associates commits to having upper-level staff facilitate all public, stakeholder, Plan Commission, and Common Council meetings on this project. Our staff includes excellent facilitators, skilled at addressing unforeseen issues that may emerge during the meeting, and establishing and reinforcing confidence among all project participants.

At Least Two Layers of Product Review

Before the release of any public product, Vandewalle & Associates will subject all plan products to at least two sets of professional eyes from among members of the project Team. Based on years of professional product creation, the Team uses many techniques to assure high-quality products. All planning products will be reviewed by the Principal-in-Charge of the project (Mike Slavney) before being released to the City.

A History of Firm and Staff Continuity

Continuity is a key aspect of quality control. Our consultant Team has deep experience in zoning projects. Principals on the Team also have many years of tenure Vandewalle & Associates, and commitments to remain with the firm. The firm also has a progressive approach to professional staff advancement, designed to assist in retention of “the best and the brightest.”

A Commitment to Meet Budget and Deadlines

Vandewalle & Associates is committed to following the time schedule on the following page and proposed budget included at the end of the proposal.

On-Going Support

Finally, Mr. Slavney will remain on-call to City staff throughout his career to address issues specific to this project. Where issues arise related to the need for interpretation, clarification, or correction to the adopted Zoning Code or Map, he will respond to all concerns promptly and thoroughly. These services will be provided at no charge. Mr. Slavney will also remain available to the City to assist with future amendments to the Zoning Code and Map that respond to changes in City objectives, policies, and procedures, and he will provide such

services at his reduced hourly rate reserved for ongoing municipal clients.

Zoning projects are among the most challenging that any municipality can undertake. We are fully committed to responding to these challenges, and to fulfilling the trust the City places in our hands.



Roles of the City

In an effort to maximize efficiency and control costs, we propose the City staff maintain the following responsibilities throughout the project:

- ❑ Provide Vandewalle & Associates with copies of all existing plans and ordinances, research, inventory information, and digital mapping data relevant to this Code rewrite process, as needed.
- ❑ Review and provide Vandewalle & Associates with professional feedback on all draft documents.
- ❑ Print/copy and distribute all documents and meeting materials, except as otherwise specified in the Scope of Services.
- ❑ Identify and reserve adequate meeting facilities, finalize meeting dates and times, and provide all accommodations for disabled participants as may be required by law.
- ❑ If available, provide a parcel-based ArcView shapefile including existing zoning, property ownership, and addresses for each parcel.

City of De Pere Zoning Code Rewrite Recommended Project Schedule	2018												2019
	February	March	April	May	June	July	August	September	October	November	December	January 2019	
A. Public Participation Plan													
Task A-1 Public Participation Plan													
Task A-2 Provide Content for Project Website													
B. Project Orientation													
Task B-1 Review Relevant City Plans and Documents													
Task B-2 Project Orientation Meeting													
C. Issues Identification													
Task C-1 City Tour, Focus Group Meetings, and Stakeholder Interviews													
Task C-2 Public Workshop on Issues Identification													
Task C-3 Online Questionnaire on Issues Identification													
Task C-4 Issues Identification Memo													
D. Diagnostic Review and Solutions													
Task D-1 Zoning Code Diagnostic Review Memo													
Task D-2 Recommended Solutions Memo													
Task D-3 Plan Commission Meeting to Present Memos and Preliminary Solutions													
Task D-4 Monthly Progress Reports (up to 12)													
E. Annotated Outline													
Task E-1 Policy Questions Decision Guide													
Task E-2 Annotated Outline of Zoning Code													
Task E-3 Staff Conference Call to Review Annotated Outline of Zoning Code													
Task E-4 Plan Commission Meeting to Review Policy Questions & Outline													
F. Discussion Draft Zoning Code													
Task F-1 Part 1 of Discussion Draft Zoning Code (Draft #1: Districts, Bulk Regulations, Landscaping)													
Task F-2 Part 2 of Discussion Draft Zoning Code (Draft #1: All Remaining Chapters)													
Task F-3 Staff Conference Calls to Review Discussion Draft Zoning Code (6)													
Task F-4 Revised Discussion Draft Zoning Code (Draft #2)													
Task F-5 Plan Commission Meetings to Review Discussion Draft Zoning Code (2)													
Task F-6 Revised Discussion Draft Zoning Code (Draft #3)													
Task F-7 Map/Graphic Highlighting Potential Nonconforming Situations													
Task F-8 Matrix of New Elements of Draft Ordinance													
Task F-9 Public Open House on Discussion Draft Zoning Code													
Task F-10 Revised Discussion Draft Zoning Code (Draft #4 for Open House)													
G. Discussion Draft Citywide Zoning Map													
Task G-1 Half-Day Mapping Workshop with City Staff													
Task G-2 Discussion Draft Citywide Zoning Map (Map Draft #1)													
Task G-3 Plan Commission Meeting to Review Discussion Draft Citywide Zoning Map													
Task G-4 Revised Discussion Draft Citywide Zoning Map (Map Draft #2 for Open House)													
Task G-5 Public Open House on Discussion Draft Zoning Code and Citywide Zoning Map													
H. Public Hearing Draft Zoning Code and Citywide Map													
Task H-1 Public Hearing Draft Zoning Code													
Task H-2 Public Hearing Draft Citywide Zoning Map													
Task H-3 Executive Summary													
Task H-4 Recommended Comprehensive Plan and Other Code Changes Memorandum													
I. Public Hearings, Revisions, & Final Adoption													
Task I-1 Plan Commission Public Hearing on Zoning Code													
Task I-2 Revised Zoning Code (Post Public Hearing)													
Task I-3 Common Council Meeting to Adopt Zoning Code													
Task I-4 Plan Commission Public Hearing on Zoning Map													
Task I-5 Revised Citywide Zoning Map (Post Public Hearing)													
Task I-6 Common Council Meeting to Adopt Zoning Map													
J. Zoning Code Implementation													
Task J-1 Final Zoning Code and Citywide Zoning Map													
Task J-2 Zoning Ordinance Reference Guide													
Task J-3 Staff Training Seminar and Communication Materials													
Task J-4 Ongoing Administrative Support													

ongoing

Attachment: Vandewalle - De Pere Zoning Ord Rewrite Proposal 11.13.17 (6655 : Recommendation to hire Duncan Associates for the Rewrite of

Personnel Qualifications

Personnel Qualifications and Experience

Mike Slavney, FAICP, Principal: Mike will be the Principal-in-Charge on this project and will be the “face” of the Zoning Code rewrite. He will guide solutions to specific zoning issues and ultimately be responsible for the quality and content of all work products. Mike has been with the company for 26 years and has completed 32 zoning code rewrites in his 34-year career.

Jackie Mich, AICP, Associate Planner: Jackie will serve as the primary contact and day-to-day project manager. Since joining the firm in 2013, Jackie has provided excellent project management on a variety of projects. She has been involved with several zoning code rewrites, including the City of Monroe, the City of Oshkosh, the Village of Oregon, the Village of Cross Plains, and the City of Shawano. With Mike Slavney, she has worked extensively on a new sign ordinance model that complies with *Reed v. Gilbert* (2015).

E. Scott Harrington, AICP, Principal: Scott will provide downtown and redevelopment standards expertise on the project. Scott has been a practicing planner in Florida, Colorado, Illinois, and Wisconsin and has had significant experience preparing zoning ordinances and infill design standards during his 12 years at the firm.

Sam Wessel, Assistant Planner: Sam will assist Jackie on day-to-day project coordination and task delivery and will assist in all aspects of research, community outreach, meeting preparation, and document creation.

Dan Eckberg, GIS Specialist: Dan will be responsible for preparing the new Zoning Map. Dan has drafted new zoning maps for six communities since joining the firm in 2010 and has shown meticulous attention to detail.

Elona Bartnick, Associate Designer: Elona will be responsible for preparing all graphics needed for the Zoning Code. In her 12 years at the firm, Elona has mastered the ability to effectively communicate zoning regulations through simple illustrations.

Susan Hansen, Marketing Communications: Communications support and graphic design oversight will be provided by Susan Hansen, V&A's Marketing Communications Principal with over 20 years' experience. Susan has expertise in multiple mediums such as copywriting, complex graphic design, and web design. Susan will help the team to translate technical concepts into well-designed visual graphics that explain the zoning regulations.

Expertise and Experience

Ordinance Preparation

Vandewalle & Associates' staff takes great pride in its ability to implement our client communities' goals and objectives through ordinance preparation. More directly, our firm includes nationally recognized experts in zoning and subdivision regulations. Our expertise and knowledge in both time-tested and cutting edge regulatory techniques enable us to craft ordinances that are easy to administer and match changing development trends.

Led by Mike Slavney, FAICP, Vandewalle & Associates is typically working on one or two of these major projects each year. Mr. Slavney has been specializing in this work since the 1984 Unified Development Ordinance for the City of High Point, North Carolina (population 85,000).

Between 1985 and 1988, Mr. Slavney worked as the lead associate for Lane Kendig, Inc., based in the Chicago area and worked on Zoning Codes and maps for Polk County (Des Moines), Iowa; Queen Anne's County, Maryland; Williamson County / Franklin, Tennessee and numerous cities in northern Illinois.

In 1989, as the Planning Director for the City of Sun Prairie, Mr. Slavney authored its performance-based Zoning Code and revised Zoning Map.

Since joining Vandewalle & Associates in 1990, Mr. Slavney has written codes and revised Zoning Maps for cities such as Lake Geneva, Delavan, Verona, Watertown, Oconomowoc, Sheboygan, Mauston, and Stoughton, Wisconsin; Belvidere, Illinois; and

villages such as Cottage Grove, Oregon, and East Troy, Wisconsin. He has also assisted many communities with large-scale (as opposed to whole code and map) ordinance rewrite and remapping projects, including the cities of Baraboo, Evansville, Juneau, and Jefferson; and the villages of Mt. Horeb and Cross Plains. Mr. Slavney has currently assisted the cities of Marshfield and Portage and the Village of Fontana with new codes and maps. Over the last 25 years, Mike has worked extensively with Stafford Rosenbaum, LLC, including current work with Richard Yde and Matt Dregne in Oregon and Mt. Horeb. Jackie Mich, AICP, has worked extensively on many of these projects.

