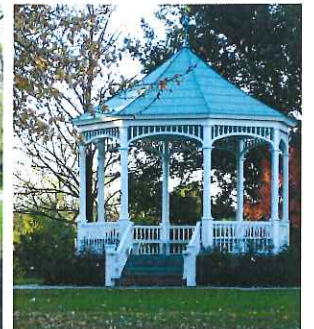
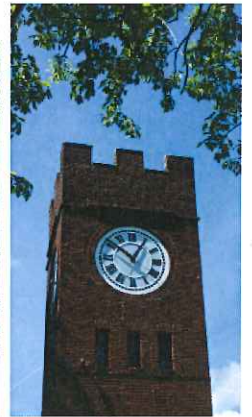


City of Hudson

# Downtown Phase II Planning Study & Comprehensive Plan Update Proposal

April 10, 2014



**HL**  
HOUSEAL  
LAVIGNE  
ASSOCIATES

# SECTION 1

## BACKGROUND

### Houseal Lavigne Associates

#### Firm Profile

**Houseal Lavigne Associates** is an award winning consulting firm specializing in all areas of community planning, urban design, and economic development, with expertise in comprehensive planning, corridor planning, downtown planning, neighborhood planning, zoning, market analysis, project implementation and financing, and citizen engagement. We strive for a true collaboration of disciplines and talents, infusing all of our projects with creativity, realism, and insight.

**Houseal Lavigne Associates** provides a fresh approach to urban planning, a strong foundation in contemporary development practices, an insightful understanding of market and economic analysis, and an effective ability to conduct engaging community outreach. Our firm is able to meet the unique challenges of any planning assignment and is able to develop creative solutions that ensure compatibility between both the existing and the new, and the built and natural environments.

**Houseal Lavigne Associates** provides services ranging from detailed economic analysis to long-term community visioning; from smaller site planning and design projects to larger regional studies; from creating exciting new transit-oriented development plans to revitalizing historic downtowns; and from shaping broad community strategies to creating context sensitive zoning regulations.

**Houseal Lavigne Associates** consists of a team dedicated professionals experienced in community planning and economic development. Collectively, senior staff has worked with more than one hundred communities in several states and brings over one hundred fifty years of professional planning experience to work for both public and private sector clients.

**Houseal Lavigne Associates** is founded on a set of core principles that, when combined with our professional experience and expertise, creates a consulting firm that stands above the rest. Since the firm's founding in 2004, Houseal Lavigne Associates has established itself as one of the Nation's premier consulting firms.

#### Firm History

**Houseal Lavigne Associates** was founded in 2004 by John Houseal and Devin Lavigne. John and Devin first began working together in 2001 at the planning firm Trkla, Pettigrew, Allen & Payne (TPAP) where John served as a firm Principal and Devin as a Senior Associate. In 2003 TPAP was acquired by URS Corporation where John was promoted to Midwest Director of Urban Planning and Devin to Planning Manager of the Chicago office. In November 2004, they left URS to establish Houseal Lavigne Associates. Despite a sluggish national economy, Houseal Lavigne Associates has flourished, growing from the two founders working in a small room to a staff of 12 in a Downtown Chicago office – a testament to the firm's quality work, staff, dedication and leadership.



### SERVICES

- Comprehensive Planning
- Downtown Planning
- Transit Oriented Development
- Corridor Planning
- Neighborhood & Subarea Planning
- Zoning/Regulatory Controls
- Design Guidelines
- Land Planning and Site Design
- Park & Recreation & Trail Master Planning
- Market & Demographic Analysis
- Fiscal/Economic Impact Analysis
- Development Services
- Retainer Services



## RECENT AWARDS

### 2014

American Planning Association  
National Planning Excellence Award  
for an Emerging Planning & Design Firm

### 2013

Kane County Plan of the Year Award  
City of St. Charles Comprehensive Plan

### 2012

IL APA - Daniel Burnham Award (Best Plan)  
Village of Downers Grove Comprehensive Plan

ACEC Illinois - Merit Award - Studies & Research  
IL 47 Corridor Plan

Chaddick Institute - Development Regulation Award  
Oak Brook Commercial Areas Master Plan

### 2011

IL APA - Gold Award - Implementation  
Village of Bartlett Town Center

### 2010

MO APA - Daniel Burnham Award (Best Plan)  
City of Jackson, MO Comprehensive Plan

IL APA - Daniel Burnham Award (Best Plan)  
McHenry County 2030 Comprehensive Plan

IL APA - Gold Award - Strategic Plan  
Village of River Forest Corridors Plan

IL APA - Gold Award - Best Practice  
Planning Mapper

### 2009

GOBCC - Commercial Revitalization Award  
Oak Brook Commercial Areas Master Plan

IL APA - Gold Award - Plan Implementation  
Ogden Avenue Enhancement Initiative

### 2008

Chaddick Institute - Development Control Award  
Algonquin Downtown Plan

## Founding Principles

Houseal Lavigne Associates began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly produced plans that don't just meet our clients' needs but are points of pride in their communities. Our principles result in plans that are recognized as some of the best in the industry. Our founding principles are:

**Better Community Outreach.** Fostering a strong sense of "community stewardship" requires using an inclusive approach to citizen participation as a foundation for our planning projects.

