

PROPOSAL FOR

Waushara County Comprehensive Planning Project

June 13, 2008

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PROFESSIONAL SERVICES

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June 13, 2008

Patrick Nehring
UW-Extension Waushara County
PO Box 487
209 S Ste Marie Street
Wautoma, WI 54982

Re: RFP: Waushara County Comprehensive Planning Project

Dear Mr. Nehring:

It was a pleasure talking with you to discuss the County's needs related to the Waushara County Comprehensive Planning project. Based on those discussions and our interpretation of your RFP, we would like to offer our extensive comprehensive planning experience to Waushara County and the participating municipalities.

MSA is a full-service consulting firm that focuses on developing and achieving your vision using creative approaches to find meaningful, cost-effective solutions. Our firm's Mission Statement is, "*A trusted partner helping clients succeed.*" We strive to fully understand your goals and needs, and, in partnership with you, apply our expertise to provide a successful outcome.

To best meet the needs of the County and its communities, we are proposing a bottom-up planning approach. This method will involve a wide spectrum of the public, while also including key stakeholders, local staff, elected officials, and community organizations. We propose to divide the nine municipalities into two or three cluster organizational units to maximize local communication and to also address intergovernmental planning needs. This multi-tiered effort will provide a basis for building widespread public support for the final plan and vital implementation efforts to follow.

Our planning process builds on the scoping effort already completed by Waushara County and the East Central Wisconsin Regional Planning Commission (ECWRPC). MSA proposes a working partnership with Waushara County and the ECWRPC to contain costs and to ensure a local leadership role for the County. The County and ECWRPC will assist with meeting facilitation and GIS mapping responsibilities. MSA is experienced in this type of partnership.

In addition to our expertise in multi-jurisdictional planning projects as noted in this document, our team also brings an unequalled level of experience in the areas of public engagement, multi-party conflict resolution, and use of an innovative toolbox of techniques to help communities reach consensus. We believe MSA is particularly qualified to serve you in this role.

Offices in Illinois, Iowa, Minnesota, and Wisconsin

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To accomplish these proposed planning tasks, we offer a team of seasoned professionals, each with extensive experience working with a wide range of public and private sector clients, including community-based organizations and business associations. We bring strong technical skills in the areas of rural planning, preservation of farmland and natural resources, and intergovernmental cooperation. As a full-service firm, we have a full compliment of disciplinary resources including municipal and environmental engineers, transportation specialists, stormwater management experts, and GIS personnel at our fingertips. One of our strengths as a firm is the ability to bring to the table, as needed, the knowledge of our diverse professional staff.

I have attached a proposed Scope of Services that outlines our general approach to Waushara County's multi-level planning project. I have also included a line item budget that is presented in summary form. Costs have been itemized by work phase/task and correspond to the enclosed scope of services.

MSA has no conflict of interest with past, present, or known future policies, plans, or programs of the County. We have enjoyed continued work in Waushara County, most recently in the City of Wautoma (engineering services), and the Villages of Hancock (water analysis project), Wild Rose (tax incremental finance district and library/senior center grant), and Coloma (housing grant administration). Our Transportation division has also done past work in the County on bridges and highways.

If you have questions or desire additional information, please feel free to call me at 1-877-204-0572 or via email at kskoog@msa-ps.com. We look forward to a successful working relationship with Waushara County.

Sincerely yours,

MSA Professional Services, Inc.



Kirk Skoog, AICP
Project Manager

cc: Chuck Sulik, AICP
Team Leader

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STATEMENT OF UNDERSTANDING

At face value, the primary purpose for this project is to prepare community comprehensive plans that meet the requirements of Wisconsin Statutes 66.1001. However, it is clear to MSA that the County and the participating jurisdictions understand there are other benefits, tangible and intangible, to be gained as a result of this planning endeavor.

We recognize there are multiple issues to be addressed via this important project. We acknowledge that the process developed by the Waushara County Land Use Committee, with input from the multiplicity of local jurisdictions represents a delicate balance between respecting local prerogative and autonomy and addressing the collective concerns of the County as a whole. **As such, our proposal aims to follow a bottom-up, consensus driven planning framework while offering specific enhancements, including conflict resolution techniques which will improve the efficiency and effectiveness of the process.**

Our understanding of key issues and concerns, based on our interpretation of the RFP and directed community research, includes the following:

Need for Comprehensive Plans

The County does not currently have a plan. While primarily rural, the demographics of the County are changing with its aging population. Planning needs vary from Town to Town, and the County's zoning and growth management regulations are not contemporary and cannot meet the diverse nature of planning objectives expressed by its constituents. In addition, two Villages and one Town have plans currently being created by the East Central Wisconsin Regional Planning Commission.

Plan Updates

There are eight Towns and one Village that currently have land management plans. These plans will be updated to comply with 66.1001 of the WI Statutes. These plans, created at various points in the past are of differing character and need to address the common required nine planning elements for the future 20 years.

Cooperative Planning

Waushara County is an amalgam of 18 Towns, six villages and two Cities. These communities represent a broad spectrum of interests and planning desires. The ability to conduct a planning process that addresses the diversity of these communities while respecting local decision-making authorities, building the capacity of local governments through local collaboration, and involving citizens at a grassroots level are vital to this project.

MSA possess specialized skills in the areas of citizen engagement, public policy formulation and evaluation, and multi-party conflict resolution and negotiation to ensure the end results are consistent and acceptable to all parties.