Mike has also served as the Citizen Chair of the City of Madison's Zoning Code Rewrite Committee – bringing his expertise in zoning process, code development, mapping, and public involvement to this project as a volunteer effort in his hometown. This effort focused extensively on exploring the latest national best practices in form-based codes and sustainability, contending with Wisconsin's Consistency Requirement, and accommodating the often extensive involvement of neighborhood associations in zoning-related actions.

Since Vandewalle & Associates' founding more than 40 years ago, we have consistently been leaders in providing codes that are designed to implement local plans by carefully responding to local economies, local resources, and local leadership. We have been leaders throughout the Midwest in the following:

- ❑ Creating ordinances that are easy to administer in communities with limited planning staff resources. Our project leader, Mike Slavney, has been serving as a municipal planner and zoning staff since 1983.
- ❑ Forwarding building, site, neighborhood, and community design and character objectives through standards, graphics, and procedures customized for each municipality. We have been writing, administering, and working with hybrid zoning codes since 1984.
- ❑ Furthering economic development goals by providing clear procedures and flexible land use regulations to provide market-responsive development opportunities.
- ❑ Advancing sustainability goals through “carrot and stick” approaches such as enabling on site solar and wind energy facilities and requiring progressive stormwater management techniques and multi-modal transportation improvements.
- ❑ Incorporating definitions and requirements to balance neighborhood stabilization objectives with housing market conditions and evolving long-term demographic trends, and applying zoning code and mapping strategies specific to variations around these factors.
- ❑ Promoting and protecting the character of neighborhood and commercial districts.
- ❑ Point-based landscaping programs that emphasize street frontage, parking lot, and building foundation plantings, as well as zoning district bufferyards.
- ❑ Development review criteria and procedures that ensure complete applications and predictable steps for all zoning-related processes.
- ❑ Simple yet complete site inventory and analysis processes for reviewing site plans and subdivision proposals.
- ❑ Lighting standards to preserve and recapture “dark skies,” and minimize neighborhood impacts.
- ❑ Conservation subdivision and traditional neighborhood development ordinances.
- ❑ Overlay zoning districts for community gateway points and key travel corridors in rural, suburban, and urban settings that establish special standards for access control, landscaping, signage, lighting, site planning, and building design.
- ❑ Regulations to attain natural resource protection objectives.
- ❑ Exclusive agriculture, shoreland, floodplain, and wetland ordinances consistent with state requirements.
- ❑ Land division review policies and procedures for extraterritorial and “urban transition” areas.

- ❑ Modern design standards for streets, bike and pedestrian facilities, and other subdivision facilities.
- ❑ Standards for parkland dedication and fees in lieu of dedication.
- ❑ Sign regulations that fully respond to the landmark directives resulting from the 2015 *Reed v. Gilbert* US Supreme Court decision.

Zoning and subdivision regulation can be complicated and controversial. Without proper project management, a sound working strategy, and meaningful local involvement, regulatory rewrites by consultants often fail and local officials are left to deal with the mess. Our experience has taught us that the most effective approach arranges the process in a series of steps, organized around working sessions with local officials and other interested parties. Our proven approach builds strong working relationships with key local staff and officials who have been, and will continue to be, on the “front lines” of zoning and subdivision decisions.

Insights into Form-Based, Traditional, and Hybrid Zoning Codes

Based on our extensive experience and knowledge of the latest zoning practices and trends, Vandewalle & Associates has concluded that a hybrid zoning code is by far the best approach. Form-based zoning codes regulate purely by performance standards and building form. Traditional, or Euclidean, zoning codes regulate purely by land use. Our hybrid codes contain many aspects of both of these approaches. Over the years, we have learned that few communities are willing to adopt a purely form-based code, due to a natural desire to exclude certain uses from certain parts of the community, regardless of that use’s performance or form. Similarly, most communities have recognized that requiring quality development necessitates using many elements of form-based codes such as performance and bulk standards.

For these reasons, we strongly encourage the City of De Pere to pursue the hybrid zoning code approach. Together, we will work with you to find the right balance of use-based and form-based zoning provisions.

Public Participation Experience

We place a strong emphasis on public and local government participation in all of our planning efforts. Public participation is critical to ensure that the resulting project reflects the wishes of the community. Public consensus also gives elected and appointed officials the confidence to adopt and implement plans. Vandewalle & Associates has extensive experience in public participation and issue-identification processes, using a variety of techniques.

We frequently hold an open house to help identify and elaborate concerns with the current code and supplement this with interviews and focus groups with development, real estate, financial, and economic development experts.

We recommend holding an open house on the draft Zoning Code and Map prior to the Public Hearing in order to identify and resolve any concerns and questions in order to ensure a smooth Public Hearing and adoption process.





Interactive Mapping

The Zoning Map will be created with ArcMap software using ESRI file formats, including geodatabase feature classes and shapefiles. In the future, applicable layers could be easily converted to an online interactive ESRI web-map either by Vandewalle under a separate Work Order, or by City staff after transfer of the data. Alternatively, in communication with City staff, Vandewalle has the capability to convert the Zoning Map into an ESRI Feature or Tile Map Service Layer and provide the REST endpoints to the City so that they could be even more easily added as layer(s) to an online interactive mapping system.

Plan Implementation

A new Zoning Code can help implement the City's adopted plans and community vision. However, all of the planning in the world will come to naught if communities are not prepared to implement plans once

they are adopted. Vandewalle & Associates prides itself in plan realization, not just document production. This focus is reflected in our extensive work in several of our service areas, including ordinance preparation and administration.

For many communities, the first step toward plan implementation involves changes to their zoning and subdivision ordinances. We have authored, or helped to substantially amend, countless zoning and subdivision ordinances, and have written related ordinances on a diverse spectrum of topics ranging from wireless communications to traditional neighborhood developments.

As a further measure of our expertise in the "nuts and bolts" of planning administration, Vandewalle & Associates serves as regular or on-call planning staff to no fewer than 20 Wisconsin communities. We assist these communities in development review to make sure that new projects are in accordance with the plan.



Mike Slavney, FAICP

Principal Planner
Director of Planning Services
Vandewalle & Associates



Mike Slavney is the Director of Planning Services for Vandewalle & Associates. In this role he coordinates the firm's activities in providing planning services to municipalities, state agencies, and organizations. He is a nationally recognized leader in zoning, growth management, development review and negotiation, farmland and open space preservation, inter-municipal planning, participatory techniques, and plan implementation.

Mike's planning practice includes comprehensive, transportation, neighborhood, and park and recreation planning; development regulation (zoning, subdivision, and related ordinances); intergovernmental relations and agreements; public participation; and municipal planning services. Mike also provides strong expert testimony services on a broad range of planning and development topics.

Mike has been certified by the American Institute of Certified Planners since 1985 and has been a practicing consulting planner since 1981. In 2004, Mr. Slavney became the second Wisconsin planner to become a member of the College of Fellows of the American Institute of Certified Planners (FAICP). This honor was primarily based on Mike's contribution to the national practice of planning by crafting zoning regulations and maps to most effectively implement the unique objectives of each community and its comprehensive plan.

Prior to joining Vandewalle & Associates, Mike served as the Director of Planning and Development for the City of Sun Prairie, Wisconsin; as the Senior Associate Planner for Lane Kendig, Inc.; and as the Principal Long-Range Planner for the City of High Point, North Carolina. His clients include over 100 municipalities and counties, numerous state agencies, school districts, and organizations.

Mike's practice has continuously focused on the efficient implementation of achievable plans—particularly those that forward the mutual accomplishment of economic, environmental, and community character objectives. Mike knows how to make creative plans a reality one step at a time.

Education

M.S. City and Regional Planning, concentrations in Land Use and Transportation
University of North Carolina
Chapel Hill, North Carolina

B.S. Economic Geography and Urban Sociology
University of Wisconsin
Madison, Wisconsin

Professional Memberships, Registrations, and Awards

Fellow, American Institute of Certified Planners (FAICP)
Member, American Planning Association (APA) & Wisconsin Chapter (WAPA)

Past President, Natural Heritage Land Trust

Award Winner: 2017 APA-WI Excellence in Planning Award for, "Village of Oregon Sign Code"

Award Winner: 2017 APA-WI Excellence in Planning Award for, "Madison Metropolitan School District Enrollment Projections: 2017-2037"

Award Winner: 2004 APA-WI Recognition for Outstanding Contributions to the Planning Profession

Award Winner: 2004 APA-WI Project of the Year, North Mendota Parkway Study

Award Winner: 2002 WAPA Project of the Year, City of Muskego Conservation Plan



Jackie Mich, AICP

Associate Planner
Vandewalle & Associates



Jackie Mich is an Associate Planner with Vandewalle & Associates. Jackie brings her experience in park and open space planning, local government planning, zoning, comprehensive planning, and transportation planning.

Jackie works with Jolena Presti, AICP, on redevelopment and implementation projects in Jefferson and Racine, as well as ongoing efforts in Washington County.

Jackie is also working with Mike Slavney, FAICP, in serving as the local planners for about 20 cities, villages, and towns. Jackie is currently working on a Comprehensive Outdoor Recreation Plan for the City of Delavan and a Bicycle and Pedestrian Plan for the City of Lake Geneva. Earlier this year, she led a successful update of the Comprehensive Outdoor Recreation Plan for the City of Sun Prairie. Jackie's work in zoning and current planning has involved development review, zoning code amendments, and complete zoning code rewrites in Oshkosh, Cross Plains, Monroe, and Shawano, Wisconsin.

At Vandewalle & Associates, Jackie is working on a number of complex projects as part of the consultant team on the Madison Beltline Planning and Environmental Linkages Corridor Study, the Highway 51 EIS, and Stoughton Road EIS, as well as assisting with Indirect and Cumulative Effects Analyses for various highway projects throughout Wisconsin. Her work in transportation planning has also included visioning and public participation efforts in support of Madison in Motion: the Sustainable Madison Transportation Master Plan.