**Commitment to Creativity.** Vision and creativity are among the most important components of good planning and design, so we provide fresh, responsive, and intriguing ideas for local consideration.

**Graphic Communication.** All plans and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user friendly, easy to understand, and attractive manner.

**Technology Integration.** The integration of appropriate technologies should be used to improve the planning process and product - increasing communication and involvement with the public, gathering and assessing vital information, and producing more effective documents and recommendations.

**Client Satisfaction.** Meeting the needs of our clients is a top priority. We strive to achieve this by developing and maintaining strong professional relationships, being responsive to clients' concerns and aspirations, and always aiming to exceed expectations.

## Firm Information

### Houseal Lavigne Associates, LLC

134 N LaSalle St., Suite 1100

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Phone: (312) 372-1008

Fax: (312) 827-9593

Website: [www.hlplanning.com](http://www.hlplanning.com)

## Firm Contacts

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### Devin Lavigne, Principal

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# SECTION 5

## PROPOSED SCHEDULE & WORK PLAN

We propose a seven-step planning process for preparing the City's Comprehensive Plan. This program entails analyzing existing conditions to provide a concise and accurate assessment of strengths, weaknesses, issues and opportunities; establishing a vision for the community as a foundation for future planning efforts; formulating goals and objectives; developing and evaluating alternative plans and policies; preparing a plan for the Downtown Study Area; and preparing final Comprehensive Plan recommendations and implementation strategies that are measurable and specific.

We believe our proposed work program will produce a meaningful and responsive Comprehensive Plan for Hudson. We have completed similar work programs in a number of other communities across the country over the past few years. Should the City favor our approach, we will work closely with City staff and officials to further refine this process to meet specific local needs and requirements.

On the following pages, each task of our proposed Scope of Work is presented in detail.

### Step 1: Project Initiation & Outreach

To "kick-off" the planning process on the right foot, meetings and workshops will be conducted with key City staff, the Comprehensive Plan Ad Hoc Committee (CPAC), and Downtown Redevelopment and Improvement Phase II Ad Hoc Committee (referred to hereafter as the Downtown Ad Hoc Committee) are needed prior to undertaking other community outreach activities. After the "kick-off" to the planning process, our proposed outreach activities will help foster a stewardship for the Plan and the community as a whole.

#### 1a: Kick-Off Meeting

Prior to our first meeting with the Ad Hoc Committees, key members of the Consultant Team will meet with key City staff. This first meeting will allow us to review and discuss matters with the City at the onset of the assignment. Regular and "as needed" conference calls, and meetings with City staff will be held throughout the planning process to ensure an open communication and exchange of ideas.

#### 1b: Project Initiation Workshop – Comprehensive Plan Ad Hoc Committee / Downtown Ad Hoc Committee

Before actual work begins, a project initiation meeting will be held to set the foundation for the planning program and review and discuss the overall direction and policy issues facing the community. We recommend that participants in the project initiation meeting include City staff, key personnel from the Consultant Team, and members of the Comprehensive Plan Ad Hoc Committee and Downtown Ad Hoc Committee. The purposes of this meeting will be to: (a) review overall project objectives; (b) review and discuss the work program for the project; (c) outline and discuss project roles and responsibilities; and, (d) establish an overall schedule for the project and upcoming events.

Including both the CPAC and Downtown Ad Hoc Committee in the workshop will ensure that both committees start from the same understanding of the project and agree on how the Downtown Phase II Plan will fit within the Comprehensive Plan product and process.

The project initiation meeting will conclude with a Project Initiation Workshop. The workshop is intended to solicit the views of the Ad Hoc Committee and staff regarding their concerns and aspirations for the City of Hudson.

## Step 2: Community Outreach (traditional and web-based)

Community outreach and citizen participation are the cornerstones of our proposed 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 the Comprehensive Plan for the City of Hudson. Community outreach is included throughout the entire planning process, with this step providing the initial participation efforts and laying the foundation for the remaining steps. Collectively, our planning process includes:

- Press Releases & Newsletter Articles
- Community Workshops
- Business Workshop
- Key Person Interviews
- Focus Groups
- Interactive Project Website
- sMap – interactive mapping tool
- RSS news feeds
- Facebook/Twitter social networking integration
- Resident Questionnaire
- Business Questionnaire
- Staff Meetings & Conference Calls
- Comprehensive Plan Ad Hoc Committee Meetings
- Downtown Ad Hoc Committee Meetings
- Public Open House
- Planning Commission (Public Hearing)
- City Council Meeting

### “Traditional” Outreach

#### 2a: Press Releases, Notices, and Newsletter Articles

We will work with City staff to prepare special articles at key points in the planning process for the interactive project website we will create for the project, the City’s website, local newsletters, and local media outlets. We suggest an initial article to describe the purpose and objectives of the Comprehensive Plan, as well as regular updates during the process.

