



### **Education**

Bachelor of Science, Loyola University

Masters of Public Administration,  
Illinois Institute of Technology

### **Boards and Commissions**

Executive Committee Du Page County  
Community Development Commission

Du Page County HOME  
Advisory Group

### **Memberships**

Urban Land Institute

Illinois City/County  
Management Association

Illinois Development Council

Lambda Alpha International

### **Publications**

"The Importance of Intergovernmental  
Relationships " for ILCMA August 2008

"Incorporating Technology into Community  
Outreach" for ILCMA October 2009

## **Daniel T. Gardner**

### **Principal**

Dan Gardner has over twenty years of experience in planning, development, and real estate, with experience in both the private and public sectors. Prior to joining Houseal Lavigne Associates in 2007, Dan was the Director of Consulting Services for a prominent Chicago based real estate advisory firm where he directed numerous complex municipal projects related to fiscal, economic, and market analysis. Dan was also a Senior Manager with the Chicago office of Economics Research Associates (ERA), an international economic and real estate consulting firm where he was responsible for business development and overseeing both national and international projects. His professional experience has involved projects ranging from the revitalization of large urban areas in Chicago, Milwaukee, and Omaha to small rural communities throughout the Midwest. His past projects include: analyzing market potential for residential, retail, office, entertainment and industrial development; instituting economic development programs and incentives; preparing grant applications for state and federal funds; facilitating community outreach; preparing developer requests for proposals and a range of related assignments. In addition to his professional experience, Dan has served on several elected and appointed boards, commissions and advisory committees. His combination of professional and government experience gives him a unique perspective that is beneficial to clients. He understands and can relate to issues and concerns facing both private developers and public officials.

Dan was an elected Trustee for the Village of Glen Ellyn, Illinois (population 27,000) from 2003 to 2007, and prior to that served as the Chairman of the Village's Plan Commission. He currently serves on a Process Improvement Team to improve the business and economic climate in the Village. Throughout his tenure the Village maintained a balanced budget and significant cash reserves. From 2007 to 2012 he was a member of the Executive Committee of the Du Page County Community Development Commission and the Du Page County HOME Advisory Group, preparing policy recommendations and overseeing the allocation of millions of dollars in CDBG and HUD funds.

Dan has a Masters Degree in Public Administration (MPA) from the Illinois Institute of Technology (IIT) and a Bachelors of Science from Loyola University Chicago. In 2007 he was inducted into Lambda Alpha International, an organization recognizing career accomplishments in land economics. He is a member of the Urban Land Institute (ULI) where he formerly served on the Chicago Policy Committee and he is an active member of Illinois City/County Management Association (ILCMA) and the Illinois Development Council (IDC).

Dan's combination of professional and government experience gives him a unique perspective that is beneficial to his clients. He understands and can relate to issues and concerns facing both private developers and public officials.

He is well versed in public speaking and meeting facilitation, having conducted hundreds of meetings throughout his professional and civic career. He routinely presents to professional organizations and serves as a guest speaker on a variety of topics related to planning and development issues. He has also authored or coauthored articles for professional publications and journals.

# Daniel T. Gardner

## Project Experience

### Comprehensive Plans

- Benton Harbor, MI
- Marion, IA
- Downers Grove
- Freeport
- Mundelein
- Highwood
- Glen Ellyn
- Jackson, MO
- Kenilworth
- Machesney Park
- Palos Heights
- Palos Park

### Downtown Planning

- Clarendon Hills
- Franklin Park
- Huntley
- Round Lake
- Shorewood, WI
- Skokie
- Winfield

### Zoning & Regulatory

Zoning and Regulatory Studies including:

- River Forest  
Zoning Ordinance Updates

### Strategic Planning

- Oak Brook
- Lombard

### Special Area Planning (TOD, Neighborhoods, Special District)

- Oak Brook, Oak Brook  
Commercial Areas Master Plan
- South Chicago Heights,  
Station Area Plan
- Marengo, TOD & Western  
Corridor Planning Area

### Corridor Planning

- City of Bellevue, NE
- Bellwood, Manheim Road  
Corridor
- City of Chicago, Lincoln Square
- City of Chicago, Commercial  
Avenue
- Freeport, West Galena Avenue
- Kane and McHenry Counties,  
Illinois Route 47
- Lockport, I-355 Corridor  
Master Plan
- Milwaukee, WI, 27th Street
- Naperville, 75th Street Market  
Study
- Oak Brook, 22nd Street  
Corridor Plan
- Omaha, NE, Maple Street
- River Forest, Village  
Corridors Plan

### Fiscal & Economic Impact Analysis

- Du Page County, Impact of  
Airport expansion

Assessment of impact of large  
scale developments in several  
municipalities including:

- City of Chicago
- Village of Glenview
- Village of Hoffman Estates
- Village of West Dundee
- Village of Plainfield
- City of Naperville
- Village of North Barrington

### Special Projects

- Du Page County, Impact of  
Airport expansion
- Lombard, Downtown Vision
- New Urbanism Analysis of mall  
redevelopment sites
- IL Housing Dev. Auth. (IHDA)  
Tax Credit Studies
- Commonwealth Edison  
Valuation for easements