Prior to joining Vandewalle & Associates, Jackie worked at the Midtown Greenway Coalition in Minneapolis, where she supported bicycle transportation and researched the economic development impacts of streetcar systems. Jackie also worked as a Green Building Intern for the University of Wisconsin-Extension, and she researched the economic impacts of interpretive centers as graduate student in the University of Wisconsin's Department of Urban and Regional Planning. Jackie began her career with the Wisconsin Historical Foundation in Madison.

Education

- M.S. Urban and Regional Planning
University of Wisconsin
Madison, Wisconsin
- B.A. History
Spanish
University of Wisconsin
Madison, Wisconsin

Professional Memberships, Registrations, and Awards

- Member, American Institute of Certified Planners
- Member, American Planning Association (APA) & Wisconsin Chapter (APA-WI)
- Excellence in Planning Award for, "Village of Oregon Sign Code" – APA-WI Chapter, 2017
- American Institute of Certified Planners Outstanding Planning Student Award (2013)
- American Planning Association-Wisconsin Chapter Scholarship (2011-2013)



Scott Harrington, AICP

Principal Planner
Vandewalle & Associates



Scott Harrington is a Principal Planner and project manager at Vandewalle & Associates, contributing special expertise in the creation and implementation of urban redevelopment initiatives. For over 30 years, Scott has worked on the front lines in a number of cities in the Midwest, West and Southern U.S., including Florida where he prepared comprehensive plans and development codes under the state's strict growth management mandates. He is well versed in the complex processes of project management, community participation, and financing and negotiations required to craft and implement long-range planning and large-scale revitalization efforts. His ease among elected bodies and plan commissions and with public financing is second to none.

Given his diverse background, Scott leads and assists with a wide variety of projects at Vandewalle & Associates including everything from regional economic positioning initiatives, to municipal comprehensive plans and zoning regulations, to redevelopment strategies for downtowns, corridors and sites. Over the last several years in particular, much of Scott's work has been focused mid-sized and smaller central cities as well as older, first ring suburbs of major metropolitan areas, including Milwaukee, Chicago, and St. Louis. His clients include the Illinois cities of Moline, Rock Island, Galena, and Oak Park, and Wisconsin cities of Madison, Janesville, and Platteville in addition to Olivette, MO, and Fayetteville, NC.

With his Gulf Stream, FL, Design Manual, Scott received an Award of Merit from the American Society of Landscape Architects for his work in Urban Planning and Design. He also served as the firm's project

manager for the City of Madison East Washington Avenue Capitol Gateway Corridor Plan that received an award for Outstanding Urban Design from the Wisconsin Chapter of the American Planning Association in 2010.

Education

- M.U.P. Urban Planning
University of Michigan
Ann Arbor, Michigan
- B.S. Natural Resources
University of Michigan
Ann Arbor, Michigan

Professional Licenses, Registrations, and Memberships

Member, American Institute of Certified Planners

Member, Wisconsin and Illinois Chapters of the American Planning Association

Former Board Member, Orchard Ridge Neighborhood Association, Madison, WI

Former Member, Technical Advisory Committee to Legislature on Intergovernmental Coordination, Florida Department of Community Affairs

Former Board Member, Colorado Chapter of the American Planning Association

Presenter, "Preserving Neighborhood Character" American Planning Association National Conference (1996 and 2002)



Sam Wessel

Assistant Planner
Vandewalle & Associates



Sam's passion for traveling, architecture, ecology, and geography led him to choose a career in planning, where these interests come together in one place. A childhood of moving to new places, long road trips, and extensive time spent outdoors still influences him as he continues to learn as much as he can about every location he visits.

Having worked for the U.S. Fish and Wildlife Service and Wisconsin State Parks in visitor services, Sam enjoys talking to just about anyone who also enjoys learning about the world. As a graduate assistant at University of Wisconsin – Madison, Sam expanded upon his teaching experience by developing the plain language skills necessary to help the public understand complex ideas. He uses this experience to translate complex planning-related ideas to audiences with varied backgrounds. This concept was put into practice in his graduate capstone project that involved improving interpretive signage and accessibility at Pheasant Branch Conservancy in Middleton, WI.

At Vandewalle and Associates, he will be assisting with growth management projects such as zoning code rewrites, comprehensive plan updates, and map creation using GIS.

In his free time, Sam can be usually found participating in activities such as photography, mountain biking, hiking, waterskiing, snowmobiling, and most often, Brazilian Jiu Jitsu.

Education

- M.U.P. Urban Planning
University of Michigan
Ann Arbor, Michigan
- B.S. Natural Resources
University of Michigan
Ann Arbor, Michigan

Professional Memberships, Registrations, and Awards

- Member, American Planning Association
- Member, Strong Towns (Nonprofit advocacy group)
- Former Student Representative, American Planning Association- Wisconsin Executive Committee
- Former Student Representative, Wisconsin Student Planning Association



Susan Hansen

Creative Director/Marketing Communications
Vandewalle & Associates



Susan Hansen is a marketing communications specialist, focused on development of communication materials and concepts. Responsibilities at Vandewalle & Associates include finding marketing solutions for Vandewalle & Associates and our clients, as well as directing, designing and producing creative documents and marketing materials.

Susan has over fifteen years of advertising agency experience as copywriter, designer, and creative director, as well as related background in landscape architecture. She has worked to create selling concepts, marketing platforms, design, and copy tone for a wide range of clients. Susan has developed print materials, as well as radio, television, and video.

Brand creation is an area of particular interest in all of Susan's work, whether it's marketing, or communicating a "sense of place." In the past, she was responsible for helping create unique brand images for US companies Mercury Marine, Kohler, CUNA Mutual Group, Oscar Meyer, Rayovac, and Kraft, as well as international and overseas companies including Philips Medical Systems, HOPPE, and BBC Technologies.

Over the years at Vandewalle Susan has been involved with the countless marketing communications pieces including Madison Healthy City Initiative, the Park Street Partners Vision Project, Deforest Marketing,

Uptown Fitchburg, Racine RootWorks and Machinery Row vision development, Rifle River Town/Energy Village Opportunity Analysis, Milwaukee 7, Water Council, East Dundee Culinary District marketing, Pretzel City Kitchens marketing, logo and web site. She also develops infographics and vision graphics for a variety of uses.

Education

B.A.	Journalism University of Wisconsin Madison, Wisconsin
Minor studies	Graphic design University of Wisconsin – Madison University of Wisconsin - Milwaukee
In progress	Professional Landscape Architecture University of Wisconsin Madison, Wisconsin

Professional Memberships, Registrations, and Awards

Phi Beta Kappa
Student Chapter Member, American Society of Landscape Architects
Winner of 3 AAF Addy golds and 2 silvers (Madison, Milwaukee, and Fox Valley regions) for print and campaigns, and 2 Telly Awards for broadcast



Dan Eckberg

GIS Planner
Vandewalle & Associates



Dan Eckberg is a GIS Technician with Vandewalle & Associates and has the primary responsibilities of map creation; data acquisition, organization, and manipulation; and spatial data analysis.

Dan has experience with Environmental Systems Research Institute's (ESRI) ArcDesktop GIS software packages, including Python scripting, and utilizes this knowledge to effectively apply cartographic techniques to a range of planning projects. During his time with Vandewalle & Associates, Dan has worked on a variety of projects. These include identifying developable land for the Jefferson and Columbia County Farmland Preservation Plans, mapping natural hazards for the Grant County Hazard Mitigation Plan, evaluating bike trail routes for the Village of Oregon, analyzing demographics of food deserts in Freeport, Illinois, geo-coding survey results for several Madison development projects, designing and creating a database of potential Brownfield sites for the City of Janesville, creating and editing numerous comprehensive plan maps, and preparing the Official Zoning Maps for Shawano, Cross Plains, Portage, Whitewater, Fontana, East Troy, Prairie du Sac, and Marshfield, Wisconsin.

Dan has also worked extensively with school districts on conducting long range growth analyses, including managing all components of a growth study for the Monona Grove District. For this project, he met with representatives from all District municipalities, studied pertinent adopted Future Land Use Plans and historic population trends, and with the aid of GIS, projected and mapped anticipated quantities and locations of student growth in the District over for a 20 year period.

Prior to joining Vandewalle & Associates, Dan worked as a GIS research assistant at the Minnesota Population Center. His responsibilities included helping to update the National Historic Geographic Information System (NHGIS) by realigning digital United States census tract boundaries. Before that, Dan worked at East View Geospatial and held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, Minnesota. In the latter position, Dan helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.

Education

B.A. Geography – City Systems
Minor Geographic Information Systems
Magna cum laude
University of Minnesota
Minneapolis, Minnesota

Professional Memberships, Registrations, and Awards

Excellence in Planning Award for, "Madison Metropolitan School District Enrollment Projections: 2017-2037" – APA-WI Chapter, 2017

Excellence of Scholarship Award from the National Council for Geographic Education (2010)

Guest Lecturer (Applications of GIS in Planning) – University of Wisconsin-Madison, 2012

Phi Beta Kappa Honor Society



Elona Bartnick

Associate Urban Designer
Vandewalle & Associates



Elona Bartnick is an Associate Urban Designer involved in a broad range of projects at Vandewalle & Associates. She is skilled in the areas of site analysis, site planning and design, neighborhood design, landscape architecture, and graphic communication. These skills are utilized and communicated through computer graphics, CAD design, SketchUp modeling, GIS analysis, and hand illustration.

In her time at Vandewalle & Associates, Elona has contributed to a diverse range of projects, including assisting in land and development plans for mixed-use and traditional neighborhood projects. She has worked on a number of redevelopment and downtown master plans identifying areas that would benefit from reinvestment and revitalization and developing guidelines and site design for future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. Elona's landscape architecture experience focuses on design and construction documents for hardscape and planting plans for parks, streetscapes, naturalized areas, roadway planting schemes, riverfronts, and urban design elements.

Projects that Elona has been and continues to be involved in include: Grandview Commons Neighborhood in Madison, Wisconsin; Fitchburg Technology Campus in Fitchburg, Wisconsin; Brookfield, Wisconsin and Lake Geneva, Wisconsin Comprehensive Plans; Marshfield Zoning Ordinance; Harwood Heights, Illinois Streetscape; Ripon, Wisconsin Downtown Master Plan; Thrive-Madison Region and Quad Cities Region Assets and Opportunities Analysis; and Middleton, Racine, and Sturgeon Bay, Wisconsin; and Waterloo, Iowa Redevelopment and Implementation.