#### 2b: Community Workshop

This community workshop is the first of many face-to-face community outreach events scheduled throughout the planning process. The purpose of this first workshop is to allow residents to provide input before any plans or recommendations are formulated. The workshop will: (a) review the purpose of the Comprehensive Plan, the planning process to be undertaken, and the schedule for the project; and (b) secure local views on concerns, issues, and potentials within the community.

#### 2c: Business Workshop

This workshop will be targeted specifically to business owners, managers, and Hudson’s corporate citizens. The purpose is to establish a dialogue and obtain feedback from those members of the business community that have a unique insight and perspective and whose assistance and involvement is crucial to the Plan’s ultimate success.

#### 2d: Key Person Interviews & Focus Group Discussions

Key Person Interviews and Focus Group Discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives. Confidential interviews/focus group discussions will be conducted to obtain additional information regarding local issues and potentials. The Consultant Team will work with City staff and both Ad Hoc Committees to identify those individuals and groups to be interviewed. We recommend a broad sampling of interviewees who may possess unique perspectives or special insights into the community. Interviewees could include members of civic and community organizations, selected property owners, new or lifelong residents, builders and developers, local business leaders such as Allstate Insurance or FedEx, and other government and quasi-governmental bodies.

## **Web-based Outreach**

### **2e: Interactive Project Website (at no cost to the City)**

We will design and host an interactive Project Website that is linked to the City's new website. We are committed to utilizing the internet to maximize the participation and communication between the City, both Ad Hoc Committees, and residents as it relates to the new Comprehensive Plan for the duration of the planning process and beyond.

This website can be used to post project schedules and meeting dates; display graphics, maps, and draft documents; address frequently asked questions; host a community discussion forum; contain on-line community surveys; and provide a variety of other features. The website will be the "one place" to go to for information regarding the updated Comprehensive Plan. Our websites are designed and hosted in house and provided free of charge for our projects.

### **2f: Social Networking & RSS**

If desired by the City, we can integrate the project into the City's existing social media accounts. For those residents that use the Internet to stay informed, these tools are essential in keeping them connected with local happenings as it relates to the Plan. Social networking tools can help increase awareness of the Comprehensive Plan and process and assist in increasing the number of people participating in all outreach exercises, including traditional face-to-face meetings.

### **2g: sMap (On-Line Community Issues Mapping)**

For no additional charge, we will provide 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 community goals and objectives.

### **2h: On-line Community Questionnaires for Residents & Businesses**

To provide another means for community participation, we will prepare (1) a web-based questionnaire for residents of Hudson to solicit community-wide opinion on a range of topics and issues, and (2) a web-based questionnaire for business owners designed to gather information on those issues and concerns most important to the City's business community. These online surveys will be posted on the project website. At the close of the survey response period, we will review and summarize results as a gauge of community priorities and issues.

## **Step 3: Existing Conditions Analysis**

This step will include the analysis of existing conditions and future potentials within the community. It will be based on information provided by the City, as well as feedback from community service providers and reconnaissance, surveys, inventories, and analyses undertaken by the Consultant. The emphasis will be on the identification of existing conditions that will be taken into consideration during the formulation of goals, objectives, and planning recommendations.

### **3a: City Studies, Plans & Reports**

The City's previously prepared plans and studies with an influence on the new Comprehensive Plan will be assembled and reviewed, including the City's existing 2004 Comprehensive Plan, the 2013 Strategic Plan, 1995 Historic Core Land Use Plan, Parks Master Plan, Brandywine Creek Watershed Balanced Growth Plan, and other relevant documents, studies, and plans. This review of documents will determine: (a) recently adopted City policies which needs to be reflected in the new Comprehensive Plan; (b) changes within the community that have taken place since the previous plans were prepared; (c) inconsistencies between plans and reports; (d) the relevance of previously collected data; and, (e) gaps in data which must be corrected as part of this planning process.

### **3b: Zoning & Development Controls**

All of the City's regulatory controls, including the Zoning Ordinance and map, subdivision regulations, boundary agreements, and annexation agreements will be assessed to identify strengths and weaknesses, and to determine how these controls may influence land use and opportunities for new development or redevelopment.