Consistency

Waushara County has continually stressed a "bottom up" approach for the county plan. Consistency between municipalities and their plans is crucial to promote future visions and policies that are welcomed and seamlessly flow across jurisdictional boundaries.

Top Issues

There are a number of common issues throughout Waushara County that need to be addressed as part of this planning process. Key issues include the following:

- Planning future growth to ensure the efficient delivery of services and infrastructure
- A diverse and aging population
- Increased demand for health care and elderly services
- Increased demand for rural non-farm retirement and recreation homes
- Large blocks of agricultural land are being subdivided
- Residents looking for shopping, services and employment are commuting out of the

- County to urban centers
- Need to increase multi-modal transportation options within concentrated populations and eventually county-wide.
- Need to promote compact development patterns and downtown revitalization methods to enhance communities.
- Need for affordable housing
- Need to attract higher wage employment opportunities within the County
- Need to balance private property rights and public interests.
- Need to preserve unique natural and cultural areas.

Relationships

The East Central Wisconsin Regional Planning Commission (ECWRPC) works extensively throughout Waushara County and thus has prepared and is preparing many of the municipal plans. It is imperative that the consultant maintain a productive relationship with the ECWRPC and other plan developers to ensure coordination of data and information, to lower costs and eliminate duplication of tasks.

Local Zoning

It is believed that as municipalities participate in the comprehensive planning process there will be additional education and interest to better manage development within the communities. Current zoning is not designed to foster and promote the preservation of farmland or inherent natural resources. Accordingly, the County has little ability to maintain existing farming as a viable business. Management tools are lacking to preserve substantial reserves of natural resources.

Economic Development

Providing adequate employment opportunities in a primarily rural setting is a challenge that when not met forces residents to leave the area looking for opportunities elsewhere. Increasing the quality of life to better attract industry along with economic development strategies that are already being implemented are the key to forward movement.

Organizational Approach

The County believes a strong organizational approach is needed to hold costs down and to be able to address not only local but area concerns that transcend local boundaries. MSA proposes two or three "sub-planning" areas or organizational units be established to conserve resources yet adequately address each community. Please see organizational chart on the following page.

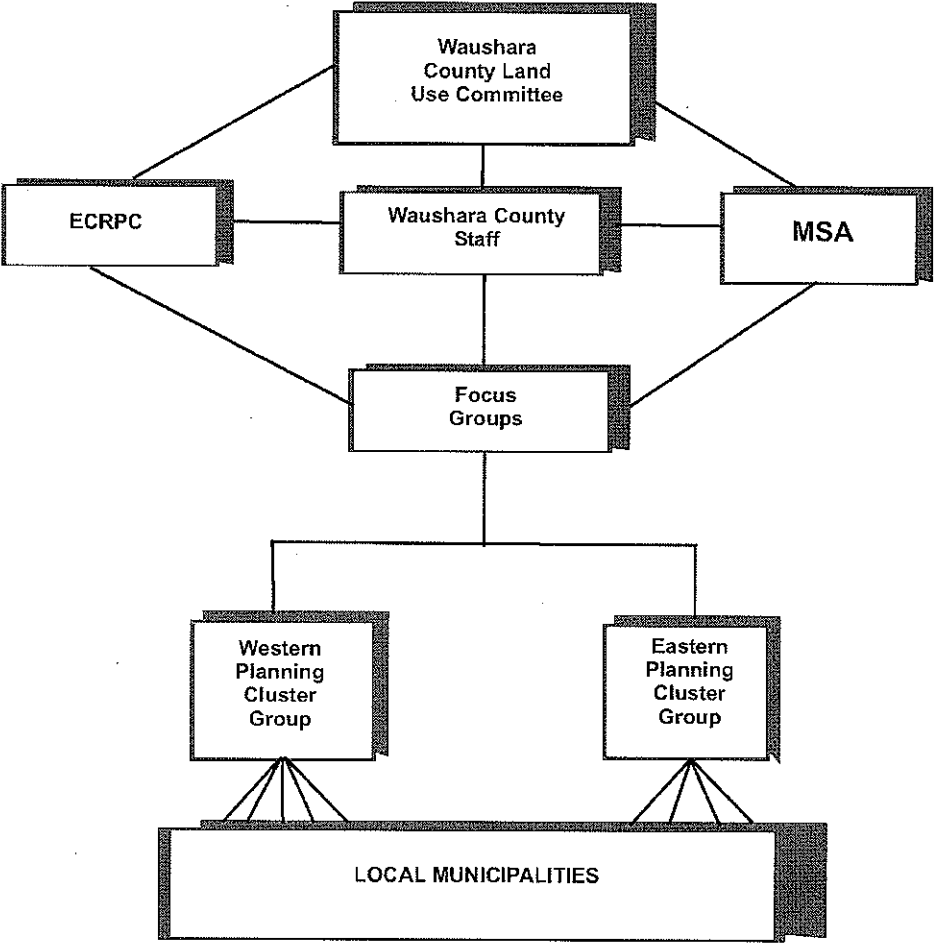
Limited Resources

MSA understands the participating municipalities have limited resources for planning. MSA will work efficiently with ECWRPC to eliminate duplication of efforts, to keep costs at a minimum while still producing an excellent product. It is understood that the County Land Use Committee and UW-Extension faculty will dedicate time to the project in various capacities.

Schedule

The County's RFP provides a general timeline of 18 months to complete the project. MSA concurs that this timeline is ideal to save on costs and to maximize participant interest.