Education

B.S. Landscape Architecture
University of Wisconsin
Madison, Wisconsin

Professional Memberships, Registrations, and Awards

Associate, American Society of Landscape Architects
National and State Chapters

Comparable Projects

City of Oshkosh Zoning Code and Map

In accordance with recommendations in the Oshkosh Comprehensive Plan, Vandewalle & Associates facilitated a complete zoning code rewrite that addresses several key community priorities. Solutions involved a new land use and overlay district to address issues related to student housing and overcrowding; brand new building and site design standards based on land use; a flexible zoning district for UW-Oshkosh and other campuses within the City; and special riverfront design districts to facilitate high-quality infill and redevelopment along the Fox River.

Through this process, Vandewalle & Associates engaged in a complete rewrite of the Zoning Code and assisted the City in developing a brand-new zoning map. The new ordinance added a significant number of new zoning districts to fully address community character and provide the City with a finer degree of land use control. These new zoning districts related directly to the land use categories used in the City's Comprehensive Plan. All of the zoning districts were renamed to distinguish the new code from the previous code.

The project's combined Zoning Code and Map Open House was well-attended with all questions answered by Vandewalle & Associates and City staff. Public hearings were well-attended, with a strong interest in neighborhood stabilization and student housing solution efforts pursued by the City. The Code and Map were adopted by Common Council with an effective date of January 1, 2017.

Reference Contact Information

Darryn Burich, Planning Director
215 Church Avenue, Oshkosh, WI 54901
(920) 236-5059 • dburich@ci.oshkosh.wi.us

Status

Completed 2013-2016

Public Involvement

- Existing Zoning Ordinance Issues Identification Open House

- Draft Zoning Ordinance Open House and Draft Zoning Map Open House
- Zoning Committee Public Meetings
- Plan Commission Public Hearing on Draft Zoning Ordinance and Map

Geographic Area

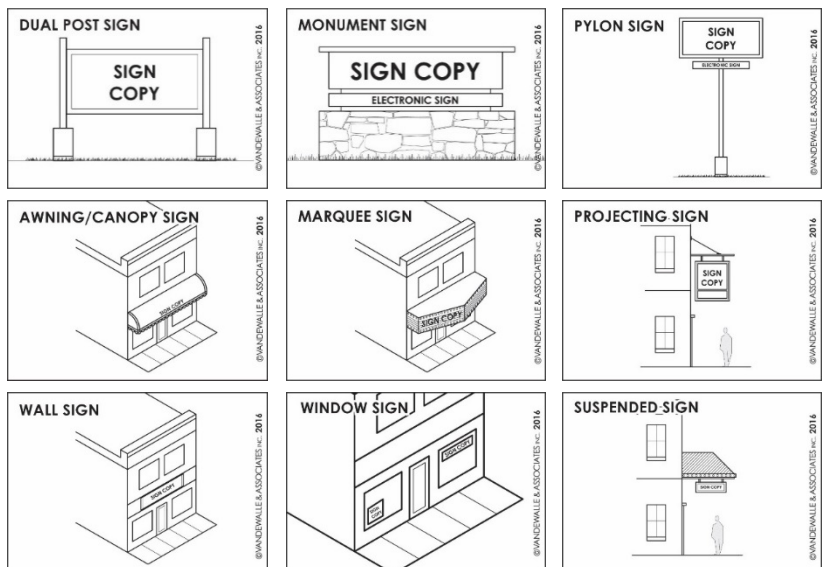
The City of Oshkosh is the County Seat of Winnebago County with an estimated 2015 population of 66,582.

Type of Development

The New Zoning Ordinance and Zoning Map affected all development within the City.

Hybrid Zoning Code

- Customized Building and Site Design Standards
- Campus Overlay District for UW-Oshkosh
- University Transition Overlay and Custom Room-mate Land Uses
- Riverfront Overlay and Riverfront Mixed Use Districts
- Downtown Design District
- Amendment for a Reed v Gilbert-compliant Sign Code
- Big Box Development Standards and Provisions for Vacant Buildings
- Point-Based Landscaping Requirements
- Large Lot and Small Lot Single Family District
- Provisions to Make Legal Non-Conforming Lots, Structures, and Sites Fully Legal





City of Watertown Zoning Code and Map

Vandewalle & Associates assisted the City of Watertown with writing a new Zoning Ordinance. This effort follows the 1996 Subdivision Ordinance also drafted by Vandewalle & Associates for the City.

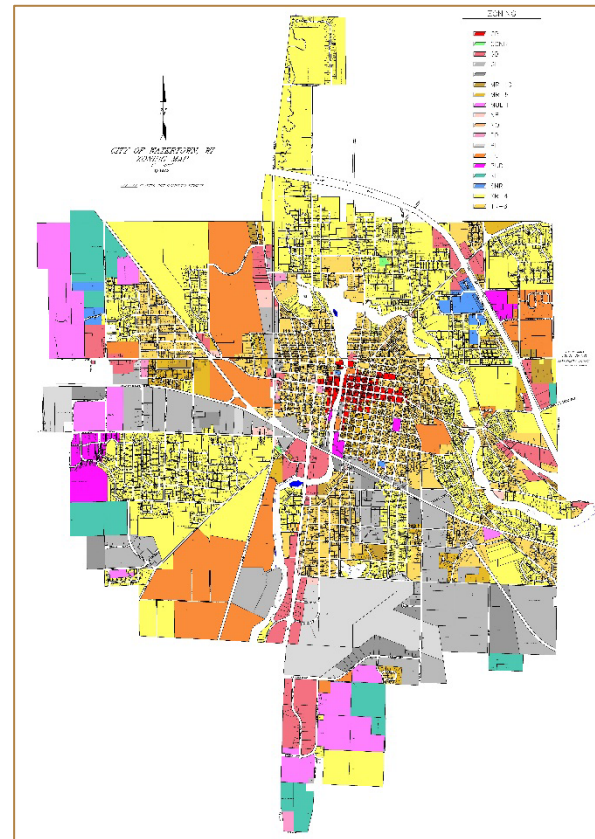
The ordinance is designed to provide the City with a comprehensive set of zoning districts needed to implement the recommendations of the City's smart growth comprehensive plan. Specifically, new zoning districts are provided to enable neighborhood office type development for several locations along busy streets in the City where transitions between the downtown and adjacent residential neighborhoods need to occur. A neighborhood business district was also developed to restrict the size of office and commercial uses in portions of the City where concerns about land use transitions and the protection of community character are important. New zoning districts for office park and high-quality retail and industrial areas were also developed.

The ordinance provides the City with a more comprehensive set of land use and design requirements for particular land uses. Vandewalle & Associates has found that the inclusion of these criteria in zoning ordinances results in much higher quality and better functioning developments, and greatly assists the petitioners in securing development approval from the community.

The ordinance also provides the community with more comprehensive standards for building aesthetics, landscaping, signage, exterior lighting, and nuisance control. Vandewalle & Associates has found ways to accomplish higher development standards while avoiding the creation of non-conforming uses, substandard lots, and non-compliant developments that can result from the adoption of a new zoning ordinance.

Reference Contact Information

John David, Mayor
106 Jones Street, Watertown, Wisconsin
(920) 262-4000 • johnd@cityofwatertown.org



Status

Completed 2002

Public Involvement

- Existing Zoning Ordinance Issues Identification Open House
- Draft Zoning Ordinance Open House and Draft Zoning Map Open House
- Plan Commission Public Meetings and Concluding Public Hearing at Common Council

Geographic Area

The City of Watertown is located in Jefferson and Dodge Counties and has an estimated 2015 population of 23,881.

Type of Development

The New Zoning Ordinance and Zoning Map affected all development within the City.

Hybrid Zoning Code

- Downtown Design Overlay Zoning District
- Point-Based Landscaping Requirements
- Environmental Protection Overlay Zoning Districts
- Exterior Construction Materials Standards

Village of Oregon Zoning Code and Map

The Village of Oregon's previous zoning code did not address the quality or character of new development, particularly for multi-family projects and projects in the North Main Street and South Janesville Street commercial corridors.

Vandewalle & Associates took on a full re-write of the zoning code and produced a brand new zoning map. This included new zoning districts that related directly to the land use categories used in the Village's Comprehensive Plan. All of the zoning districts were renamed to distinguish the new code from the previous code.

Vandewalle & Associates prepared a Zoning Code Evaluation memo, which identified key issues and concerns. These were vetted and verified at an Open House.

Zoning Ordinance and Zoning Map Open Houses were well-attended, with all questions answered by Vandewalle & Associates and Village staff. The code and map were adopted unanimously by Plan Commission and Village Board. Two public statements were made at the public hearing – both in favor of adoption.

Reference Contact Information

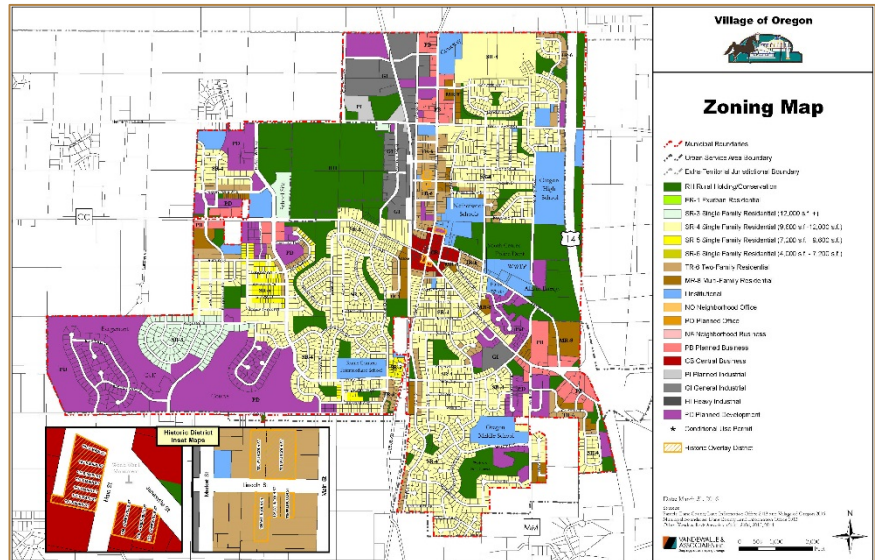
Mike Gracz, Village Administrator
117 Spring Street, Oregon, Wisconsin
(608) 835-3118 • MGracz@vil.oregon.wi.us

Status

Completed 2005-2006

Public Involvement

- Existing Zoning Ordinance Issues Identification Open House
- Draft Zoning District Open House
- Draft Zoning Ordinance Open House and Draft Zoning Map Open House
- Plan Commission Public Meetings and Concluding Public Hearing at Village Board



Geographic Area

The Village of Oregon is located in Dane County and has an estimated 2015 population of 10,250.