### Market & Demographic Analysis

- Chicago
- Clarendon Hills
- Du Page County
- IL Housing Dev. Auth. (IHDA)
- Jackson, MO
- Kane County
- Marion, IA
- McHenry County
- Milwaukee, WI
- Mount Prospect
- Naperville
- North Barrington
- Oak Brook
- Omaha, NE
- Oklahoma City, OK
- Park Forest
- Skokie
- Mundelein
- Lockport
- South Chicago Heights
- Benton Harbor, MI
- Madison, AL
- Downers Grove
- Highwood
- Lombard
- Huntley
- River Forest
- Freeport
- Jackson, MO
- Marion, IA
- Macomb
- Peoria
- Bellevue, NE
- Carpentersville
- Cleveland, OH
- Colorado Springs, CO
- Coppell, TX
- Council Bluffs, IA
- Denver, CO
- Dubuque, IA
- East Dubuque
- Grayslake
- International development  
in Asia
- Indianapolis, IN

### Market & Demographic Analysis Continued

- Johnsbury
- Kalamazoo, MI
- Mount Prospect
- Nassau County, NY
- Palos Heights
- Palos Park
- Park Ridge
- Philadelphia, PA
- Rockford
- Round Lake
- Savanna
- Shorewood, WI
- Skokie
- Troy, OH
- West Dundee

### Development Services

Assessment of development  
potential and review of developer  
proformas for municipal and  
private sector clients in several  
municipalities including:

- Chicago
- Milwaukee, WI
- Omaha, NE
- Wheaton
- Hoffman Estates
- Prairie Grove
- Naperville
- River Forest

### Department of Defense Projects

Base Redevelopment and Closure  
(BRAC) studies in:

- Alaska
- Texas

United States Air Force, Feasibility  
studies:

- Georgia
- Texas
- Florida
- Washington D.C.
- Idaho



## Douglas Hammel, AICP

### Senior Associate

Doug joined Houseal Lavigne Associates in 2011 and brings more than thirteen years of professional planning experience to the firm. He builds upon his masters degree in City Planning and specialization in Urban Design to provide comprehensive services resulting in effective recommendations and implementation. Prior to joining Houseal Lavigne Associates, Doug worked for consulting firms specializing in land use, urban design, and economic development planning, and an international transportation consulting firm managing projects involving multi-modal transportation, land use, design, and growth management.

Doug's diverse technical background provides clients with a comprehensive toolbox for addressing planning challenges from beginning to end, including public engagement and visioning, concept development and testing, and policy and implementation. His professional experience in land use, economic development, transportation, design, regulation, and strategic implementation is the foundation for action-oriented plans and policies. He has also managed projects of various sizes and complexities, from city-wide land use and growth management plans to site-specific development plans for private clients.

Doug has worked on various types of assignments throughout the Midwest and United States, including Illinois, Iowa, Indiana, South Dakota, Texas, Louisiana, New York, Georgia, Ohio, Kentucky, and Maryland. Wherever the assignment is, he is able to integrate his understanding of national best practices and the specific challenges of the client community in order to craft locally appropriate and innovative planning recommendations.

In all his work, Doug is able to balance "big picture" issues that affect city or region with detailed challenges related to a specific site or neighborhood. By calling upon his diverse expertise, he assists communities in developing plans that enhance local quality of life, including access to goods and services, a healthy environment, and unique local identity.

### Education

Bachelor of Professional Studies in  
Architecture, University at Buffalo

Masters of City Planning, Georgia Institute  
of Technology

### Memberships

American Planning Association

American Institute of Certified Planners

### Publications

Empowering the Local Planner through  
Effective Design Guidelines

March 2011, Zoning Practice (APA)

### Presentations

Creating Transit-Supportive Communities  
GreenTown 2013

What is it Planners do again?

APA 2013 National Conference

Empowering the Local Planner through  
Effective Design Guidelines

November 2010 APA CMS Monthly Program

Madison Street Corridor Revitalization  
March 2008 Tuesdays at APA

Council Bluffs, IA Design Guidelines  
2007 Upper Midwest APA Conference

Chicago's Information and Physical  
Coordination Study: Transit Transfers from  
the Customer's Perspective  
2003 Transportation Research Board  
National Meeting

### Project Experience

#### Comprehensive Plans

- Almon, GA
- Buffalo, NY
- Berkeley, IL
- Council Bluffs, IA
- Decatur, IL
- Itasca, IL
- Macon County, IL
- Mattoon, IL
- Morgan City, LA
- Oak Park, IL
- Palatine, IL
- Richton Park, IL
- St. Charles, IL
- Valparaiso, IN
- Westmont, IL
- Winnebago County, IL

#### Neighborhood Plans

- Atlanta, GA
- Chicago, IL - Englewood,  
Pilsen, South Chicago
- Hopkinsville, KY
- Savannah, GA
- Terre Haute, IN

#### Downtown/TOD Plans

- Buffalo Grove, IL
- Fort Dodge, IA
- Geneva, IL
- Grand Forks, ND
- Hopkinsville, KY
- Naperville, IL
- Prairie View, IL

#### Corridor Plans

- Chicago, IL - Madison  
Street, Chicago Avenue,  
Uptown-Broadway  
Avenue, Auburn Gresham-  
79th Street
- Des Plaines, IL
- Kenilworth, IL
- Niles, IL
- Park Ridge, IL
- Rolling Meadows, IL