WAUSHARA COUNTY COMPREHENSIVE PLANNING ORGANIZATIONAL STRUCTURE



Land Use Planning

The multiplicity of communities necessitates that the successful consultant has an advanced understanding about land use planning and land management tools, trends, and techniques. For example, there is a stated interest in developing Transfer/Purchase of Development Rights (TDR/PDR) programs as a means of helping to simultaneously preserve productive agricultural areas and reduce fragmentation of key forestlands while focusing development in areas that can be cost-effectively serviced with public infrastructure. There is also a need to foster acceptance of intergovernmental agreements that can help to address the current patterns of land consumption on the periphery of adjacent municipalities (e.g., 66.0307 boundary plans). It is also clear that issues surrounding personal/private property rights are critical concerns that must also be addressed through the planning process. Undoubtedly, there are other opportunities to introduce other new ideas and concepts that can help communities to align their local vision for development with a future reality. **MSA has a full understanding, knowledge about and experience with state-of-the-art land management programs, such as transfer/purchase of development rights programs, traditional neighborhood design, and cluster/conservation subdivisions, will all be important components of addressing the breadth of land use planning issues present in the County.**

Housing Planning

Understanding the County's dynamic housing market, as well as having a knowledge of general housing trends in Wisconsin and the United States, is vital to successfully addressing the housing element of the comprehensive plan. In addition, it will be necessary to have experience in comprehensively addressing the issues surrounding housing for special needs populations, workforce housing, and community revitalization/stabilization strategies specific to the breadth of local the communities. **MSA has an understanding of how to assess current housing trends and will be experienced in conducting comprehensive community market studies that consider the implications these trends have on individual communities in terms of revenues, needed infrastructure and services, educational institutions, and for generally providing housing opportunities and access to the "American Dream" for all.**

Transportation Planning

As Waushara County continues to grow, so do the issues surrounding transportation access and mobility. Recognizing that transportation facilities and services represent the "thread" that binds together the broader community "fabric", attention to multi-modal options that move people and goods in a seamless manner is critical to the overall planning process. The twin issues of access and mobility are particularly acute issues for those areas of the County that are simultaneously rural and have an aging population that will be seeking greater community services (e.g., access to shared meal programs, medical services, and cultural/social programming) while having diminished capabilities to drive. Experience and knowledge about rural transportation needs (including transit) will be important to helping to address these issues. In addition, the ability of communities to develop functional non-motorized transportation facilities (e.g., trails and greenways) that provide utilitarian and recreational transportation opportunities are vital both to addressing growing community health concerns and in creating communities that are attractive to the "knowledge workers" who are so sought after in this information age. Finally, from a more pragmatic perspective, simply understanding and managing the land use-transportation connection can go a long ways towards improving the overall quality of life in the County by reducing the direct (and indirect) costs associated with daily traffic congestion and crash frequencies. **MSA has the ability to analyze trends in automobile traffic, examining "traffic-sheds" in terms of capacity, safety and operational issues. In addition, MSA has specific knowledge and experience in addressing the land use-transportation connection, aviation, freight, bicycle and pedestrian, and public transportation issues. MSA's thriving relationship with WisDOT will insure the flow of information in regard to future plans for STH 10, 21 and I39.**

Familiarity With County and Municipalities

MSA has been the engineer for the City of Wautoma for well over 20 years. Projects have included forming the water utility, 2 TID's, many storm sewer/water street projects, landfill abandonment, and the joint wastewater plant facility with Silver Lake Sanitary District. Recently MSA was successful in obtaining a \$300,000 CDBG grant for the City to assist in flooding relief for downtown Wautoma. In recent years MSA has also worked with the Village of Hancock, the Village of Wild Rose, and the Village of Coloma.

And finally:

Citizen Engagement

All too often the process of involving the public in a community's decision-making and planning processes has been left to the last minute and is addressed by throwing together a slide show and calling a public meeting. Or worse, citizen engagement becomes confused with public information, where the channels of communication are one-way at best. **MSA has the advanced skills and experiences and will use these talents to design a deliberate process of engaging citizens in the process in a meaningful way.** In addition to having the capability to design processes, events, and exercises that recognize that people have different "learning styles" (i.e., auditory, graphic, kinesthetic) and that will fully engage a wide variety of stakeholders in an interesting and exciting way, the citizen engagement process must also address how information will be transmitted up and down the decision-making channels. **It is also important to include consensus building and conflict resolution mechanisms into the overall process so as to manage disputes in a positive and professional manner when they do arise.**

DETAILED WORK PLAN

This section offers a brief overview of some of the guiding principles the MSA team will pursue in our approach to this project.

- **Collaborative:** MSA will seek to integrate our staff (located in Marshfield and Madison) with the assigned County Planning Department Staff to form a multi-disciplinary team capable of effectively managing a complex multi-jurisdictional program. The partnership approach will take full advantage of MSA's local presence and the local expertise of the County, while efficiently deploying County staff.
- **Proactive:** MSA will utilize its advanced expertise in public involvement and conflict resolution techniques to design and implement a planning process that efficiently resolves inter-jurisdictional differences and inconsistencies. Furthermore, these processes will be designed with the idea that the capacities of local jurisdictions will be strengthened, providing a basis for the resolution of future differences and the development of partnerships that increase service delivery efficiencies.
- **Community-based:** Based on MSA's extensive experience in conducting comprehensive planning projects under the requirements of Wisconsin's Smart Growth legislation in similar communities throughout the State, this project will be conducted in a manner that respects the local wishes and autonomy of the participating jurisdictions. This is accomplished largely through our attention to understanding key local issues and to respecting the vision and opinions of local planning participants.
- **Strategic:** MSA recognizes the value of planning resides in the ability of local communities to understand and utilize the comprehensive plan on a day-to-day business. The development of plans that do not become dust-gathering documents on a closet shelf is accomplished by taking a strategic planning approach. Communities must understand their assets and liabilities, know what can and can't be changed, and assign responsibility for implementation actions. These are the keys to the success of the project.