Type of Development

The new Zoning Ordinance and Zoning Map affected all development within the Village.

Hybrid Zoning Code

- Downtown Design Overlay District
- Big Box Development Standards
- Point-Based Landscaping Requirements
- Small Lot Single Family District
- Small Lot Single Family on Alleys District
- Amendment for a *Reed v. Gilbert*-compliant Sign Code adopted in June 2016
- Exterior Construction Materials Standards

City of Stoughton Zoning Code and Map

The City of Stoughton's previous zoning code did not address the quality or character of new development, and had poorly-written and incomplete procedures. Vandewalle & Associates prepared a Zoning Code Evaluation memo identifying key issues and concerns, which was vetted and verified at a public Open House. This event was well-attended, with Plan Commission, Common Council, and department heads all participating, in addition to the general public.

Vandewalle and Associates engaged in a full rewrite of the Zoning Code and produced a brand new Zoning Map. This included new zoning districts that related directly to the land use categories used in the City's Comprehensive Plan. All of the zoning districts were renamed to distinguish the new code from the previous code.

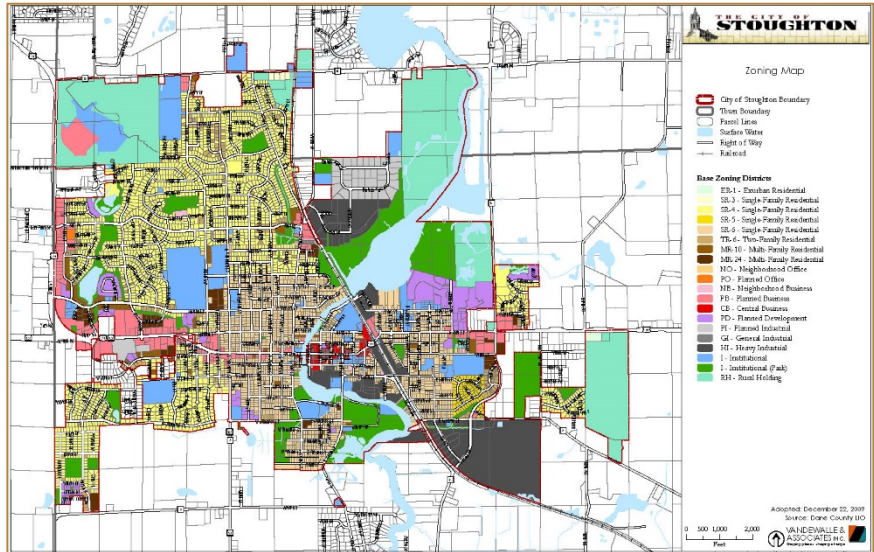
Both of the project's Zoning Ordinance and Zoning Map Open Houses were well-attended and all questions were answered effectively. The Zoning Code and Map were adopted unanimously by Plan Commission and Common Council. One public statement was made at the public hearing, and it was in favor of adoption.

Reference Contact Information

Rodney Scheel, Director of Planning
381 E. Main Street, Stoughton, Wisconsin
(608) 873-6619 • RJScheel@ci.stoughton.wi.us

Status

Completed – 2008-2009



Public Involvement

- Existing Zoning Ordinance Issues Identification Open House
- Focus Groups and Interviews with local development community, realtors, and lenders
- Draft Zoning Ordinance Open House and Draft Zoning Map Open House
- Zoning Committee Public Meetings and Concluding Public Hearing at Common Council

Geographic Area

The City of Stoughton is in Dane County and has an estimated 2015 population of 12,500.

Type of Development

The New Zoning Ordinance and Zoning Map affected all development within the City.

Hybrid Zoning Code

- Downtown Design Overlay District
- Big Box Development Standards
- Point-Based Landscaping Requirements
- Small Lot Single-Family District
- Small Lot Single-Family on Alleys District
- Local Historic Overlay District provisions for residential areas and downtown area
- Community Gateway and Entryway Overlay Zoning Districts
- Exterior Construction Materials Standards

City of Shawano Zoning Code and Map

Vandewalle & Associates prepared a Zoning Code Evaluation memo, which identified key issues and concerns, and which were vetted and verified at an Open House. The City's previous zoning code did not address the quality or character of new development, particularly for multi-family projects and projects in the downtown Main Street and Green Bay Road commercial corridors. Additionally, several very large vacant sites (40+ acres) were zoned for multi-family development.

Vandewalle & Associates took on a full rewrite of the Zoning Code and produced a brand new zoning map. The new ordinance added a significant number of new zoning districts to fully address community character. These new zoning districts related directly to the land use categories used in the City's Comprehensive Plan. All of the zoning districts were renamed to distinguish the new code from the previous code.

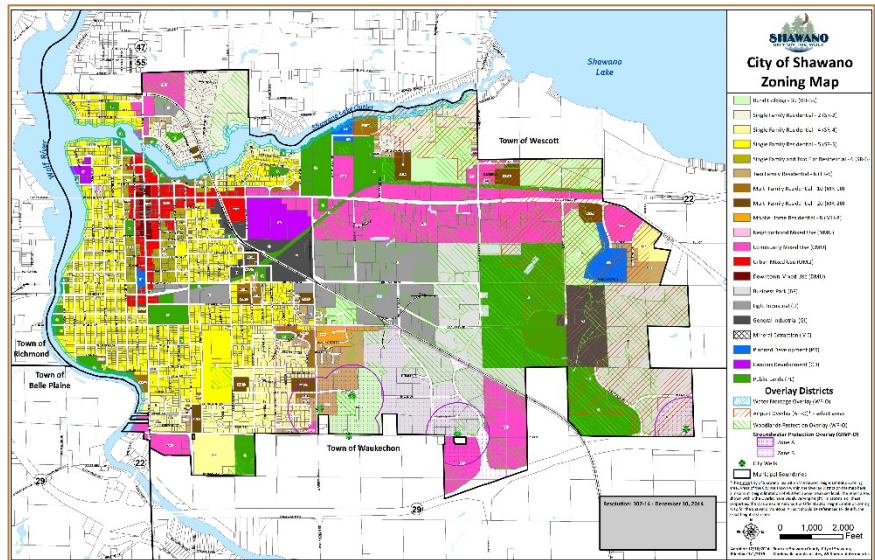
The project's Zoning Ordinance and Zoning Map Open Houses were well-attended with all questions answered by Vandewalle & Associates and City staff. Working with City staff and the City Attorney, Vandewalle & Associates fully responded to a difficult, last-minute, 12-page critique; this was accomplished by producing a point-by-point memo overnight. The Code and Map were adopted with a strong majority vote from both the Plan Commission and Common Council.

Reference Contact Information

Brian Knapp, Village Administrator
127 South Sawyer Street, Shawano, Wisconsin
(715) 526-6138 • bknapp@shawanonet.net

Status

Completed 2014-2015



Public Involvement

- Existing Zoning Ordinance Issues Identification Open House
- Draft Zoning Ordinance Open House and Draft Zoning Map Open House
- Zoning Committee Public Meetings and Concluding Public Hearing at Common Council

Geographic Area

The City of Shawano is a County Seat with an estimated 2015 population of 9,500. It is located in Shawano County.

Type of Development

The New Zoning Ordinance and Zoning Map affected all development within the City.

Hybrid Zoning Code

- Downtown Design Overlay District
- Big Box Development Standards and Grayfield Provisions for Vacant Buildings
- Point-Based Landscaping Requirements
- Large Lot and Small Lot Single Family District
- Provisions to Make Legal Non-Conforming Lots, Structures, and Sites Fully Legal
- Exterior Construction Materials Standards
- Amendment for a *Reed v Gilbert*-compliant Sign Code forthcoming

Current and Previous Municipal, County, or other Local Government Agency Clients

Vandewalle & Associates has been serving the Upper Midwest and Great Lakes Regions since 1976. The firm has worked for hundreds of municipalities during that period. In a typical year, we work on about one-hundred projects, and provide consulting planning advice to another fifty municipalities on general (non-project) consulting planning work.

Our company web site is extensive. Please see www.vandewalle.com.

Vandewalle & Associates has performed zoning ordinance and mapping services for the following list of local government clients under contract in a consulting role. Italics font indicates local governments we serve (or served before in-house staff was hired) as the on-call community planning consultant. References are available upon request.

Zoning Ordinance Projects 2007-2017

• City of Monroe, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	In Process
• City of Oshkosh, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	Adopted 2016
• <i>City of Shawano, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2014
• <i>Village of Cross Plains, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2014
• City of Marshfield, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	Adopted 2013
• <i>Village of Fontana, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2012
• <i>Village of Williams Bay, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2012
• <i>Village of East Troy, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2011
• City of Whitewater, Wisconsin	Strategic Zoning Code & Map Amendments	Adopted 2011
• City of Portage, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	Adopted 2009
• City of Stoughton, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	Adopted 2009
• Lee County, Illinois	Full Zoning Code Rewrite & New Zoning Map	Adopted 2008
• <i>Village of Mt. Horeb, Wisconsin</i>	Strategic Zoning Code & Map Amendments	Adopted 2007
• <i>Village of Oregon, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2007
• City of Belvidere, Illinois	Full Zoning Code Rewrite & New Zoning Map	Adopted 2007
• <i>Village of Johnson Creek, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2002
• <i>City of Watertown, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 2002
• <i>City of Lake Geneva, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1997
• <i>City of Edgerton, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1997
• City of Sheboygan, Wisconsin	Full Zoning Code Rewrite & New Zoning Map	Adopted 1996
• <i>City of Verona, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1996
• <i>City of Oconomowoc, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1996
• <i>City of Delavan, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1996
• <i>City of Sun Prairie, Wisconsin</i>	Full Zoning Code Rewrite & New Zoning Map	Adopted 1989

Sample Code Documents

Sample Code Documents

We have included PDF copies of the following sample documents on our submittal CD. You may also review these documents at the links provided.