#### Transportation & Transit

- Chicago, IL
- Dayton, OH
- East St. Louis, IL
- South Suburban Chicago, IL
- Winnebago County, IL

#### Private Development

- Atlanta, GA
- Chicago, IL
- Marietta, GA
- Covington, GA
- Newton County, GA

#### Zoning & Design Guidelines

- Chicago, IL
- Council Bluffs, IA
- Dunwoody, GA
- Fort Dodge, IA
- Galveston, TX
- Hinsdale, IL
- McAllen, TX
- Morgan City, LA
- Mundelein, IL
- Naperville, IL
- Oak Park, IL
- Pace Suburban Bus, IL
- Riverside, IL
- Slidell, LA



## Brandon Nolin, AICP

### Senior Associate

Brandon joined Houseal Lavigne Associates in 2008 after receiving his Master's degree in Urban Planning and Policy from the University of Illinois at Chicago (UIC). He also received a Master's degree in Urban and Environmental Geography from UIC. Prior to joining Houseal Lavigne Associates, Brandon was a member of a Chicago-based real estate research firm specializing in market and financial analysis in both the public and private sectors.

### Education

Bachelor of Science  
Anthropology  
Michigan State University

Masters of Urban and  
Environmental Geography  
University of Illinois at Chicago

Masters of Urban Planning and Policy  
University of Illinois at Chicago

### Memberships

American Planning Association  
American Institute of Certified Planners  
Illinois GIS Association  
Co-founder, Young Planners Group  
Illinois Chapter of the  
American Planning Association

Since joining the firm, Brandon has continued to hone his market research and economic development skills and has striven to create sensible plans that are both physically achievable and economically viable. Brandon has worked in a variety of contexts including urban centers, suburban downtowns, commercial corridors, and transit-oriented developments and at a variety of scales from community-wide comprehensive plans to site-specific redevelopment initiatives.

Most recently, Brandon has worked on several physical planning and urban projects with an economic development focus. He has helped develop plans to revitalize aging commercial areas within the City of Milwaukee, facilitated redevelopment of outmoded industrial areas in an inner-ring suburb of Chicago, and repositioned a poorly functioning commercial center in a suburban downtown. Brandon has also worked with several communities to modify and modernize zoning code and development regulations to reflect best practices and desires of current businesses and residents.

Brandon has extensive knowledge and experience in the use of Geographic Information Systems (GIS) and spatial statistics. His research has included flow accumulation modeling and flood plain analysis, viewshed analysis, land sales inventorying and distribution mapping, and industrial development site suitability analysis.

### Project Experience

#### Comprehensive Plans

- Benton Harbor, MI
- Brownsburg, IN
- Downers Grove
- Fairview Heights
- Freeport
- Highwood
- Jackson, MO
- Marion, IA
- Mundelein
- Palos Park

#### Downtown Planning

- Highwood
- Huntley
- Lombard
- Murray, KY

#### Zoning & Regulatory

- Fairview Heights
- Harwood Heights
- Marion, IA
- Murray, KY
- River Forest

#### Special Area Planning (TOD, Neighborhoods, Special District)

- Chicago -  
Central Area Plan
- Clarendon Hills
- Marengo
- Murray, KY
- South Chicago Heights
- Sterling
- Winfield

#### Corridor Planning

- Freeport -  
West Galena Avenue
- Kane and McHenry  
Counties - Illinois Route  
47
- Lockport -  
I-355 Corridor Master Plan
- Milwaukee, WI - 27th  
Street
- River Forest -  
Village-wide Corridors  
Plan

#### Market Analysis & Economic Development

- Benton Harbor, MI
- Brownsburg, IN
- Channahon
- Chicago
- Clarendon Hills
- Des Plaines
- Downers Grove
- Edinburgh, IN
- Freeport
- Highwood
- Huntley
- IL Housing Dev. Auth.  
(IHDA)
- Jackson, MO
- Kane County
- Lombard
- Marion, IA
- McHenry County
- Milwaukee, WI
- Mundelein
- Muskogee, OK
- Palos Park
- River Forest
- South Chicago Heights

## **SECTION 3**

# **STATEMENT OF EQUAL EMPLOYMENT OPPORTUNITY**

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# **STATEMENT OF EQUAL EMPLOYMENT OPPORTUNITY**

Houseal Lavigne Associates LLC is an Equal Opportunity Employer. The Firm does not discriminate or bias its hiring practices on the basis of religion, sex, race, age, or sexual preference.

## **SECTION 4**

# **SCOPE OF SERVICES**

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### **Scope of Services**

There are several work activities that should be undertaken to solicit community feedback, organize/assess issues and opportunities, develop community goals, and establish strategies for implementation. We have included outreach steps that we feel would significantly improve the value of the planning process and help foster a sense of community stewardship for the community visioning and strategic planning efforts of the West Chicago community. This process will allow a responsive strategic plan to focus on the areas of economic development, community character, City services, fiscal responsibility, and other areas of community importance that may arise during the outreach and engagement process.