1) PHASE 1 – *INTRODUCTION*

a) *Stage A – "Kickoff" meeting*

MSA Professional Services, Inc. will work with Waushara County to develop exercise(s) to engage the public and the planning committees in the planning process.

b) *Stage B – Commence Public Information and Involvement Program*

MSA, in concert with Waushara County staff, will develop press releases for local and regional news agencies. The goal of this public information campaign will be to increase the level of awareness and understanding about planning in general, the comprehensive plan process, and how the public can get involved.

2) PHASE 2 – *FACT FINDING*

a) *Stage A – Conduct Issue Identification Exercises and Publicize Results*

- i) Development of Issue Identification Exercise – MSA Professional Services, Inc. will develop an exercise for planning cluster committees to identify issues that need to be addressed in the plans that will be developed. To adequately address this task, MSA will design a public engagement protocol that will ensure a sound, reliable response.
- ii) Conduct Issue Identification Exercise and Publicize Results – MSA, in concert with Waushara County and ECWRPC, will conduct these issue identification exercises at the cluster level, as well as with the Waushara County Land Use Committee.

b) *Stage B – Assemble, Analyze, and Formulate Conclusions about Background Information for Nine Plan Elements, Publicize Results, and Ask for Public Feedback*

- i) Assemble Background Information

MSA Professional Services, Inc. will partner with Waushara County and the ECWRPC to assemble the background information for the nine elements of the comprehensive plans. We will utilize the official comprehensive planning grant checklist provided by the Wisconsin Department of Administration and as required by the Comprehensive Planning Grant (CPG) program. The background information will also include previously prepared municipal plans and associated survey results.

- ii) Preliminary Analysis and Conclusions Regarding Background Information

MSA, Waushara County and ECWRPC will complete the preliminary analysis. This analysis, as well as the assembly of data, will be completed at the outset of the process, to facilitate early feedback from cluster communities and local municipalities.

- iii) Committee Review and Evaluation of Preliminary Analysis and Conclusions Regarding Background Information

MSA Professional Services, Inc. will meet with each Cluster to present the background information in each of the nine elements. During these meetings with each cluster, MSA staff will discuss the impact of the results on the planning process, while also gathering feedback from each community about the information contained in the Background Report.

- iv) Compilation of Committee Review and Evaluation of Background Information Analysis and Conclusions; Identification of Consistencies and Inconsistencies Between Jurisdictions' Findings, Draft Alternative Revisions to Background Information Analysis and Conclusions

Planners from MSA will compile the comments from each cluster meeting, while identifying any inconsistencies between jurisdictions' findings. In response to any comments or clarifications, MSA will draft revisions to the Background Information reports.

- v) Committee Review of Draft Revisions to Background Information Analysis and Conclusions

MSA will meet with each cluster to discuss the revisions that have been made to Background Information Analysis and Conclusions. This meeting will also cover any inconsistencies that are discovered between neighboring jurisdictions' plans.

- vi) Intergovernmental Sessions to Finalize Conclusions Regarding Background Information and Analysis

Utilizing the Land Use Committee as an intergovernmental forum, MSA will work with communities where inconsistencies exist to attempt to resolve these potential or existing conflicts.

- vii) Publicize Background Information, its Analysis, and Conclusions

MSA and the County will prepare a summary report describing the background information that is assembled, the analysis therein, and the conclusions that were drawn from it. As appropriate, the summary report shall challenge local government officials to further define the issues and opportunities facing each respective community. *This report, along with all locally developed reports and illustrations, will be posted on the County web page devoted to the project.*

3) PHASE 3 – VISIONING

a) Stage A – Formation of Focus Groups

- i) Focus Groups will be established based on issues identified in Phase 2

MSA and Waushara County will share the responsibility to conduct the focus group sessions. Focus groups are issue-based and serve to examine planning concerns in greater detail.

- ii) Compile Documentation of Focus Group Sessions

County Staff will compile documentation of the focus group sessions for MSA staff to review and incorporate into the planning process.

- iii) Draft Conclusions Regarding Focus Group Discussions, and Draft Further Revisions to Survey Conclusions

MSA will compile the final results of the focus group sessions from the County Staff into a report. These results, along with the results of the survey, will be compiled into a single report with conclusions drawn from them.

- iv) Intergovernmental Sessions to Address Disagreements to Survey Conclusions

Utilizing the County Land Use Committee as an intergovernmental forum, MSA will work with communities where inconsistencies exist to attempt to resolve these potential or existing conflicts.

- v) Publicize Final Conclusions Regarding Citizen Opinion Surveys and Focus Group Discussions

MSA will prepare a final report with the tabulated survey results and the focus group results for each community. This report will be distributed to the County, cluster and community level staff for dissemination.

b) Stage B – Prepare Vision Statements and Illustrations, Publicize, and Ask for Public Feedback

- i) Draft Vision Statements and Illustrations Depicting Visions for the Future; Publicize Draft Statements and Illustrations

A vision is needed to plan for the future. Based upon prior experiences, MSA, in concert with Waushara County and ECWRPC staff, will draft Vision Statements for the County and each participating municipality. These vision statements will assist communities as they begin to identify the goals and objectives to achieve their long-term visions. To provide a visual representation of these draft visions, maps will be generated that will visually depict the outcomes of different visions.