❑ **City of Oshkosh Zoning Ordinance**

Zoning Ordinance: http://www.ci.oshkosh.wi.us/community_development/planning_services/zoning_ordinance.asp

❑ **Village of Oregon Zoning Ordinance and Sign Code**

Zoning Ordinance: http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Chapter_17_Zoning_Code_3-8-13_a.pdf

Sign Code: http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Sign_Ordinance_-_updated_091216.pdf

Zoning Map: http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Oregon_Zoning_-_2014_Update_-_Historic_District_Overlay.pdf

❑ **City of Shawano Zoning Ordinance**

Zoning Ordinance: <http://www.cityofshawano.com/DocumentCenter/Home/View/102>

Zoning Map: <http://www.cityofshawano.com/DocumentCenter/Home/View/101>

❑ **City of Watertown Zoning Code**

<https://www.ecode360.com/29264101>

Budget Proposal

Fee Schedule

Vandewalle & Associates is focused on providing the City with a project that delivers excellent value. This will be accomplished through expert project management and reliance on City staff to complete appropriate tasks. Vandewalle & Associates will be responsible for payment of any and all charges resulting from the contract.

The proposed project budget provides estimates for each task and an overall cost proposal.

While the actual cost of individual tasks may ultimately be more or less than the amounts presented in this proposed budget, the total project cost for completing the work described in the Scope of Services will not exceed the total amount represented in the proposed budget.

Tasks beyond those identified in the final contract will be completed through a Work Order and billed on a time and materials basis.

Billing rates by position and charges for other items are listed on the Fee Schedule below.

Contingency Funding

In our long experience with zoning ordinances re-writes, occasionally unexpected issues will arise – such as turnover of key project staff or on the common council, change in state or federal legislation, or emergence of new case law. In some cases, these issues impact the project schedule and may result in a need for to adjust or expand the project scope (additional meetings, additional drafts, etc.) Although we are confident that we can complete the tasks included in our scope of services at or below the budget included in this proposal under a not-to-exceed contract, it is good to know that the City has additional funds available to accommodate circumstances that the City could not have anticipated. We recommend holding the budgeted funding amount to provide source of contingency funds in case one or more of such issues arise during the course of the project.

2017 Billing Rates			
Principal	\$160 to \$220	Other Charges: Invoice charges to the client consist of (1) Professional fees rendered at current billing rates, (2) Reimbursable expenses billed at cost multiplied by 1.1, excepting some in-house charges and travel, and. (3) Technology/Software expenses billed at \$50/month.	
Associate	\$90 to \$120		
Assistant	\$75 to \$85		
GIS Technician/Specialist	\$75 to \$85	Expense	Cost
Communications Specialist	\$60 to \$120	Mileage	IRS Rate
Project Assistant	\$50 to \$65	Printing and Postage	Cost plus 10%

City of De Pere Zoning Code Rewrite Project Cost Estimate		Team Members and Billing Rates							16.e	
		\$185	\$185	\$95	\$75	\$85	\$100	\$65		
		Mike Slavney Principal-in-Charge	E. Scott Harrington Principal Planner	Jackie Mich Project Manager	Sam Wessel Assistant Planner	Dan Eckberg GIS Planner	Elona Barnick Associate Designer	Nicole Anderson Project Assistant	Expenses	Total
A. Public Participation Plan										\$945
Task A-1	Public Participation Plan	1		2						\$375
Task A-2	Provide Content for Project Website			6						\$570
B. Project Orientation										\$4,540
Task B-1	Review Relevant City Plans and Documents	6		4	4					\$1,790
Task B-2	Project Orientation Meeting	7		8	4			2	\$ 265	\$2,750
C. Issues Identification										\$13,110
Task C-1	City Tour, Focus Group Meetings, and Stakeholder Interviews	10		12	10			2	\$ 265	\$4,135
Task C-2	Public Workshop on Issues Identification	8		14	4			2	\$ 265	\$3,505
Task C-3	Online Questionnaire on Issues Identification			4	14			40	\$ 50	\$4,080
Task C-4	Issues Identification Memo	2		6	6					\$1,390
D. Diagnostic Review and Solutions										\$9,580
Task D-1	Zoning Code Diagnostic Review Memo	4	2	4	8					\$2,090
Task D-2	Recommended Solutions Memo	4	2	4	8					\$2,090
Task D-3	Plan Commission Meeting to Present Memos and Preliminary Solutions	7		6	2				\$ 265	\$2,280
Task D-4	Monthly Progress Reports (up to 12)	2		10	24					\$3,120
E. Annotated Outline										\$6,095
Task E-1	Policy Questions Decision Guide	6		6	12					\$2,580
Task E-2	Annotated Outline of Zoning Code	1			4					\$485
Task E-3	Staff Conference Call to Review Annotated Outline of Zoning Code	2		2						\$560
Task E-4	Plan Commission Meeting to Review Policy Questions & Outline	7		8	2				\$ 265	\$2,470
F. Discussion Draft Zoning Code										\$37,610
Task F-1	Part 1 of Discussion Draft Zoning Code (Draft #1: Districts, Bulk Regulations, Landscaping)	10	2	12	50		16	6	\$ 50	\$9,150
Task F-2	Part 2 of Discussion Draft Zoning Code (Draft #1: All Remaining Chapters)	10		10	20		10		\$ 50	\$5,350
Task F-3	Staff Conference Calls to Review Discussion Draft Zoning Code (6)	12		12	12					\$4,260
Task F-4	Revised Discussion Draft Zoning Code (Draft #2)	8		4	18		8		\$ 25	\$4,035
Task F-5	Plan Commission Meetings to Review Discussion Draft Zoning Code (2)	14		16	4			2	\$ 530	\$5,070
Task F-6	Revised Discussion Draft Zoning Code (Draft #3)	2		2	8		2		\$ 25	\$1,385
Task F-7	Map/Graphic Highlighting Potential Nonconforming Situations	4		4	16		2			\$2,520
Task F-8	Matrix of New Elements of Draft Ordinance	4		4	4					\$1,420
Task F-9	Public Open House on Discussion Draft Zoning Code	8		8	2			2	\$ 310	\$2,830
Task F-10	Revised Discussion Draft Zoning Code (Draft #4 for Open House)	2		2	8		2	2	\$ 100	\$1,590
G. Discussion Draft Citywide Zoning Map										\$13,550
Task G-1	Half-Day Mapping Workshop with City Staff	9		10	2	2			\$ 300	\$3,235
Task G-2	Discussion Draft Citywide Zoning Map (Map Draft #1)	1		2		40				\$3,775
Task G-3	Plan Commission Meeting to Review Discussion Draft Citywide Zoning Map	7		8		2		2	\$ 300	\$2,655
Task G-4	Revised Discussion Draft Citywide Zoning Map (Map Draft #2 for Open House)	1			2	8				\$1,015
Task G-5	Public Open House on Discussion Draft Zoning Code and Citywide Zoning Map	8		8	2			2	\$ 350	\$2,870
H. Public Hearing Draft Zoning Code and Citywide Map										\$3,070
Task H-1	Public Hearing Draft Zoning Code	2		2	6				\$ 25	\$1,035
Task H-2	Public Hearing Draft Citywide Zoning Map				2	4			\$ 10	\$500
Task H-3	Executive Summary	1		2	4					\$675
Task H-4	Recommended Comprehensive Plan and Other Code Changes Memorandum	2		2	4					\$860
I. Public Hearings, Revisions, & Final Adoption										\$10,395
Task I-1	Plan Commission Public Hearing on Zoning Code	8		8	2				\$ 265	\$2,655
Task I-2	Revised Zoning Code (Post Public Hearing)			2						\$190
Task I-3	Common Council Meeting to Adopt Zoning Code	7		6	1			1	\$ 265	\$2,270
Task I-4	Plan Commission Public Hearing on Zoning Map	8		8	2				\$ 300	\$2,690
Task I-5	Revised Citywide Zoning Map (Post Public Hearing)			2		2				\$360
Task I-6	Common Council Meeting to Adopt Zoning Map	7		6				1	\$ 300	\$2,230
J. Zoning Code Implementation										\$3,040
Task J-1	Final Zoning Code and Citywide Zoning Map			2		2		6	\$ 100	\$850
Task J-2	Zoning Ordinance Reference Guide	2		2	8		8	2	\$ 100	\$2,190
Task J-3	Staff Training Seminar and Communication Materials	Complimentary								\$0
Task J-4	Ongoing Administrative Support	Complimentary								\$0
Total Hours by Position & Estimated Project Cost		204	6	240	279	60	48	72		

MADISON: 120 E. Lakeside St. • Madison, WI 53715 • 608-255-3988
MILWAUKEE: 247 W. Freshwater Way • Suite 530 • Milwaukee, WI 53204 • 414-988-8631



Shana Ledvina

From: Kirk Bishop <kirk@duncanassociates.com>
Sent: Wednesday, January 24, 2018 11:13 AM
To: Peter Schleinz
Cc: Leslie Oberholtzer
Subject: RE: City of De Pere Zoning Code RFP Response: A couple of extra questions for Duncan Associates

Good morning, Peter. Great to meet you all yesterday. We enjoyed our talk and the opportunity to get to know De Pere a little better.

Here's our responses to the follow-up questions you posed. Just let me know if you need additional information or have further questions.

Thanks again.

-Kirk

1. **Regarding the final code product and the use of MuniCode:** When we talked about format options for the Code and the use of digital codes, the use of a program(s) other than MuniCode was referenced. If your team was told that the final product must work within the limitations of MuniCode, how would that change the dynamic and final product that you are desiring to create for us? Are there simple expansions to MuniCode that we may not be aware of? Would you go in a different direction with the project and what would that direction be?