#### **Step One: Project Initiation**

##### **1a: Establishing a Strategic Plan Advisory Committee (SPAC)**

We recommend the establishment of a Strategic Plan Advisory Committee (SPAC) to oversee and guide the planning process. The SPAC will serve as a sounding board for the larger community and work regularly with the consultant team to review, discuss, evaluate, and guide the planning process and product. The SPAC should be comprised of a diverse mix of community representation possibly including elected officials, appointed officials, business owners, residents, and representatives from other agencies and organizations. The City could establish the Finance Committee as the SPAC, but consideration may also be given to broadening SPAC membership to include a more representative group.

##### **1b: Branding the Strategic Plan**

We recommend branding the planning process and the plan to create a clear, concise and compelling story that can be told to residents, businesses and the outside world. The graphic design and communications experts on the Project Team will use their expertise in community-based marketing to create an “identity” or brand for the planning process as well as the plan document. Branding features will be incorporated into all on-line and print media and will provide the City with marketing elements that can be used in future promotional efforts for West Chicago.

##### **1c: SPAC Kick-Off & Workshop**

Before we begin working on other community outreach efforts, a meeting will be conducted with the SPAC. The purpose of the meeting will be to (1) review process, scope of work, and the project’s goals and objectives; (2) discuss with the SPAC any questions, concerns, or comments they may have; and (3) establish a more detailed schedule for the project and various outreach activities. The meeting will conclude with a workshop exercise to solicit from SPAC members their concerns, issues, aspirations, and priorities for the community.

## **Step Two: Review of Studies, Plans, and Reports**

### **2a: Review Past Plans, Studies, and Reports**

Previously prepared plans and studies that may provide insight, understanding, and context for the West Chicago community and that may have an influence on the development of a strategic plan, will be assembled and reviewed, including the 2006 Comprehensive Plan, Park District Master Plan, Downtown Development Plan, School District Strategic Plans, West Chicago Public Library District Strategic Plan, and other relevant documents, studies, and plans. This review of documents will determine: (a) recently adopted policies which needs to be reflected in the strategic plan; (b) changes within the community that have taken place since the previous plans were prepared; (c) inconsistencies between plans and reports; and (d) the relevance of previously collected data.

## **Step Three: Engagement and Community Outreach**

Community outreach, citizen participation, and stakeholder engagement is the cornerstone of our proposed strategic planning process. Anticipating high levels of participation from an active and engaged community, our proposed outreach process includes both traditional (face-to-face) and web-based activities to obtain the broadest levels of participation in preparing a new Strategic Plan. West Chicago's new Strategic Plan provides a great opportunity for residents to communicate what they believe to be the strengths and weaknesses of the community, and to prioritize which issues are most important for the City to address in the near, mid, and long-term. Our strategic planning process is designed to promote community involvement and encourage citizen participation. Below is a description of both the "traditional" and "web-based" outreach. While it is preferable that all of the outreach components be used, it is not absolutely necessary. We will gladly work with the City to select which components to include in the strategic planning process.

### **3a. Media - Press Releases, Notices & Newsletter Articles**

We will work with staff to prepare special articles at key points in the strategic planning process for the website and local media outlets. We suggest an initial article to describe the purpose and objectives of the community visioning process and strategic plan, as well as regular updates during the process. Key planning components, updates, meeting summaries, and draft documents will be posted on the website to keep residents informed throughout the process.

## **Traditional Outreach**

### **3b. Community Workshop**

A well-publicized Community Workshop will be conducted to solicit input from community residents. Any and all topics would be open for discussion and the purpose of the workshop would be to identify and discuss community issues, concerns, and aspirations. The workshop would be conducted in a manner to ensure that all attendees have an equal opportunity for participation and to make sure that no one individual or issue monopolizes the workshop discussion. The workshop will also be used as an "educational opportunity" to inform residents about issues facing the community and why community visioning and strategic planning is important.

### **3c. Business Workshop**

In addition to the Community Workshop, a Business Workshop would be conducted for the owners and operators/managers of businesses located in West Chicago and the surrounding area. Business owners offer a unique perspective on issues that may be of vital importance to the overall economic health of the community, and provide a unique perspective into community services, infrastructure, and overall market strength and business support.

### **3d. Boards and Commissions Workshop**

A joint workshop should be conducted with the various boards and commissions, including the Plan Commission, Zoning Board, and others as appropriate. These individuals (appointed officials) provide a unique insight into the community and community issues due to their exposure to residents and community concerns on a regular basis. They represent a valuable resource that needs to be tapped. A joint workshop with these individuals would promote a rich dialogue and likely reveal a myriad of topics to be addressed.

### **3e. City Department Head and Elected Official Interviews**

Confidential one-on-one interviews will be conducted with elected officials and City Department Heads (and other key staff). These individuals are the people most directly responsible for delivering and managing City services to residents and businesses, and the people responsible for setting City policy. Because these two groups are responsible for delivering services and setting policy, they have a unique knowledge of the community that others would likely not have.

### **3f. Stakeholder Interviews**

Up to twenty (20) confidential one-on-one and/or small group interviews will be conducted with key community stakeholders. The purpose of the interviews is to gain a better understanding of the issues and opportunities facing the community, through discussions with individuals who are able to provide unique perspectives and insight into the West Chicago community. Interviewees could include, but are not limited to the following: elected and appointed officials and staff from various local government entities (school, library, parks); various community groups and organizations; major employers and members of the business community; religious leaders; local developers and real estate professionals; not-for-profit groups; social service providers; and residents "at large". The interviews will be conducted in a specific manner to facilitate discussion on a variety of topics. The consultant team will work with City staff to identify those individuals and groups to be interviewed.