- ii) Review and Draft Revisions to Vision Statements and Illustrations

After meeting at a cluster level with communities, MSA will draft revisions to vision statements and illustrations.

- iii) Compile a Report on Committee Review of Vision Statements and Illustrations; Identification of Consistencies and Inconsistencies Between Jurisdictions' Findings; Draft Revisions to Vision Statements and Illustrations

Based upon the results of the cluster meetings, MSA will compile a report documenting the requested changes and modifications to the vision statements and to the illustrations.

- iv) Committee Review of Draft Revisions to Vision Statements and Illustrations

MSA will meet with each Cluster committee to discuss the draft revisions to vision statements and the illustrations. At these meetings, MSA will advise the committees of any inconsistencies that have arisen, and make suggestions as to alternatives that may address these inconsistencies.

- v) Intergovernmental Sessions to Finalize Conclusions Regarding Vision Statements and Illustrations

Utilizing the County Land Use Committee as an intergovernmental forum, MSA will work with communities where inconsistencies exist to attempt to resolve these potential or existing conflicts. MSA will provide expert facilitation and conflict resolution skills to attempt to resolve any disputes.

- vi) Publicize Final Vision Statements and Illustrations

MSA will prepare a report, in concert with County and ECWRPC Staff, documenting the final vision statements and illustrations for the County and each participating municipality. This report will also document any inconsistencies that have emerged between different governing bodies.

c) *Stage C – Prepare and Publicize Overall Goals, Objectives and Policies, Publicize, and Ask for Public Feedback*

i) Draft Overall Goals, Objectives and Policies, and Publicize

Based upon the experiences to date, MSA will create a protocol to assist the local plan committees in drafting Goals, Objectives, and Policies for each respective participating community and Waushara County. MSA will work to facilitate and refine these efforts. Any unresolved disagreements will be noted, and potential solutions will be proposed.

ii) Review and Draft Revisions to Overall Goals, Objectives, and Policies

MSA will conduct meetings on a cluster basis with each jurisdiction to review the overall goals, objectives, and policies and any public feedback on them.

iii) Compile a Report on Committee Review of Overall Goals, Objectives, Policies, and Committee Ideas on Revising Them; Identification of Consistencies and Inconsistencies Between Jurisdictions' Findings; Draft Revisions to Goals, Objectives, and Policies; Publicize the Information

MSA will compile a report documenting the results of these committee meetings, noting any changes or revisions that communities requested. This report will also document any inconsistencies between jurisdictions.

iv) Committee Review of Draft Revisions to Overall Goals, Objectives, and Policies

MSA will meet with each cluster committee to discuss the revisions that have been drafted to the Goals, Objectives, and Policies, and to advise communities of any ongoing inconsistencies.

v) Intergovernmental Sessions to Finalize Conclusions Regarding Overall Goals, Objectives, and Policies

Utilizing the County Land Use Committee as an intergovernmental forum, MSA will work with communities where inconsistencies exist to attempt to resolve these potential or existing conflicts.

vi) Publicize Final Conclusions Regarding Overall Goals, Objectives, and Policies

MSA will prepare a report summarizing the finalized Goals, Objectives, and Policies for each community and the County as a whole. This report will bring to light any ongoing inconsistencies between neighboring jurisdictions.

4) PHASE 4 – PLANNING

a) *Stage A – Draft Alternative Plans for Plan Elements and Compile Alternate Comprehensive Plans*

- i) Draft Plan Alternatives for Each of the Nine Plan Elements and Compile Several Alternative Comprehensive Plans, Each with Nine Elements

MSA will draft the required two plan alternatives for each participating community. *To maintain momentum and participation late in the process, MSA will develop internally consistent plan alternatives to present to the communities. These alternatives will be presented as a summary of Goals, Objectives, and Policies, with an overview describing how the alternatives differ from each other.* This will aid communities in reviewing these documents, and in making the best long-term decision.

- ii) Publicize Draft Alternative Comprehensive Plans

MSA will work with County Staff to post the alternative comprehensive plans on the County and local websites, along with any accompanying illustrations. *Should the local community decide, these websites will also feature a link to the County website.*

b) *Stage B – Choose an Alternative as the Comprehensive Plan, Publicize, and Ask for Public Feedback*

- i) Review Alternative Comprehensive Plans with the Intent of Selecting an Alternative that will Guide Development in Accord with Goals, Objectives, Policies, and Visions for the Future of Each Jurisdiction; Draft Revisions to the Alternatives as Deemed Necessary

MSA staff will meet with local jurisdictions to review the alternative comprehensive plans to aid communities in selecting a guide to development, in accord with the Visions, Goals, Objectives, and Policies for the future. MSA will make revisions as required.

- ii) Compile a Report on Committee Review of Alternative Comprehensive Plans; Identification of Consistencies and Inconsistencies Between Jurisdictions’ Findings; Draft Revisions to Alternative Comprehensive Plans

MSA will draft a report covering the results of the meetings with local communities. This report will cover any changes to the selected alternative, as well as any remaining, ongoing inconsistencies between the plans.

iii) Intergovernmental Sessions to Finalize Comprehensive Plans

Utilizing the County Land Use Committee as an intergovernmental forum, MSA will work with communities where inconsistencies exist to attempt to resolve these potential or existing conflicts. MSA will provide expert facilitation and conflict resolution skills to attempt to resolve any disputes.

iv) Publicize Comprehensive Plans

MSA will assist the County Staff in their efforts to publicize the final comprehensive plans. Such assistance may include advising on media relations, marketing and dissemination strategies.