We did not mean to imply that we objected to or could not work within the limitations of Municode. I would say a majority of our clients use Municode, and we have had no issues in delivering a product that can be seamlessly imported into their program. We merely wanted to offer an early "heads-up" that some of the document design and graphic features the city is looking for in the new ordinance might lose some of the layout/graphic design features and "flash" when presented in Municode's standard format. Municode does offer some "add-on" products that improve the presentation of zoning- and planning-related information, and there are other options available as well. The bottom line is that we should plan on discussing page format, document layout, native software, future codification plans/options and similar issues as the project gets underway. Those discussions will inform our work but not materially change our approach.

2. **Regarding time spent in De Pere for meetings:** Your presentation included conversation about how and when you would personally be attending Plan Commission and/or Council meetings, etc. General times appear obvious from your RFP response, however, if you were asked to tighten up the proposed times, or phases, when consultant appearances would be made in De Pere for meetings, what could you tell or estimate for us?

We anticipate at least 10 visits to De Pere over the course of the project. Our early sense of how these visits might play out is summarized in the following, but we are always flexible on the timing and purpose of visits and will work with you throughout the project to ensure maximum value and efficiency.

- a. **No.1 / Project Kick-Off:** Once we have collected base information and reviewed current plans, we'll have our kick-off meeting visit. During this visit we typically meet with staff and the project work group, conduct field reconnaissance, and hold stakeholder listening sessions. If staff suggests, we can also do an initial project introduction for city officials.

- b. **No. 2/ Diagnosis Visit:** Our second anticipated visit would occur approximately 6 weeks after the project kick-off. The primary purpose of this visit would be discuss the task 1.6 diagnosis memo with the working group. At this time, we may hold follow-up discussions with key stakeholders and city officials.
- c. **No. 3/ Public Workshop Visit:** Depending on the agreed-upon project direction , it may be wise to conduct a community workshop following visit No. 2. We will decide upon the need for and discuss the format of this workshop during the diagnosis visit (this visit was not identified in the proposal timeline).
- d. **Nos. 4, 5 and 6 / Initial Draft Zoning Ordinance and Map Visits:** The timeline in our proposal showed only one visit here. Upon reflection however, delivery of the code in modules will necessitate three separate visits during the initial draft phase.
- e. **No. 7 / Public Review Draft Visit:** Upon completion of revisions to the initial draft ordinance and map, we will visit De Pere to present the public review draft to the project work group and staff. At this time, we may also present to city officials and small key stakeholder focus groups (developers, neighborhood folks, business owners, etc.).
- f. **No. 8 / Public Outreach Meeting/Open House:** During this visit, we will present the Public Review draft to the general public in a community meeting or open house (format to be determined).
- g. **Nos. 9 and 10 / Adoption Hearing Visits:** During these visits, we will present the proposed ordinance and map in public hearings (these meetings were not expressly identified in the proposal timeline.)

Kirk Bishop | Duncan Associates | 116 W Illinois Suite 700 | Chicago IL 60654 | 312 527 2500

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From: Peter Schleinz [mailto:pschleinz@mail.de-pere.org]
Sent: Tuesday, January 23, 2018 5:40 PM
To: Kirk Bishop <kirk@duncanassociates.com>
Subject: City of De Pere Zoning Code RFP Response: A couple of extra questions for Duncan Associates

Good evening, Kirk (and Leslie)—

Thank you for offering to spend this afternoon at the City's in-person interviews related to the rewrite of the De Pere Zoning Code. The City was fortunate to have interviewed two highly qualified consultant candidates, yours included. Before we make a final decision, we were hoping that you could answer a question or two for us that came up after you left the De Pere City Hall:

1. **Regarding the final code product and the use of MuniCode:** When we talked about format options for the Code and the use of digital codes, the use of a program(s) other than MuniCode was referenced. If your team was told that the final product must work within the limitations of MuniCode, how would that change the dynamic and final product that you are desiring to create for us? Are there simple expansions to MuniCode that we may not be aware of? Would you go in a different direction with the project and what would that direction be?

2. **Regarding time spent in De Pere for meetings:** Your presentation included conversation about how and when you would personally be attending Plan Commission and/or Council meetings, etc. General times appear obvious from your RFP response, however, if you were asked to tighten up the proposed times, or phases, when consultant appearances would be made in De Pere for meetings, what could you tell or estimate for us?

As we mentioned prior to your interview, there are no wrong answers and we are always looking for your ideas, more so than having you guess what we want. Many thanks for offering answers to the above supplemental questions.

Peter Schleinz

City Planner / Zoning Administrator

City of De Pere
335 S. Broadway ST
De Pere, WI 54115

(920) 339-4043 pschleinz@mail.de-pere.org

Shana Ledvina

From: Arista Strungys <astrungy@camiros.com>
Sent: Thursday, January 25, 2018 8:45 AM
To: Peter Schleinz
Subject: Fwd: City of De Pere Zoning Code RFP Response: A couple of extra questions for Camiros

Hi Peter

Sorry these didn't go through the first time.

Arista

Arista Strungys, AICP, PP
 Principal Consultant
 Camiros, Ltd.
 411 S Wells
 Chicago, IL 60607
 Direct: 312.879.9515
 Main: 312.922.9211 ext. 222

Begin forwarded message:

From: Arista Strungys <astrungy@camiros.com>
Subject: Re: City of De Pere Zoning Code RFP Response: A couple of extra questions for Camiros
Date: January 23, 2018 at 6:20:46 PM CST
Cc: "astrungys@camiros.com" <astrungys@camiros.com>

Hi Peter -

See responses below.
 It was great to meet with all of you yesterday.

Arista

Typos courtesy of my iPhone

1. **Regarding the final code product and the use of MuniCode:** When we talked about format options for the Code and the use of digital codes, the use of a program(s) other than MuniCode was referenced. If your team was told that the final product must work within the limitations of MuniCode, how would that change the dynamic and final product that you are desiring to create for us? Are there simple expansions to MuniCode that we may not be aware of? Would you go in a different direction with the project and what would that direction be?

I am confident that we can work entirely in MuniCode.

Once we establish a printed format for the Code early on, we can get in touch with your contact at MuniCode to establish what they need. We can create a MuniCode acceptable format for posting that plays nice with a colorful engaging format for print.

2. **Regarding time spent in De Pere for meetings:** Your presentation included conversation about how and when you would personally be attending Plan Commission and/or Council meetings, etc. General times appear obvious from your RFP response, however, if you were asked to tighten up the proposed times, or phases, when consultant appearances would be made in De Pere for meetings, what could you tell or estimate for us?

I am finishing up a job out of town right now but I wanted to respond to this as well. As a Midwest firm it's easy for us to be available for meetings. However if we were able to determine a start date and a general schedule, we can use Commission and Council yearly schedules to firm up due dates and review/update times with them. Knowing in advance the schedule of the official bodies helps me to reserve time for them if needed.

Please let me know if you need any further information or if you have any additional questions.

Arista

City of De Pere, Wisconsin**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: Finance Department

FROM: Joe Zegers

SUBJECT: Consideration of Subsequent OPEB Valuation Contract from Key Benefit Concepts*

ATTACHMENTS:

- 2017-2018 OPEB Study (DOCX)
- Subsequent OPEB Valuation (PDF)
- 201802081426 (PDF)

To: Honorable Mayor and Members of Finance Committee
 From: Joe Zegers, Finance Director
 Date: February 8, 2018
 Subject: Approval of Subsequent OPEB Valuation Contract from Key Benefit Concepts

I have attached the contract from Key Benefits, LLC for the Other Post Employment Benefit (OPEB) liability study for the City of De Pere. The study is required to be included in the City's audited financial statements for December 31, 2017 to comply with recent Governmental Accounting Standards Board (GASB) pronouncements 74 and 75 which supplement prior pronouncements 43 & 45 in the December 31st, 2014 financial statements. As you may recall the auditors noted this requirement on page 13 of the December 31, 2016 Management Communications letter which is attached to this memo.

I am recommending the approval of the Key Benefits, LLC contract pending City Attorney review so we can timely include this information in the City's December 31, 2017 Annual Financial Report. The City's health fund would pay for the valuation as it did in 2015. For your information Key Benefits, LLC had the lowest bid for this service in April 2015 for compliance with OPEB pronouncements 43 and 45 as noted as follows.

Key Benefit Concepts, LLC	\$3,200
Actuarial & Health Care Solutions	\$3,750
Milliman	\$10,000

Due to the competitive quote of \$3,300 for their services for GASB 74 & 75 compliance, I am recommending your approval of their attached contract. Feel free to contact me if you have any questions and I will also be at the Finance meeting on Tuesday February 13th.

Subsequent OPEB Valuation for the City of De Pere

Previous Study

Key Benefit Concepts completed an actuarial liability study for the City of De Pere in July 2015. The study had a valuation date of January 1, 2014. We provided a standard detailed valuation of Other Post-Employment Benefits (OPEB) liability. The City has modified the post-employment benefits since the last valuation. Based upon the modified benefits as illustrated on page 6 in the summary of benefits, we anticipate our fee for an update detailed valuation to be \$ 3,300.

If the City wishes to have an updated study at this time, please sign and return the attached acceptance form and we will begin a subsequent liability study upon acceptance.

If further changes beyond those already noted on page 6 have been made to your City's post employment benefits, and the City is interested in an updated study at this time, please sign the attached acceptance as well as send us the modified benefits. We will review the changes and reply with modifications to our fees, if needed, based upon the noted benefit changes.

New Study

Subsequent studies may be more complex than initial studies and require more work than merely updating terminated employees and new hires. The retirement, termination and addition of employees can change the demographics of a group (i.e. average age and years of service, average age of medical plan participant). These demographics are critical in the calculation of the liabilities, particularly in that of the implicit rate subsidy. In other words, when performing a subsequent study, regardless if it is the actuary that performed the prior valuation or some other actuary, calculation of the liabilities is performed as of the new valuation date, based upon the actives and retirees of the City as of this new valuation date and their associated demographics. So, in this regard, it is as if we are performing an initial study all over again.