### **3g. Student Workshops (3)**

Children are key citizens of the community and should be engaged in the outreach process. In cooperation with the schools, in-class workshops could be set-up to engage students and ask them questions about the community and get their thoughts regarding life in the West Chicago community; what they like; what they don't like; and what they would like to see done differently. Such a series of workshops would be a great civics learning and participation experience for the children. Workshops/focus groups could be held for elementary, junior high, and senior high schools. Typically, adults have a greater opportunity for participation and to be heard. This is a tremendous opportunity to hear from, listen to, and involve the youth of the community.

### **3h. Additional “not yet determined” Workshops (2)**

Two (2) additional workshops will be conducted with identified stakeholder groups, based on community representation to date in the process. Stakeholders within the community that have not been adequately represented in outreach up to this point in the process, will be targeted with specific outreach initiatives.

### **3i. Focus Group Workshops – Five targeted discussions**

economic development, community character, City services, fiscal responsibility, plus one

After much of the broader outreach initiatives have been conducted and the consultant team and City staff have a better understanding of the issues and priorities identified through citizen participation, five focus group workshops will be conducted to more specifically target the categories identified in the RFP - 1) economic development; 2) community character; 3) City services; 4) fiscal responsibility; and 5) a yet to be determined topic that emerges through the community engagement process. The Focus Group Workshops will allow more in-depth discussion and focus on specific topics and areas of community importance.

## **Web-based Outreach**

### **3j. Interactive Project Website**

An interactive Project Website will be designed and maintained by the Consultant Team. We are committed to utilizing the internet to maximize the participation and communication between all stakeholders and residents, as it relates to community visioning and strategic planning, for the duration of the planning process and beyond. This website can be used to post project schedules and meeting dates; address frequently asked questions; contain on-line community questionnaires; and provide a variety of other features. We also have the ability to create content that can be viewed only by staff and Committee members, or other specific groups, allowing a secure, fast and easy way to distribute and discuss draft documents. The purpose of the website is to provide the “one place” to go to for information regarding the community visioning and strategic planning project.

### **3k. RSS, Twitter and Social Networking**

In addition to the project website, we propose to integrate the use of Twitter for the community visioning and strategic planning process. When someone “follows” the project on Twitter, they have the option to receive text messages notifying them of project updates, or they can subscribe to a Twitter “feed” where updates to the Twitter are delivered instantly to their account. Similarly, RSS Feeds will be created on the project website where updates will be delivered to news readers and inboxes of subscribed users. Additionally, a Facebook Fan Page could be created as another method of keeping residents informed.

### **3l. On-line Community Questionnaires for Residents, Businesses, and Students/Youth**

To provide another means for community participation, we will prepare (1) a web-based questionnaire for residents to solicit community-wide opinion on a range of topics and issues; (2) a web-based questionnaire for business owners designed to gather information on those issues and concerns most important to the business community; and 3) a questionnaire for students and community youth. These questionnaires would augment the community, business, and student workshops. These online questionnaires will be posted on the project website. At the close of the response period, we will review and summarize results as a gauge of community priorities and issues.

### **3m. sMap (On-line Community Issues Mapping)**

The interactive project website will feature sMap, a web-based community issues mapping tool on the interactive Project Website. This award-winning tool, developed by Houseal Lavigne Associates, allows website visitors to identify, map, and comment on areas of concern and valued community assets. It simplifies the mapping process and familiarizes residents with all areas of the community in a fun, interactive, and effective manner. Input from residents allows us to create a composite map of community issues to assist with the identification and establishment of specific community goals and objectives.

### **3n. MindMixer**

Also, as part of the on-line outreach, we will host a Mind Mixer site for the project. Mind-Mixer is a web platform that facilitates a collaborative community dialogue about issues, ideas and potentials. Mind Mixer allows yet another way for the residents of West Chicago to participate in the planning process and provide input into the community vision and strategic plan.

## **Step Four: Summary Analysis of Outreach Efforts – Community Focus Areas**

### **4a. Outreach Summary and Identification of Community Focus Areas**

After all of the above steps have been completed, a detailed summary and analysis of the results will be prepared. This analysis will provide a cumulative list of issues and concerns and give weight/importance/priority to issues based on the level of response. This analysis will be the foundation for discussion and for establishing categories for strategic planning and goal setting. A report summarizing the community input will be prepared and presented to the SPAC for review and discussion. It is anticipated that all of the community feedback will be categorized into “Community Focus Areas” or “Umbrella Categories” that allow related concerns and priorities to be organized together in a manner that establishes the overall framework and organization of the Strategic Plan. It may be that the Umbrella Categories are limited to economic development, community character, City services, and fiscal responsibility, but it may also be the case that several other categories of importance are identified.

### **4b. SPAC Meeting**

A meeting will be conducted with the Strategic Plan Advisory Committee to review and discuss the outreach summary and findings, and the preliminary community focus areas. Based on review and discussion, appropriate revisions will be made and the summaries and focus areas will be posted on the project website for community review and feedback.