### **3c: Demographic & Market Overview**

A firm understanding of the existing market and the community's potential is extremely important as a foundation for land use planning and development decision-making.

The demographic overview will include an analysis of recent trends in population, households, income, age and gender characteristics, and labor force and employment. A market overview and analysis will be conducted to determine the trends, supply, demand, and potential for residential and commercial uses. We will analyze Hudson's competitive position within the market, identify the issues the community is facing and will likely face, and create a foundation to assist with future land use designation and planning objectives.

### **3d: Existing Land Use and Development**

An Existing Land Use Map will be prepared that inventories all parcels in the City and its planning jurisdiction. The map will then be analyzed to identify functional land use areas, compatible and incompatible land use arrangements, and other issues related to land-use and existing development conditions. This inventory and assessment will include detailed examination of residential neighborhoods, the Downtown, commercial areas, industrial/employment areas, and more. The City's recent Growth Management Residential Development Allocation System Annual Review Report will also be assessed to assist in documenting trends in residential development.

### **3e: Community Facilities**

We will conduct an inventory and analysis of community service and infrastructure providers and owners, including Hudson City School District, the Hudson Library and Historical Society, the Fire Department, Hudson EMS, the Police Department, Public Works, the Parks Department, and more. Facilities and services will be evaluated with respect to age, condition, capacity, demand, and the need for future improvement. The Consultant will prepare a facilities survey questionnaire to be sent to all service and facility providers within the community. The Consultant Team will use the results of the survey, together with fieldwork and other research, to prepare a report detailing and mapping existing community facilities.

### **3f: Transportation, Mobility & Connectivity**

An analysis of the City's existing transportation conditions will be undertaken. This will encompass the existing street system, bike and pedestrian facilities, public transportation, and the potential for commercial rail. Problems, concerns, and opportunities for improvement will be identified. The analysis will assist with the development of recommendations that would improve access and control, linkages and connectivity, and overall safety and efficiency. Our analysis will include discussions and consideration of other jurisdictional transportation efforts including state, regional, county, and other planning levels.

### **3g: Environment, Recreation & Open Space**

This step will include the review, inventory, and analysis of the City's open space and environmental features, including all City parks, Summit Metro Park, areas of natural environment, water features, and other special natural and human-made features that add to the City's special image and character, including Hudson's numerous lakes, wetlands, and the Ellsworth Meadows Golf Club. Problems, concerns, strengths, and opportunities for improvement and incorporation will be identified.

### **3h: Existing Conditions Report**

The results of the community outreach activities and the preceding works steps will be summarized and compiled into an Existing Conditions Report which will then be presented to the Comprehensive Plan Ad Hoc Committee and the Downtown Ad Hoc Committee. The report will outline detailed issues, opportunities, potentials, existing conditions, and trends to be addressed in the new Comprehensive Plan. The Existing Conditions analysis will answer the questions "Where are we now?" and "Where are we headed?" This will serve as a foundation for the future steps in the planning process.

### **3i: Comprehensive Plan Ad Hoc Committee & Downtown Ad Hoc Committee Meeting**

Both the CPAC Committee and the Downtown Ad Hoc Committee will meet to review and discuss the Existing Conditions Analysis Report prior to proceeding to the visioning portion of the planning process.

## Step 4: Community Vision, Goals, and Objectives

The purpose of this step will be to establish an overall “vision” for the future of the City of Hudson that can provide focus and direction for subsequent planning activities and serve as the “cornerstone” of the consensus building process. Based on the Vision and previous steps in the planning process, preliminary Goals and Objectives will also be prepared.

### 4a: Community Visioning Session/Charrette

The Community Visioning Session will involve the Consultant Team, City Staff, the Comprehensive Plan Ad Hoc Committee, the Downtown Ad Hoc Committee, elected officials, and members of the community. The session will include both large group and small group working sessions to review and discuss conditions and potentials within the City. The large group will work together to identify issues and opportunities, and the small “breakout” groups will work together to develop “visions” for the future of the community. It will conclude with general agreement regarding the long-term role and character of Hudson and the projects and improvements that will be desirable in the future.

### 4b: Downtown Recommendations Framework - Downtown Ad Hoc Committee Meeting

In conjunction with the community visioning session, a meeting will be conducted with the Downtown Ad Hoc Committee. Based on our analysis of existing conditions and community outreach, a memorandum outlining our preliminary Key Recommendations will be prepared that identifies our direction and framework for the Downtown Phase II Plan. The Consultant Team will provide the key recommendations to City staff and the Downtown Ad Hoc Committee. A meeting will be conducted to review and discuss the key recommendations before proceeding to the next steps in the planning process.

### 4c: Vision Statement

Following the visioning session, the Consultant will summarize the results of the group discussions, and will prepare a preliminary Vision Statement for the City of Hudson. The preliminary Vision Statement will be based on the Vision Session, feedback from the community outreach activities, and observations from the Consultant Team.