New GASB Statements

GASB Statements 74 and 75 will be replacing GASB Statements 43 and 45. However, this transition does not occur until the time period as noted below:

GASB 74 – Effective for fiscal years beginning after 6/15/2016 – applies to the City's plan year beginning 1/1/2017 (Financial Reporting for OPEB Plans administered through trusts or equivalent arrangements **AND** for governments that hold assets accumulated for purposes of providing OPEB through OPEB plans not administered through trust or equivalent arrangements)

GASB 75 – Effective for fiscal years beginning after 6/15/2017– applies to the City's plan year beginning 1/1/18 (Accounting and Financial Reporting for OPEB provided through OPEB plans that are administered through trusts or equivalent arrangements **AND** for OPEB provided through OPEB plans not administered through trusts or equivalent arrangements)

KBC is well aware of the changes and has been coordinating the transition of the valuation process and services as well as the accounting with the public entities and their auditors.

City Funding

Via emails from the City on February 1, 2018, the City is funding benefits as follows:

- OPEB: pay-as-you-go basis from general assets (i.e., the City is **not** funding its OPEB benefit via an irrevocable trust or account).

With recent changes in GASB guidelines, it is important to note that this proposal for a new valuation is based upon this City Funding approach.

Proposed Valuation

This proposal is for a valuation of the OPEB (GASB 74/75) benefits based upon compliance with the new GASB Statements.

The proposal assumes the following:

- Valuation Date: 12/31/2016
- Measurement Date: 12/31/2017 (**roll forward**)
- Reporting Date: 12/31/2017

Fees: The fee for services is expected to be no greater than the fee shown. These fees are based upon the City's funding method noted above. Should the City be using a different funding method than as noted herein, the fees for services are not valid and a new proposal is required.

Subsequent Actuarial Valuation Fee	
	Fee
Standard OPEB Valuation	
• Paid by Debit/Credit Card (including processing fee) *	\$ 3,399
• Discounted fee if paid by cash or ACH Transfer	\$ 3,300
Visit to City to Present Updated Report	\$ 350

**KBC now offers the option of paying the fee by debit or credit card. The difference in the fee is the processing service cost. There is a discounted fee for payment by check or ACH transfer as noted.*

Fees noted in this proposal are valid if accepted by March 30, 2018.

Subsequent studies and alterations are not included in the above noted fee.

Because of the importance of oral and written representations to an effective agreement, The City hereby releases KBC and its current, former or future owners, agents, employees and personnel from any and all claims, liabilities, costs and expenses attributable to a misrepresentation by the City or its management. Further, the City understands and agrees to the valuation according to the following process and outcomes:

The calculations of cost and liabilities illustrated will be determined according to generally accepted actuarial principles and standards. Specific assumptions and actuarial methodology for the study will be defined within the report. Each material assumption will be, in the actuaries' opinion, individually reasonable and falls within the best estimate range, taking into account past experience and reasonable future expectations, and is consistent with each other material assumption. Given that actual experience may vary from the actuarial assumptions projected, developing liabilities and costs may differ from those estimated in the report. Furthermore, in the event of any inaccuracies in the information or data provided, upon which these calculations were based, revisions may be needed. Fees associated with such revisions are not within the scope of this project. Additional fees will be determined and approved by the City before revisions are made.

The valuation will be prepared in full compliance with the American Academy of Actuaries "Code of Professional Conduct" Precept 7 regarding conflict of interest. The actuaries certifying the valuation meet the qualifications of the American Academy of Actuaries required to provide the actuarial opinion detailed in this report.

The valuation and report will be prepared solely for the purposes of providing information required by The Government Accounting Standards Board (GASB) for the City's financial reporting. KBC assumes neither responsibility nor any liability for use of this report for any other purposes.

Therefore, if the above services and guidelines are met, neither KBC nor its current, former or future owners, agents, employees and personnel shall be liable to the City, whether a claim be in tort, contract or otherwise, for any amount in excess of the total professional fees paid by the City under this agreement.

Review and Report: Our fees include a telephonic review of the draft report and preparation of an electronic version of the report and up to two hard copies of the final valuation report, if requested.

City Visit: Many government entities do not require a presentation with the subsequent study. Thus, the subsequent valuation does not include a visit to the City to present the finalized report. However, this service is available at an additional cost. Please contact us if you should like a presentation.

Invoicing: Statements for work completed will be invoiced when a draft valuation is provided to the City. Payment is due upon receipt. Subsequent invoices will be sent if additional services are requested.

Proposal Acceptance

If the City wishes to have an updated study at this time:

- Please sign and return the attached acceptance form and we will begin a subsequent liability study upon acceptance.

If further changes have been made to your City's post employment benefits, and the City is interested in an updated study at this time:

- Please sign the attached acceptance as noted and make the changes on the benefit summaries.
- We will review the changes and reply with modifications to our fees, if needed, based upon the noted benefit changes.

Acceptance for a Subsequent Actuarial Liability Study

This forms an agreement between the City of De Pere and Key Benefit Concepts, LLC.

Standard Valuation including OPEB:

The City accepts KBC's proposal to perform a subsequent Actuarial Valuation.

Please check the appropriate boxes:

The City's medical plan is:

- ☐ Fully Insured
☐ Self-funded

The City's benefits are funded through:

OPEB ☐ General Assets ☐ Irrevocable Trust

If response does not agree with notes on page 2, fee will change.

Please check one box below:

- ☐ The Post Employment Benefit Summaries as provided in this proposal, accurately and completely reflect the current retirement benefits offered by the City.
- ☐ Modifications were made to the City's post-employment benefits beyond those already noted in the Post-Employment Benefit Summary. These additional modifications have been noted as illustrated on page 6. The Post-Employment Benefit Summary **with** the noted changes accurately and completely reflects the retirement benefits currently offered by the City.

Disclaimer

- Upon receipt of the eligibility and post employment benefit data required for valuation, should we find that eligibility and/or benefits are significantly different than outlined in this proposal, KBC reserves the right to revise our proposal and the associated fees for the study.
- **To avoid additional charges, please make sure the benefit summaries provided are correct.** Upon review of the draft report should further modifications be required beyond those noted in the summary with the acceptance, wherein the calculated liabilities are affected, additional fees will be charged. These fees will be based upon the additional time required to recalculate the liabilities. With the inclusion of the additional fee, the total due may exceed the fee noted in this proposal.

City of De Pere

Joseph G. Zegers, Finance Director

Date

Facsimiles of acceptance signatures shall be as valid as the original signatures.

City of De Pere

Post-Employment Benefit Summary

All City Employees

Eligibility	OPEB
Upon retirement	<u>Medical Insurance</u> (Implicit Rate Subsidy Only): Retirees may choose to remain on the City's medical plan provided that they pay 102%* (COBRA rates) of the active premium rate or Medicare Supplement plan rate. The retiree contribution increases to 132% of the active premium equivalent rate or Medicare Supplement plan rate effective 1/1/15.

Note: The City has a high deductible health plan and provides active employees with HRA contributions up to \$1,000 single/ \$2,000 Employee + One/ \$ 2,000 family provided they participate in the health assessment. If they do not participate in the health assessment, they do not receive as much in HRA contributions. Retirees are not eligible for these HRA contributions.

The city will provide census and claims information by the following classifications and the related obligations will be broken out in the same manner:

- a. All Active
- b. Active (without retirees)
- c. Retirees less than 65 + COBRA
- d. Retirees greater than 65 + COBRA

2. Accounting and Reporting for Other Post-Employment Benefits

In June 2015, the Governmental Accounting Standards Board (GASB) issued two new pronouncements relating to other post-employment benefits (OPEB). GASB Statement No. 74, Financial Reporting for Post-employment Benefit Plans Other than Pension Plans and GASB Statement No. 75, Accounting and Financial Reporting for Post-employment Benefits Other than Pensions significantly change the accounting and financial reporting of post-employment benefits that was established in GASB Statement Nos. 43 and 45. The primary purpose of these Statements is to improve accounting and financial reporting of OPEB obligations and enhance transparency of OPEB related information in your financial statements similar to how GASB Statements Nos. 67 and 68 were designed.

Currently, governments report a liability related to other post-employment liabilities for the unfunded portion of the annual required contribution, which includes an amortization of the Unfunded Actuarial Liability (UAL) over an open period of time, not to exceed 30 years. Upon implementing the new standards, the City will recognize the difference between total OPEB liability and any plan assets (net OPEB liability) in the government-wide and proprietary financial statements, often resulting in a significant increase in the OPEB liability reported in your financial statements. The new standards also require that the entry age normal cost method be used to determine the liability, deferred inflows and outflows of resources to be reported for changes in economic and demographic assumptions and differences between expected and actual experience, and additional note disclosures and schedules.

The new standards are effective for financial statements for OPEB plans for fiscal years beginning after June 15, 2016 and for employers for fiscal years beginning after June 15, 2017. We recommend that the City evaluate impact of the new standards with your actuary, and determine an implementation strategy to minimize your costs while ensuring adequate communication of the impact of these changes will have on your financial statements. As you develop your implementation strategy, you should evaluate the following:

- Do you anticipate any changes in benefits? If yes, you should approve benefit changes prior to implementation, as any changes in benefits in the future are treated as a current year activity.
- What is your valuation measurement date? You can roll back to a valuation date 12 months prior to year end, allowing you to complete your actuarial valuation prior to year end or you can roll forward to your reporting date, requiring your actuarial valuation to be completed after year end but before you anticipate issuance of your financial statements.

MANAGEMENT'S RESPONSE: The City's Human Resources and Finance departments will evaluate the new standards with a contracted actuary to assure the new pronouncements for its OPEB liability to be included in the City's December 31st 2017 financial statements.

City of De Pere, Wisconsin

**Request For Finance/Personnel Committee Action**

MEETING DATE: February 13, 2018

DEPARTMENT: City Attorney

FROM: Judith Schmidt-Lehman

SUBJECT: Discuss collective bargaining strategies for police and fire union contract negotiations and authorize the Human Resources Director, Department representatives and City Attorney to comprise the City's bargaining Teams.*