## **Step Five: Preparation of Draft Strategic Plan Components - Community Vision, Core Values, Goals and Objectives**

Incorporating all of the results and analysis of the different community outreach components, the Consultant will draft a Strategic Plan. The preliminary plan is intended to serve as a foundation for more detailed SPAC discussion aimed at focusing and refining the plan's detail and specificity.

### **5a. Development of Community Vision Statement(s)**

Based on the analysis of outreach efforts, a Vision Statement(s) will be created for the West Chicago community, possibly including individual vision statements for various topics related to overall quality of life.

### **5b. Establishment of Guiding Principles and Core Community Values**

Based on the analysis of outreach efforts, Guiding Principles and Core Community Values for the community will be developed.

### **5c. Development of Goals and Objectives**

Goals and Objectives will be established to specifically address the different Vision Statements. These Goals and Objectives will provide the guidance needed for the development of the Implementation Strategies. Goals will be developed to meet both short-term and long-term objectives. After community outreach and analysis, goal setting is the next crucial component of effective community planning. It is crucial for establishing community consensus and support.

### **5d. City Staff Meeting**

A meeting will be conducted with City Staff to review and discuss the draft vision, core values, goals, and objectives. Based on review and discussion, appropriate revisions will be made and draft materials will be prepared for distribution to the SPAC.

### **5e. SPAC Meeting**

A meeting will be conducted with the Strategic Plan Advisory Committee (SPAC) to review and discuss the draft vision, core values, goals, and objectives. Based on review and discussion, appropriate revisions will be made and draft materials will be posted on the project website for community viewing and feedback.

## **Step Six: Preliminary Implementation Strategy**

Based on the vision, core values, guiding principles, goals, and objectives, as refined in the previous step, this step will focus on the development of detailed implementation strategies for the strategic plan.

### **6a. Draft Implementation Strategy and Action Matrix**

Now it is important to understand what needs to be done to realize goals and meet community objectives. Implementation strategies will be developed to “map out” the necessary steps that need to be taken to succeed. Implementation strategies will provide specific recommendations related to: what steps need to be taken and by whom; when should these steps be taken; what is the priority of the actions to be taken; what resources must be committed to successfully realize the task; and what possible sources of funding might exist to help with the financing of specific goals. Viable and effective implementation strategies are key to a successful strategic planning effort. The implementation strategy will include an “action matrix” to more specifically identify the actions that need to be taken over time to successfully implement the vision and strategic plan.

### **6b. City Staff Meeting**

A meeting will be conducted with City Staff to review and discuss the draft implementation strategy and action matrix. Based on review and discussion, appropriate revisions will be made and draft materials will be prepared for distribution to the SPAC.

### **6c. SPAC Meeting**

A meeting will be conducted with the Strategic Plan Advisory Committee (SPAC) to review and discuss the implementation strategies and action matrix. Based on review and discussion, appropriate revisions will be made and materials will be posted on-line for community review and feedback.

## **Step Seven: Draft Strategic Plan Document**

This step will include the preparation of the draft Strategic Plan.

### **7a. Draft Strategic Plan Document**

The DRAFT Strategic Plan will be prepared, bringing together the revised components from steps 4, 5, and 6, into one cohesive document. The draft will be clear, concise, easy to read and attractive formatted and presented.

### **7b. SPAC Meeting**

A meeting will be conducted with the Strategic Plan Advisory Committee (SPAC) to review and discuss the Draft Strategic Plan Document. Based on review and discussion, appropriate revisions will be made and the draft will be posted on-line for community review and feedback.

### **7c. Community Open House**

Prior to presenting the Draft Strategic Plan for City Council consideration, a community open house could be conducted to provide residents and businesspersons with an overview of the draft plan and an opportunity to discuss and provide feedback. Any and all community feedback would be brought forward for City Council considerations.

## **Step Eight: Final Strategic Plan and Presentation**

This step includes the preparation of the Final Strategic Plan.

### **8a. Preparation of Final Strategic Plan**

Based on review and feedback from the Strategic Plan Advisory Committee (SPAC), as final strategic plan will be prepared for consideration.

### **8b. Final Strategic Plan Presented to City Council**

The final Strategic Plan document will be prepared and presented to City Council for adoption.