### 4d: Goals and Objectives

Based on previous steps in the planning process, preliminary Goals and Objectives will be prepared which will provide more specific focus and direction for planning recommendations.

### 4e: Staff Review

Prior to moving on to the planning phase of the process, the draft Vision, Goals, and Objectives will be distributed to City staff for review. These items will be modified prior to development of the preliminary Downtown Phase II Plan and Comprehensive Plan.

## Step 5: Downtown Phase II Plan

This step will entail the preparation of a preliminary Phase II Plan for Downtown to provide more specific recommendations for the continued growth and development of this critical area of the City.

### 5a: Preliminary Downtown Phase II Plan

This step will entail the development of a preliminary Downtown Phase II Plan. The plan will address a variety of elements necessary to provide a more detailed planning analysis of Downtown Hudson, including:

- Land use and development;
- Community facilities and infrastructure;
- Transportation, mobility, and connectivity including connections to the First and Main and Historic Downtown Core areas; and
- Economic development strategies tailored specifically to the downtown.

Illustrations, 3D renderings, development visualizations, and more will be utilized to provide the detail necessary to effectively communicate planning and development concepts and recommendations.



### **5b: Staff Review**

Prior to drafting the final Downtown Phase II Plan, the preliminary plan will be distributed to City staff for review and modified based on staff comments.

### **5c: Final Downtown Phase II Plan**

Once City staff, the Consultant Team, and the Downtown Advisory Committee have reached agreement on the preliminary recommendations the Downtown Phase II Plan, a final plan will be prepared as part of the Comprehensive Plan. This Final Downtown Phase II Plan will include revisions to preliminary concepts as well as recommendations related to implementation such as:

- Phasing and implementation strategy including necessary amendments to the Land Development Code; and,
- A financial analysis including a financing strategy and cost-benefit analysis (including relocation and development costs of existing facilities).

## **Step 6: Community-Wide Plans and Policies**

This step will entail the preparation of future plans for growth and annexation, land use, transportation and mobility, open space and environmental features, community facilities, urban design and community character, and community sustainability. These future plans will provide the “core” for the Comprehensive Plan and will reflect community input and the City’s Goals and Objectives.

### **6a: Land Use and Development Plan**

Based on the Goals and Objectives and work activities in Steps 1 through 5, a Land Use Plan will be prepared for the City and its planning areas. The Land Use Plan will include recommendations and policies for all land use areas in the City, including residential neighborhoods and uses, commercial areas, industrial land uses, and more. The Plan will provide land use designations for all areas of the City as well as the City’s designated growth area. The Land Use and Development Plan will utilize text and highly illustrative maps and graphics to communicate planning concepts and principles.

### **6b: Growth Management Plan**

An analysis of the areas that exist for possible future growth will be examined to determine opportunities, constraints, and obstacles that may exist regarding the growth of the community. This analysis will take into consideration existing rural areas and character, land uses and development, current plans and influences, availability of infrastructure, permitting caps, and more. Based on a growth management assessment and recommendations of the preliminary Land Use Plan, a Growth Management Plan will be created including recommended changes to the Growth Management Residential Development Allocation System.

### **6c: Transportation, Mobility & Connectivity Plan**

Based on work activities in Steps 1 through 5, the preliminary Transportation, Mobility, and Connectivity Plan for the City will be prepared. The existing street system is well established in some areas of the community, but system recommendations can improve transportation options for residents, overall circulation, and additional collectors and arteries may be needed in Hudson’s growth areas. The Transportation, Mobility, and Connectivity Plan will focus on the coordination and optimization of all modes of travel within the City, including vehicular, bicycle, walking, rail and transit services. The Transportation, Mobility, and Connectivity Plan will include specific recommendations for motorized and non-motorized travel, parking, circulation, and linkages between key areas of the City. The Transportation, Mobility, and Connectivity Plan will utilize text and highly illustrative maps and graphics to communicate transportation planning concepts, recommendations, and principles.

### **6d: Environment, Recreation & Open Space Plan**

The Plan will identify strategies to protect, open spaces, parkland, and unique and sensitive natural resources. The Comprehensive Plan will recognize the importance of the City’s open space and environmental features, and seek ways to use the river corridors as spine for recreation and economic development, enhancing these features as vital community assets.

## **6e: Community Facilities Plan**

Based on work activities in Steps 1 through 5, the preliminary Community Facilities and Infrastructure Plan will be prepared. The Plan will identify and inventory all community facilities in the City and include recommendations and policies for municipal facilities and services, infrastructure, intergovernmental coordination and cooperation, and more. The Community Facilities and Infrastructure Plan will utilize text and highly illustrative maps and graphics to communicate planning concepts and principles.