5) PHASE 5 – IMPLEMENTATION

a) Stage A – Conduct Public Hearings on Comprehensive Plans

In concert with the local plan committees, MSA will present the comprehensive plans at each local community's public hearing, at the plan commission level.

b) Stage B – Adopt Comprehensive Plans

Local communities will adopt their comprehensive planning documents. MSA will assist with providing sample ordinance language.

c) Stage C – Compile all Comprehensive Plans into a Document Titled "Municipal and County Comprehensive Planning in Waushara County"

MSA, in concert with Waushara County, will compile all of the comprehensive plans into a single document. This document will also contain a description of the process used to develop the plans, the differences that emerged and efforts to resolve issues, remaining differences between communities, the positions of these communities, and ongoing efforts to address these issues.

d) Stage D – Carry Out Implementation Activities

Implementation efforts will be carried out by the local Boards, Councils, and staff.

e) Stage E – Establish Benchmarks and Measure Progress Towards Fulfillment of the Comprehensive Plans

Benchmarks will be established by local officials, stakeholders, and staff, to measure the progress towards the fulfillment of the comprehensive plan.

f) Project Mapping

MSA will work with ECWRPC to prepare all of the maps for the Background Information and the Planning phases of the process. This partnership offers the County a cost savings that can be transferred to other portions of the project, while taking maximum advantage of the existing data that the County already has at its disposal.

g) Public Participation

MSA will outline a comprehensive and proactive approach to public information and involvement that will serve as the framework for our activities. MSA will work with the County Planning staff to design and implement public information and involvement products that appropriately meet the needs of the project. We envision and support the concept that meetings in Rounds 2-10 be conducted on a subarea basis where 3 or 4 local jurisdictions (selected on the basis of spatial proximity and community compatibility) gather under a single roof to participate in plenary and break-out sessions as appropriate to the topic.

➤ **Phase I – Kick-Off Meeting:** MSA will design and implement a large group gathering that initiates the project. Information will be transmitted through multiple methods (e.g., PowerPoint, video, and print) to help people learn about the role of comprehensive community planning, Wisconsin’s Smart Growth requirements, and how the Waushara County project will be conducted. This meeting will include an appropriate “ice breaker” exercise, formal presentations, and a question/answer session. MSA will work with the County Staff to develop appropriate media releases in advance of the event.

➤ **Phase II & III – Rounds 1-8:** MSA is currently planning on staffing all of these meetings with support from the County as available. These meetings will feature a variety of facilitation (e.g., “nominal group techniques”) and presentation techniques specific to the generation of input and feedback at each stage of the process. MSA’s expert facilitators utilize a “tool box” approach through which they are able to design and implement a variety of meeting strategies that help to keep groups interested and engaged in the labor-intensive process of developing comprehensive plans. We have used our “chronowall,” “planning tree,” and “miracle note” methods as means of engaging individuals who possess different “learning styles” (e.g., auditory, visual, kinesthetic).

➤ **Phase IV – Rounds 9-11:** MSA is currently planning on staffing all of these meetings with support from the County as available. The process of selecting and evaluating alternative plans will include graphic facilitation techniques (e.g., use of enhanced GIS/transportation land use models, presentation graphics, and a community image survey technique). An evaluation matrix will be developed that conveys information about alternative scenarios based on such variables as density, infrastructure performance, transportation needs, and community impacts.

- **Phase 5 – Round 12:** MSA staff currently plans on assisting the local jurisdictions in planning and implementing their adoption (i.e., public hearing) processes. We plan to be in attendance, with support from County Staff as available.

- **Other Meetings:** MSA currently plans on attending the County Comprehensive Plan Land Use Committee and on assisting the County Staff to design meeting components that reflect the difference in scope between the work of the Land Use Committee and the local Plan Committees. In addition, MSA will provide a senior level staff member with specific training and experience in multi-party and interpersonal conflict resolution to assist in resolving inter-jurisdictional issues and inconsistencies that cannot be addressed through other channels.

- **Public Information/Media Relations:** MSA staff will assist the County staff in developing materials (e.g., press releases) that regularly inform the general public of major events and project progress as a means of helping to keep the public informed and engaged over the course of this project. The schedule for these activities will be determined in consultation with County staff and the Land Use Committee.

STAFF ASSIGNMENTS

MSA will have the prime responsibility of leading the comprehensive planning process for the nine participating municipalities while partnering with the Waushara County Land Use Committee and Staff, and the ECWRPC and Staff to integrate the plans of all jurisdictions into the final Waushara County Comprehensive Plan.

MSA will also work with the ECWRPC to prepare mapping and data required for the background analysis. It is anticipated that completing the entire comprehensive planning process will require approximately 29 meetings. A detailed breakdown of these meetings is presented in the following cost summary section.