## SECTION 5 **PROPOSED SCHEDULE**

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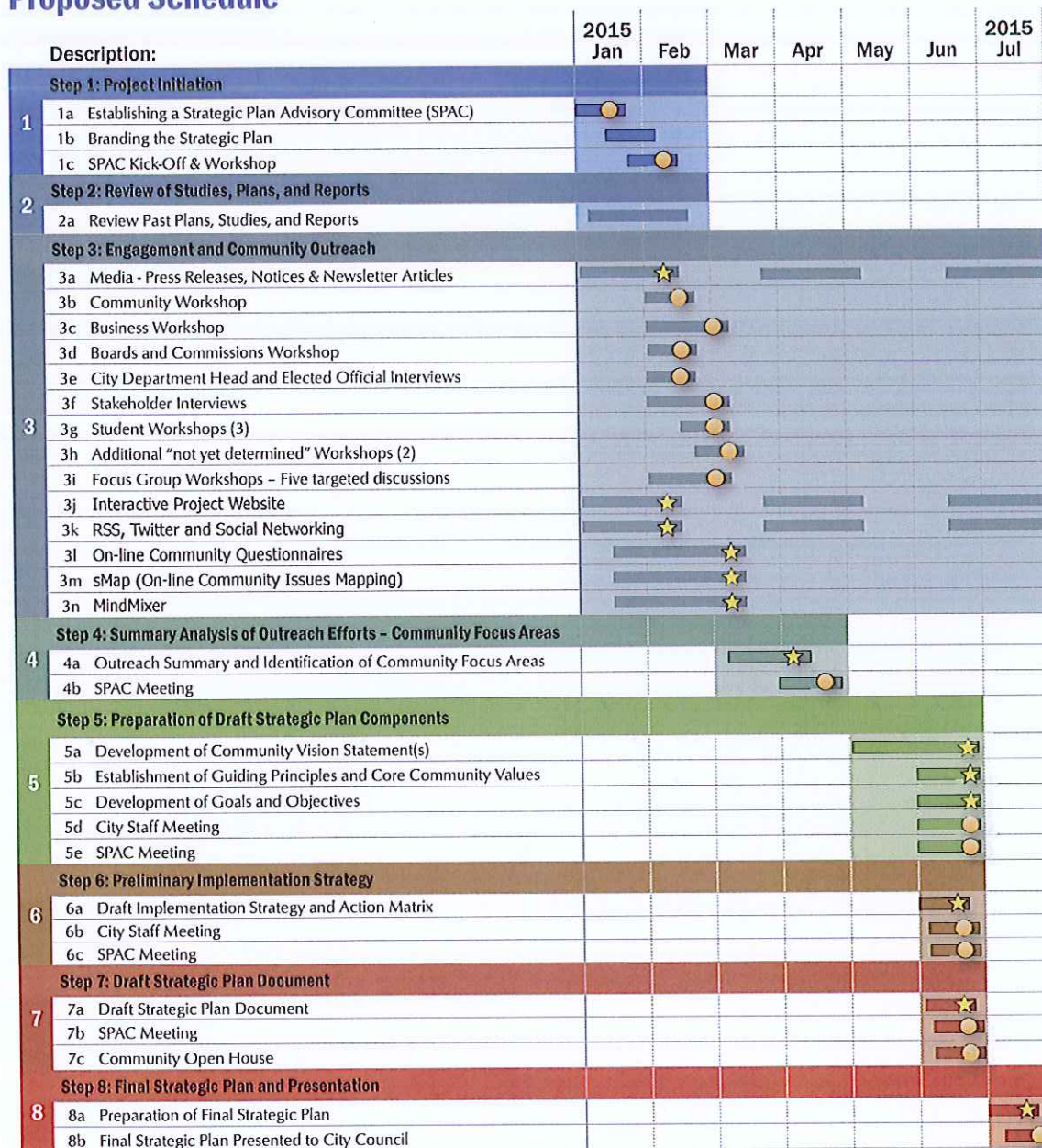
## **SECTION 5**

# **PROPOSED SCHEDULE**

We are committed to completing the project within the **6 to 8 month timeframe**. The project schedule provided on the following page outlines a 7 month project timeline, which includes time frames for each task of the proposed Scope of Services. The calendar also indicates the approximate dates of project deliverables and meetings to be attended by the Project Team.

Exact project timing for each task will depend on the sequencing of several factors such as project meeting dates, public notice of meetings, and timely response to interim study materials submitted by the Project Team. We have the resources necessary to begin work immediately and, should the City favor our basic approach, we can work with City staff and officials to further refine the planning process.

## Proposed Schedule



### Legend for Diagram:

■ Denotes the estimated timeline for each individual task.

● Denotes meetings to be conducted by Project Team.

★ Denotes products to be delivered by Project Team.

## SECTION 6 **REFERENCES**

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## EXHIBIT B COMPANY REFERENCES

Submit a completed client profile information sheet for each company reference. Provide a minimum of three references.

1. Client name: Village of Downers Grove
2. Address: 801 Burlington Ave
3. City, state, zip code: Downers Grove, IL 60515
4. Project manager: Mr. Tom Dabareiner, Former Director of Community Development
5. Telephone number: Phone: (309) 434-2446
6. E-mail: tdabareiner@cityblm.org
7. Number of employees in client organization: 341.88 full time equivalent
8. Project scope of services/goals: The goals where to provide the village with a Comprehensive Plan, Downtown Pattern Book and TCD3 (Total Community Development)
9. Contract award date: August 2008 Cutover date: October 2011
10. Initial contract amount: \$ 177,900 Final contract amount: \$ 177,900
11. Describe the project, its similarity to the services requested herein, and how goals were met: Houseal Lavigne Associates conducted numerous outreach activities to solicit input from the community, including an interactive project website with community discussion boards; a resident survey; a business survey; an interactive community mapping tool (55 maps, 600 points of interest); a Project Initiation Workshop (90 participants); 4 Neighborhood Workshops ( 250+ participants); a Governing Body Workshop Boards and Commissions Workshop; a Business Workshop (55 participants); Student Workshops (elementary & middle school).
12. What were the costs of the project? \$177,900
13. You may attach any reports or studies completed for the project.