## **6f: Economic Development & Implementation Strategy**

An Economic Development & Implementation Strategy will be prepared which will describe the specific actions required to carry out the new Comprehensive Plan, including recommendations regarding zoning and other regulations, priority improvement projects and redevelopment sites, potential funding sources and implementation techniques, and general administration and follow-up to the Plan.

## **Step 7: Plan Documents and Adoption**

Based on the previous steps in the planning process, the draft and final versions of the Comprehensive Plan document will be prepared for local review and consideration, including the Planning Commission public hearing and the presentation to and adoption by the City Council.

### **7a: Draft Comprehensive Plan Document**

Based on the results of Steps 1-6, a draft Comprehensive Plan document will be prepared for local review and consideration. The Plan report will be designed not only to serve as a legal document for guiding land use and development, but also as a guide for establishing City policy regarding a variety of community components that collectively provide the community's overall quality of life. The Plan will also include the Final Downtown Phase II Plan that identifies specific projects and actions that need to be undertaken in order for the City to realize the Plan's recommendations.

### **7b: Staff Review**

Prior to presenting the Draft Comprehensive Plan to the Comprehensive Plan Ad Hoc Committee, the Plans will be distributed to City staff for review. The Plans will be modified based on staff review before presentation to the CPAC.

### **7c: Comprehensive Plan Ad Hoc Committee Meeting**

A meeting will be conducted with the Comprehensive Plan Ad Hoc Committee to review and reach agreement on the draft Comprehensive Plan before proceeding to the community open house and public hearing.

### **7d: Community Open House**

Prior to the Public Hearing, a community open house will be held to allow residents to "drop in" and review preliminary plans and ask questions of the members of the Consultant Team. The Open House format provides an opportunity to see and learn about the City's new Comprehensive Plan before the adoption process begins.

### **7e: Final Plan Report to Planning Commission (Public Hearing/Presentation)**

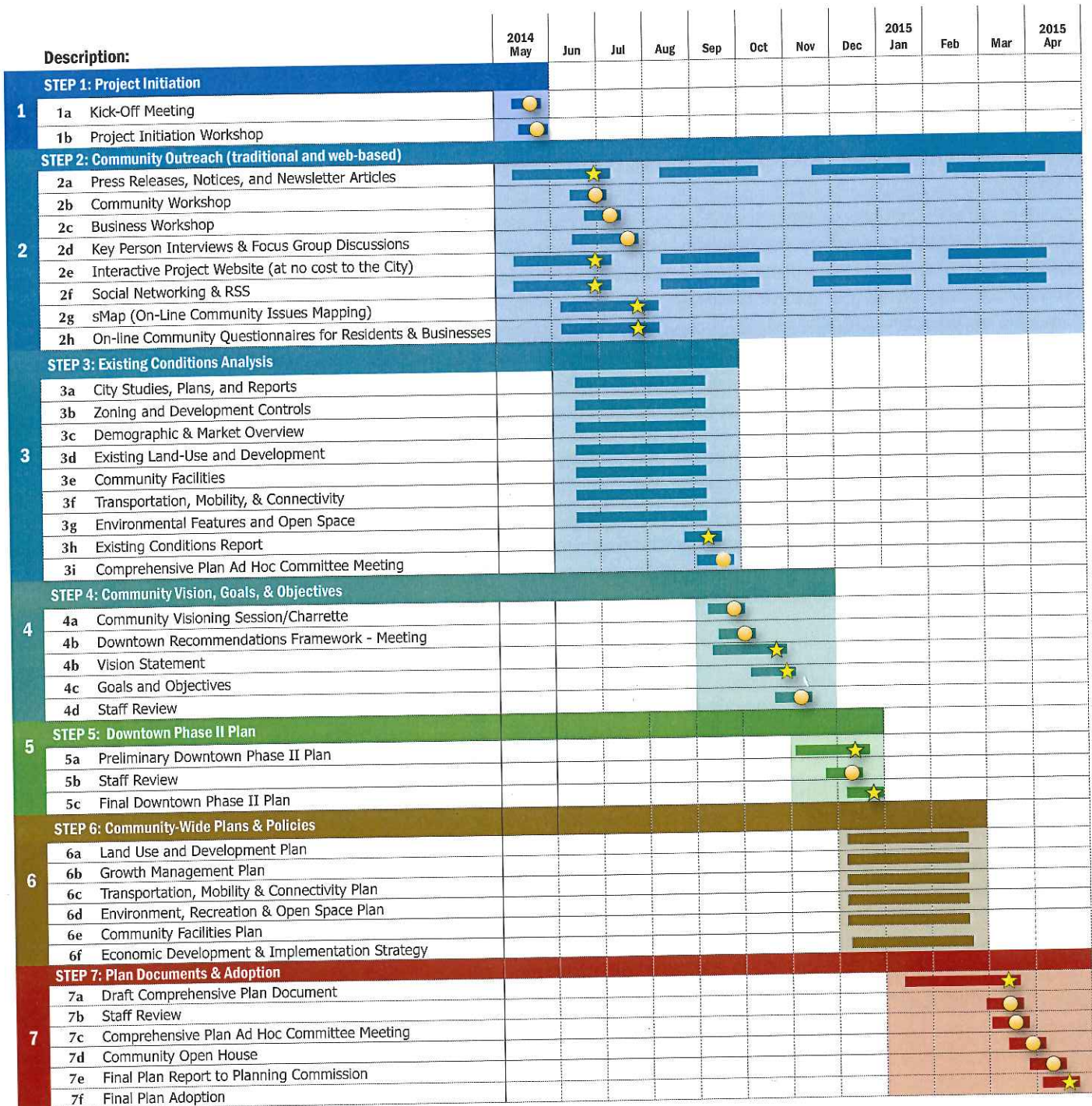
The Final Comprehensive Plan Report will be presented to the Planning Commission for public hearing. The Public Hearing provides an opportunity for residents and the community at-large to comment on the Plan and its recommendations prior to its adoption. Based on review and discussion, and based on public feedback during the public hearing, a revised Comprehensive Plan will be prepared for recommendation to the City Council.