Waushara County Comprehensive Planning Proposal

Budget Summary (\$280,000)

	Dollars	Estimated Meetings
Phase 1 - Introduction		
Stage A - Kickoff Meeting	\$ 4,471.00	1 meeting
Stage B - Commence Public Information and Involvement Program	\$ 2,387.00	
Phase 1 - Total	\$ 6,858.00	
Phase 2 - Fact Finding		
Stage A - Issue Identification Exercise and Publishing of Results		
i) Develop Exercise	\$ 2,268.00	
ii) Conduct Exercise, Publish Results (Round 1)	\$ 5,541.00	2 meetings
Subtotal	\$ 7,809.00	
Stage B - Assembly and Analysis of Background Data by Element		
i) Assemble Background Information	\$ 12,500.00	
ii) Preliminary Analysis and Conclusions	\$ 17,541.00	
iii) Committee Review and Evaluation (Rounds 2-6)	\$ 6,475.00	2 meetings
iv) Compilation of Committee Review and Evaluation of Background Information	\$ 33,956.00	
v) Committee Review of Draft Revisions to Background Information	\$ 5,574.00	2 meetings
vi) Intergovernmental Sessions to Finalize Conclusions	\$ 1,670.00	1 meeting
vii) Publicize Background Information, its Analysis and Conclusions	\$ 945.00	
Subtotal	\$ 78,661.00	
Phase 2 - Total	\$ 86,470.00	

Phase 3 - Visioning

Stage A - Formation of Focus Groups			
i) Establish Focus Groups			3 meetings
ii) Compile Documentation of Focus Group Sessions	14,812.00	\$	
iii) Draft Conclusions of Focus Group Sessions and Draft Further Revisions to Survey Conclusions	1,245.00	\$	
iv) Intergovernmental Sessions to Address Disagreements to Survey Conclusions	4,603.00	\$	
v) Publicize Final Conclusions from Citizen Opinion Surveys and Focus Group Discussions	9,712.00	\$	1 meeting
	2,991.00	\$	
Subtotal	33,363.00	\$	
Stage B - Prepare Vision Statements and Illustrations, Publicize, Public Feedback			
i) Draft and Publicize Vision Statements and Illustrations (Rounds 7-8)			2 meetings
ii) Review and Draft Revisions to Vision Statements and Illustrations	6,999.00	\$	
iii) Compile a Report on Committee Review and Draft Revisions to Vision Statements and Illustrations	4,925.00	\$	
iv) Committee Review of Draft Revisions to Vision Statements and Illustrations	1,540.00	\$	
v) Intergovernmental Sessions to Finalize Conclusions Regarding Vision Statements and Illustrations	3,683.00	\$	2 meetings
vi) Publicize Final Vision Statements and Illustrations	3,812.00	\$	1 meeting
	945.00	\$	
Subtotal	21,904.00	\$	
Stage C - Prepare and Publicize Goals, Objectives and Policies, Public Feedback			
i) Draft and Publicize Goals, Objectives and Policies			2 meetings
ii) Review and Draft Revisions to Goals, Objectives and Policies	5,354.00	\$	
iii) Compile a Report on Committee Review of Goals, Objectives and Policies	3,812.00	\$	
iv) Committee Review of Draft Revisions to Goals, Objectives and Policies	3,373.00	\$	
v) Intergovernmental Sessions to Finalize Conclusions Regarding Goals, Objectives and Policies	3,407.00	\$	2 meetings
vi) Publicize Final Conclusions Regarding Goals, Objectives and Policies	2,170.00	\$	1 meeting
	945.00	\$	
Subtotal	19,061.00	\$	
Phase 3 - Total			
	74,328.00	\$	

Phase 4 - Planning

Stage A - Draft Alternative Plans for Plan Elements and Compile Alternative Comprehensive Plans

i) Draft Plan Alternatives and Compile Alternative Comprehensive Plans	\$	55,750.00	
ii) Publicize Draft Alternative Plans	\$	4,057.00	

Subtotal

	\$	59,807.00	
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Stage B - Choose an Alternative as the Comprehensive Plan, Publicize, Feedback

i) Review Alternative Comprehensive Plans (Rounds 9-10)	\$	5,250.00	3 meetings
ii) Compile a Report on Committee Review of Alternative Comprehensive Plans	\$	1,750.00	
iii) Intergovernmental Sessions to Finalize Comprehensive Plans (Round 11)	\$	5,950.00	1 meeting
iv) Publicize Comprehensive Plans	\$	12,159.00	

Subtotal

	\$	25,109.00	
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Phase 4 - Total

	\$	84,916.00	
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Phase 5 - Implementation

Stage A - Conduct Public Hearings on Comprehensive Plans (Round 12)

Stage B - Adopt Comprehensive Plans	\$	7,363.00	3 meetings
Stage C - Compile All Comprehensive Plans Into a Document	\$	6,391.00	
Stage D - Carry Out Implementation Activities	\$	-	
Stage E - Establish Benchmarks and Measure Progress Towards Fulfillment of Comprehensive Plans	\$	-	

Phase 5 - Total

	\$	13,754.00	
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Meetings and Travel
Printing

	\$	8,560.00	
	\$	5,114.00	

TOTAL PROJECT BUDGET

	\$	280,000.00	29 meetings
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PLAN AND DATA INTEGRATION

MSA proposes to utilize as much information and data as is possible from existing land management plans, municipal plans and data from the ECWRPC to meet the requirements of the "Background Analysis" as provided in the Wisconsin Department of Administration Comprehensive Planning checklist. By doing so, MSA believes more time can be devoted to issue identification, vision and policy framework and plan development. Of paramount importance will be the articulation of action-oriented steps needed to implement the plan objectives. Participating municipalities will not only complete the planning process with a new vision, but move forward with a new framework for decision-making in the future.

LOCAL GOVERNMENT AUTONOMY

We recognize there are multiple issues and concerns to be addressed via this project. We acknowledge that the process negotiated by the County Planning Department's staff with a multiplicity of local jurisdictions represents a delicate balance between respective local prerogative and autonomy and addressing the collective concerns of the County as a whole. As such, our proposal aims to follow a consensus-driven planning framework while offering specific enhancements, including conflict resolution techniques, which will improve the efficiency and effectiveness of the process.