## EXHIBIT B COMPANY REFERENCES

Submit a completed client profile information sheet for each company reference. Provide a minimum of three references.

1. Client name: City of Warrenville
2. Address: 83S258 Manning Ave
3. City, state, zip code: Warrenville, IL 60555
4. Project manager: Ms. Jennifer McMahon, Assistant City Administrator
5. Telephone number: (630) 393-9427
6. E-mail: jmcMahon@warrenville.il.us
7. Number of employees in client organization: NA
8. Project scope of services/goals: The goal was to develop a city-wide strategic plan  
\_\_\_\_\_  
\_\_\_\_\_
9. Contract award date: September 2006 Cutover date: September 2007
10. Initial contract amount: \$ 20,200 Final contract amount: \$ 26,200
11. Describe the project, its similarity to the services requested herein, and how goals were met: Developed a City Strategic Plan that identified community concerns, developed community objectives, and create a detailed implementation strategy to specifically target immediate, short-term, and long term community objectives. Several workshops and interviews were conducted with residents, local officials, City staff, board and commissions, civic group, and more. Using this input as a foundation, Houseal Lavigne Associates developed a detailed, implementation-oriented strategic plan to be used by City staff and officials.
12. What were the costs of the project? \$26,200  
\_\_\_\_\_  
\_\_\_\_\_
13. You may attach any reports or studies completed for the project.

## EXHIBIT B COMPANY REFERENCES

Submit a completed client profile information sheet for each company reference. Provide a minimum of three references.

1. Client name: City of Geneva
2. Address: 22 S. First Street
3. City, state, zip code: Geneva, IL 60134
4. Project manager: Mr. Richard Untch, Director of Planning
5. Telephone number: (630) 232-0871
6. E-mail: duntch@geneva.il.us
7. Number of employees in client organization: NA
8. Project scope of services/goals: The goal was to develop a Downtown/Station Area Master Plan
9. Contract award date: May 2010 Cutover date: November 2012
10. Initial contract amount: \$ 104,500 Final contract amount: \$ 104,500
11. Describe the project, its similarity to the services requested herein, and how goals were met: The City of Geneva Downtown/Station Area Master Plan entailed a thorough community engagement process, visioning process, and plan making that resulted in very specific and actionable recommendations. The Geneva Plan, like the West Chicago Strategic Plan, is dependent upon successful community engagement, testing concepts against market viability, understanding the context and character of the community, and developing detailed recommendations that allow the city to achieve its goals, realize its aspirations, and track its progress. Using this exact method, the Geneva Master Plan
12. What were the costs of the project? \$104,500 has successfully been used to guide investment and development, prioritize city expenditures, and coordinate various initiatives and projects toward a cohesive set of community objectives.
13. You may attach any reports or studies completed for the project.

## SECTION 7 CONCLUDING REMARKS

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## **SECTION 7**

# **CONCLUDING REMARKS**

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We believe Houseal Lavigne Associates is uniquely qualified to undertake the West Chicago Strategic Plan assignment.

John Houseal, our designated project Director for this assignment, has a great understanding of West Chicago and the surrounding communities. John's extensive experience in the greater West Chicago area and his expertise and leadership in the areas of strategic planning, outreach, facilitation, and implementation that will allow Houseal Lavigne Associates to move quickly and efficiently into the assignment, and better understanding the issues and community context that is so important in strategic planning.

Houseal Lavigne Associates is well-known throughout the Nation as one of the top community outreach and engagement firms, having directed such efforts in states across the country. Our firm's expertise with community outreach and engagement, facilitation, visioning, goal setting, strategic planning and implementation, combined with our familiarity and understanding of the West Chicago and the surrounding areas, makes Houseal Lavigne Associates the ideal consultant to assist the City with this important project.

## SECTION 8 **COST PROPOSAL**

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## SECTION 8

# COST PROPOSAL

Our estimated cost for the proposed Scope of Services outlined is **\$64,700**. This price includes anticipated direct project expenses such as printing, copies, graphic reproduction, presentation materials, mileage, etc. The table below identifies the estimated cost for completing each step in the proposed Scope of Services, and is based on our current understanding of the assignment. However, we will work closely with City staff to ensure that available resources are properly allocated among the necessary steps to result in the most effective process and deliverables possible.

### Hourly Rates

Estimated project costs are based on anticipated work load and the Project Team's hourly rates shown below:

#### Houseal Lavigne

Principal - \$155

Senior Associate - \$125

Associate - \$100

Description:	Estimated Cost*
1 Step 1: Project Initiation	\$2,500
2 Step 2: Review of Studies, Plans, and Reports	\$2,200
3 Step 3: Engagement and Community Outreach	\$28,600
4 Step 4: Summary Analysis of Outreach Efforts – Community Focus Areas	\$5,400
5 Step 5: Preparation of Draft Strategic Plan Components -	\$9,500
6 Step 6: Preliminary Implementation Strategy	\$6,400
7 Step 7: Draft Strategic Plan Document	\$6,600
8 Step 8: Final Strategic Plan and Presentation	\$3,500
<b>TOTAL</b>	<b>\$64,700</b>

\*Inclusive of direct expenses including but not limited to travel, printing, mileage, etc.