### **7f: Final Plan Adoption**

The Final Comprehensive Plan Report will be presented to the City Council for consideration and adoption. At the conclusion of the project, all of the background data and information compiled by the Consultant during the course of the study will be made available to the City.

# Project Schedule

We are committed to completing the project within the requested **12-month** time frame beginning in May 2014. The timetable provided below outlines the project schedule including time frames for completing each component of the proposed Scope of Work. 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.



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

## FEE

### Project Cost

The estimated cost for the proposed Scope of Services is **\$99,880**. This project budget includes anticipated direct project related expenses such as printing, copies, graphic reproduction, presentation materials, travel expenses, technology charges etc. The fee proposal based on fully loaded rates based on a multiplier of 2.532 is included in the table below.

Description:		Total Cost	Total Hours	Principal \$155	Senior Associate \$125	Associate \$100
<b>STEP 1: Project Initiation</b>		<b>\$4,480</b>	<b>32</b>	<b>\$2,480</b>	<b>\$2,000</b>	<b>\$0</b>
1	1a Kick-Off Meeting	\$1,740	12	8	4	0
	1b Project Initiation Workshop	\$2,740	20	8	12	0
<b>STEP 2: Community Outreach (traditional and web-based)</b>		<b>\$15,310</b>	<b>118</b>	<b>\$6,510</b>	<b>\$6,000</b>	<b>\$2,800</b>
2	2a Press Releases, Notices, and Newsletter Articles	\$1,310	10	2	8	0
	2b Community Workshop	\$3,440	28	8	8	12
	2c Business Workshop	\$3,440	28	8	8	12
	2d Key Person Interviews & Focus Group Discussions	\$7,120	52	24	24	4
	2e Interactive Project Website (at no cost to the City)	-	-	-	-	-
	2f Social Networking & RSS	-	-	-	-	-
	2g sMap (On-Line Community Issues Mapping)	-	-	-	-	-
	2h On-line Community Questionnaires for Residents & Businesses	-	-	-	-	-
<b>STEP 3: Existing Conditions Analysis</b>		<b>\$22,000</b>	<b>178</b>	<b>\$6,200</b>	<b>\$10,000</b>	<b>\$5,800</b>
3	3a City Studies, Plans, and Reports	\$1,920	16	4	4	8
	3b Zoning and Development Controls	\$2,020	16	4	8	4
	3c Demographic & Market Overview	\$3,030	24	6	12	6
	3d Existing Land-Use and Development	\$3,430	28	6	12	10
	3e Community Facilities	\$2,220	18	4	8	6
	3f Transportation, Mobility, & Connectivity	\$1,910	16	2	8	6
	3g Environmental Features and Open Space	\$1,910	16	2	8	6
	3h Existing Conditions Report	\$3,630	30	6	12	12
	3i Comprehensive Plan Ad Hoc Committee Meeting	\$1,930	14	6	8	0
<b>STEP 4: Community Vision, Goals, &amp; Objectives</b>		<b>\$12,130</b>	<b>96</b>	<b>\$4,030</b>	<b>\$5,500</b>	<b>\$2,600</b>
4	4a Community Visioning Session/Charrette	\$3,440	28	8	8	12
	4b Downtown Recommendations Framework - Meeting	\$3,040	24	8	8	8
	4c Vision Statement	\$1,620	12	4	8	0
	4d Goals and Objectives	\$2,620	20	4	16	0
	4e Staff Review	\$1,410	12	2	4	6
<b>STEP 5: Downtown Phase II Plan</b>		<b>\$12,100</b>	<b>96</b>	<b>\$3,100</b>	<b>\$7,000</b>	<b>\$2,000</b>
5	5a Preliminary Downtown Phase II Plan	\$5,850	46	10	28	8
	5b Staff Review	\$1,210	10	2	4	4
	5c Final Downtown Phase II Plan	\$5,040	40	8	24	8
<b>STEP 6: Community-Wide Plans &amp; Policies</b>		<b>\$22,730</b>	<b>182</b>	<b>\$7,130</b>	<b>\$10,000</b>	<b>\$5,600</b>
6	6a Land Use and Development Plan	\$5,860	46	12	24	10
	6b Growth Management Plan	\$2,670	22	4	10	8
	6c Transportation, Mobility & Connectivity Plan	\$3,740	30	8	12	10
	6d Environment, Recreation & Open Space Plan	\$3,740	30	8	12	10
	6e Community Facilities Plan	\$2,980	24	6	10	8
	6f Economic Development & Implementation Strategy	\$3,740	30	8	12	10
<b>STEP 7: Plan Documents &amp; Adoption</b>		<b>\$11,130</b>	<b>88</b>	<b>\$4,030</b>	<b>\$4,500</b>	<b>\$2,600</b>
7	7a Draft Comprehensive Plan Document	\$2,820	24	4	8	12
	7b Staff Review	\$1,410	12	2	4	6
	7c Comprehensive Plan Ad Hoc Committee Meeting	\$3,040	24	8	8	8
	7d Community Open House	\$1,120	8	4	4	
	7e Final Plan Report to Planning Commission	\$1,370	10	4	6	
	7f Final Plan Adoption	\$1,370	10	4	6	
	<b>Total</b>		<b>\$99,880</b>			