MAPPING/TECHNICAL METHODS

All written reports will be in Microsoft Word format and shall be delivered both digitally and in hard copy. All mapping will be delivered in ArcEditor – ArcGIS 9.2 shapefiles.

All materials developed, prepared, completed or acquired by MSA during the performance of services specified in the RFP, shall become the property of Waushara County and shall be delivered to the County at its request. Such materials shall not be released or made available by MSA to any third party or used for other purposes at any time without the written approval of Waushara County.

No maps, drafts, documents, reports, ordinances or other data prepared or completed during the performance of services in this RFP shall be copyrighted by MSA.

**WAUSHARA COUNTY COMPREHENSIVE PLANNING PROJECT
REQUEST FOR PROPOSALS**

Appendix B. 1. Proprietary Information Declaration

Designation of Confidential and Proprietary Information

The attachment material submitted in response to this Qualifications/Proposal includes proprietary and confidential information which qualifies as a trade secret, as provide in Sect 19.36 (5), Wisconsin State Statutes, or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this Qualifications response be treated as confidential material and not be released without our written approval. Attach additional sheets if needed.

Section	Page Number	Topic
<i>Not Applicable</i>		

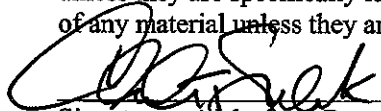
Prices always become public information when Qualifications/Proposals are opened, and therefore cannot be designated as confidential.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in Section 134 (80)(1)(C) Wis. State Statutes, as follows: "Trade Secret", means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that reasonable under the circumstances.

In the event the Designation of Confidentiality of this information is challenged, the undersigned hereby agrees to provide legal counsel or other necessary assistance to defend the Designation of Confidentiality.

Failure to include this form in the Qualifications response may mean that all information provided as part of the Qualifications response will be open to examination or copying. The county considers other markings of confidential in the Qualifications to be insufficient. The undersigned agree to hold the County harmless for any damages arising out of the release of any material unless they are specifically identified above harmless for any damages arising out of the release of any material unless they are specifically identified above.


Signature – Authorized Representative

Charles T. Sulik
Print Name – Authorized Representative

MSA Professional Services, Inc
Company Name

June 13, 2008
Date

WAUSHARA COUNTY COMPREHENSIVE PLANNING PROJECT
REQUEST FOR PROPOSALS

Appendix B. 2. Signature Affidavit

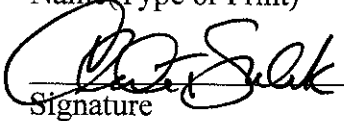
Signature Affidavit

In signing this proposal, we also certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposal to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this proposal, hereby agrees with all the terms, conditions, and specifications required by Waushara County in this request for proposal, and declares that the attached proposal and pricing are in conformity therewith.

Charles T. Sulik
Name (Type or Print)

Team Leader
Title


Signature

MSA Professional Services, Inc
Firm

1230 South Blvd, Baraboo, WI 53913
Address: (street, city, state, zip code)

608-356-2771
Telephone

608-356-2770
Fax

chucks@msa-ps.com
E-mail

June 13, 2008
Date

**WAUSHARA COUNTY COMPREHENSIVE PLANNING PROJECT
REQUEST FOR PROPOSALS**

Appendix B. 3 Vendor Data Sheet

Vendor Data Sheet

1. Proposing Company Name MSA Professional Services

Telephone: 715-384-2133 Toll Free Telephone: 1-877-204-0572

Address: 214 West Second Street

City: Marshfield State: WI Zip: 54449

2. Contact Person in the event there are questions about your Qualifications.

Name: Kirk Skoog Title: Project Planner

Telephone: 715-384-2133 Toll Free Telephone: 1-877-204-0572

Address: 214 West Second Street

City: Marshfield State: WI Zip: 54449

3. Mailing Address where County purchase orders/contracts are to be mailed and the person staff can contact concerning orders and billing.

Name: Charles Sulik Title: Team Leader

Telephone: 608-356-2771 Toll Free Telephone: 1-800-362-4505

Address: 1230 South Boulevard

City: Baraboo State: WI Zip: 53913

**WAUSHARA COUNTY COMPREHENSIVE PLANNING PROJECT
REQUEST FOR PROPOSALS**

Appendix B. 4. Non-collusion affidavit

AFFIDAVIT AND INFORMATION REQUIRED OF BIDDERS

Affidavit of Non-Collusion:

I hereby swear (or affirm) under penalty of perjury:

- 1) That I am the bidder (if the bidder is an individual), a partner in the bidder (if the bidder is a partnership), or an officer or employee of the bidding corporation having authority to sign on its behalf (if the bidder is a corporation);
- 2) That the attached bid or bids have been arrived at by the bidder independently and have been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or materials, supplied, equipment or services described in the invitation to bid, designed to limit independent bidding or competition;
- 3) That the contents of the bid or bids have not been communicated by the bidder or its employees or agents to any person not an employee or agent of the bidder or its surety on any bond furnished with the bid or bids and will not be communicated to any such person prior to the official opening of the bid or bids; and
- 4) That I have fully informed myself regarding the accuracy of the statements made in this affidavit.

Signed: _____

Firm Name: MSA Professional Services Inc

Subscribed and sworn to me before this 13 day of June, 2008

NOTARY PUBLIC _____

My commission expires: April 11, 2010