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# **SECTION 7**

## **MANAGEMENT SUMMARY**

Houseal Lavigne Associates is a professional consulting firm specializing in all areas of Community Planning, Urban Design, and Economic Development. In less than a decade Houseal Lavigne Associates has established itself as national leader in the field, due in many respects to our flexible approach to project management that has allowed us to work and deliver on a diverse range of projects and clients.

### **Project Staffing**

#### **Project Principal**

Each project is assigned a "Project Principal" to guide the overall project, oversee the client-consultant relationship, manage firm staff and subcontractors, and ensure that the final deliverable is consistent with the firm's highest standards of quality. The firm's three principals: John Houseal, Devin Lavigne, or Dan Gardner, have directed more than 250 successful projects throughout the Country.

#### **Project Manager**

In addition to a Project Principal, each project assigned a "Project Manager", who serves under the Project Principal and is the day-to-day manager of the project. The role is typically filled by one of the firm's Senior Associates. The Project Manager interfaces with the client, establishes timelines for deliverables, and maintains the project schedule. The Project Manager and the Project Principal work together to develop and refine analysis and recommendations, conduct outreach, and coordinates graphic design and data collection.

### **Internal Communication & Coordination**

Houseal Lavigne Associates believes that no one person's limitations should be the limitations of the firm. Accordingly, Every Monday our firm meets as a staff to discuss all of the active projects. Project Managers update the status of the project and timeline for deliverables as well as any specialize expertise needed from other staff members. In addition team charettes are often held to brainstorm through ideas, allowing each project receives expert feedback, input, and technical assistance from every member of the firm. This candid and inclusive process sparks new approaches and ideas, reduces redundancy, and provides the client with the full range of professional resources that we offer.

We also utilize an intranet site to assist the project managers with their duties. An internal dashboard is created for each project, allowing firm employees to collect and share information, track progress, jointly author documents, and coordinate resources. This shared platform also produces monthly client invoices, with detailed time logs available to the client.

### **External Communication & Coordination**

Our clients have direct access to the Project Principal and Project Manager through a variety of mediums, including weekly in-person meetings, phone calls, and Skype. Houseal Lavigne Associates also provides, free of charge, a unique project website for every client, along with a secure area for sharing files between parties.

### **Availability**

Houseal Lavigne Associates has the available resources, capacity and commitment to immediately undertake and successfully complete the City of Hudson's Downtown Phase II Planning Study and Comprehensive Plan Update within the City's desired timeframe. We are aware that the City desires to have the entire planning effort completed within one year of the date the contract is executed and that target date is of utmost importance to the City. We are consistently able to meet project deadlines and have an excellent track record on past assignments. Our scope of work and project timeline for the Downtown Phase II Planning Study and Comprehensive Plan Update were cognizant of the City's required date of completion and we pledge full commitment by our firm and team members to complete the project successfully within this timeframe.