

Tuesday, June 16, 2026**6:00 PM****McFarland Municipal Center**
5915 Milwaukee St, McFarland
Community Room

AGENDA

The public may attend in-person or remotely through the Zoom webinar or telephone options listed below. *Please Note: Virtual attendance is offered as a convenience, but technical difficulties beyond the Village's control may prevent or limit its availability at any meeting. The public is encouraged to attend the meeting in person to assure full access to the proceedings.*

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/84222580256>

Or by Telephone: +1 (312) 626-6799

Webinar ID: 842 2258 0256

Press *9 to raise/lower hand. Press *6 to mute/unmute.

1. CALL TO ORDER.
2. ROLL CALL.
3. PUBLIC APPEARANCES.
 - a. This is an opportunity for attendees to provide public comment on matters that are not on the agenda. Attendees desiring to provide public comment on specific items on the agenda may do so at the time that agenda item is brought up. Zoom attendees wishing to speak should type their name, address, and the relevant agenda item in the Q&A feature within the online meeting platform. Zoom attendees may also register in support or opposition of an item through the Q&A feature. In person attendees should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your public comment. Please adhere to the 3-minute time limit. Written comments will not be read into the record during the meeting but may be sent to village.clerk@mcfarland.wi.us to be included with the agenda materials.
4. BUSINESS.
 - a. Discussion regarding the roles and responsibilities of the Ad Hoc Comprehensive Plan Steering Committee.
 - b. Discussion and recommendation to the Village Board to approve a proposal from The Lakota Group for the completion of the 2027 Comprehensive Plan update.
5. SCHEDULE NEXT MEETING DATE
 - a. To be determined.
6. ADJOURNMENT.

Any person who has a qualifying disability as defined by the Americans with Disabilities Act that requires the meeting or materials at the meeting to be in an accessible location or format should contact the McFarland Municipal Center at (608)838-3153, 5915 Milwaukee Street, McFarland, Wisconsin, or village.clerk@mcfarland.wi.us by 2:00 p.m. at least 5 business days prior to the meeting so that any necessary arrangements can be made to accommodate each request. If the meeting or request is less than 5 business days from the meeting, requests for accommodations may still be made and reasonable efforts will be made to accommodate each request.


VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, June 16, 2026

SECTION: Business

DEPARTMENT: Community Development

CONTACT: Andrew Bremer, Comm & Eco Dev Director

AGENDA ITEM: Discussion regarding the roles and responsibilities of the Ad Hoc Comprehensive Plan Steering Committee.

PREVIOUS ACTION:

ISSUE SUMMARY:

The Village Board approved Resolution 2026-04 at their June 9, 2026 meeting, a resolution establishing the Ad Hoc Comprehensive Plan Steering Committee to guide the development of the 2017 Comprehensive Plan update. The Steering Committee is composed of members of the Plan Commission and Community Development Authority, with the Village President serving as the chair. As a combined committee, a minimum of 7 members from the entire 13-person membership would be required for a quorum of the committee. The process to update the Comprehensive Plan is anticipated to take approximately 12-14 months. Future Steering Committee meetings will be on an as-needed basis, subject to the selected consultant's proposed schedule. Some meetings may occur with the consultant attending in-person, remotely, or led by Village staff without the consultant present. This agenda item is presented to discuss any questions regarding the roles and responsibilities of the Steering Committee.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

This item is for discussion only.

ATTACHMENTS:

1. 2026-04 Creation of an Ad-Hoc Comprehensive Plan Steering Committee

RESOLUTION 2026-04

A RESOLUTION TO CREATE AN AD-HOC COMPREHENSIVE PLAN COMMITTEE FOR THE COMPREHENSIVE PLAN UPDATE WITHIN THE VILLAGE OF MCFARLAND

WHEREAS, the Village of McFarland's current Comprehensive Plan was adopted by the Village Board on August 28, 2017, through Ordinance 2017-19; and,

WHEREAS, Wis. Stat. 66.1001 requires municipalities to update their comprehensive plan every 10 years.

WHEREAS, the Plan Commission recommended approval to the Village Board to issue a Request for Proposals for the Village's 2017 Comprehensive Plan update on April 21, 2026; and,

WHEREAS, the Community Development Authority recommended approval to the Village Board to issue a Request for Proposals for the Village's 2017 Comprehensive Plan update on April 23, 2026; and,

WHEREAS, the Village Board approved issuing a request for proposals from April 28, 2026 to May 29, 2026, to acquire competitive proposals for the 2017 Comprehensive Plan update; and,

WHEREAS, per the approved Request for Proposals, it is the desire of the Village to create an Ad-hoc Comprehensive Plan Committee consisting of the members of the Village's Community Development Authority and Plan Commission to oversee the plan's development as described in the Request for Proposals; and,

NOW, THEREFORE BE IT RESOLVED, that the Village Board of the Village of McFarland, Dane County, Wisconsin, does hereby create the Ad-hoc Comprehensive Plan Committee of McFarland and establishes the following conditions regarding its implementation:

1. The Ad-hoc Comprehensive Plan Committee is formed in accordance with definition and requirements outlined in Section Article 2-VI of the McFarland Municipal Code.
2. Membership of the Ad-hoc Comprehensive Plan Committee shall include all current members from the Village of McFarland's Community Development Authority and Plan Commission.
3. If during the duration of the Comprehensive Plan update project there is a change in the membership of either the Community Development Authority or Plan Commission, such change shall also be reflected in the Ad-hoc Comprehensive Plan Committee.
4. The Chair of the Ad-hoc Comprehensive Plan Committee shall be the Village President.
5. The Ad-hoc Comprehensive Plan Committee shall elect a Vice-Chair at its first meeting from its members.

6. The Ad-Hoc Comprehensive Plan Committee shall be tasked with the following:
 - a. Providing the Village Board with a recommendation regarding the planning consultant to hire to assist with the completion of the Comprehensive Plan update.
 - b. Within four months from the date the Village Board approves hiring the recommended planning consultant, recommend to the Village Board a Public Participation Plan meeting the minimum requirements of Wis. Stat. 66.1001(4)(a) including written procedures that are designed to foster public participation, including open discussion, communication programs, information services, and public meetings for which advance notice has been provided, in every stage of the preparation of the Comprehensive Plan update.
 - c. Work with the selected planning consultant and Village staff to draft and develop the Comprehensive Plan meeting the minimum requirements under Wis. Stats. 66.1001.
 - d. Holding ad-hoc committee meetings as needed to provide input, direction and oversight of the creation of the Comprehensive Plan update to Village staff and the planning consultant. Ad-hoc committee meetings shall comply with open meetings law, public notice, and public comment policies applicable to other existing Village standing committees and commissions.
 - e. Ensure the quality, accuracy, and plan's development is consistent with the vision and mission statements of the Village of McFarland.
 - f. Holding at least one public hearing on the draft updated Comprehensive Plan update per the requirements of Wis. Stats. 66.1001(4)(d).
 - g. At the conclusion of all work, make a recommendation to the Village Board regarding approval of the updated Comprehensive Plan by adopting a resolution by a majority vote of the entire Ad-hoc Comprehensive Plan Committee per Wis. Stats. 66.1001(4)(b).
7. The Ad-hoc Comprehensive Plan Committee will be advisory in nature and serve under the supervision and discretion of the Village Board.
8. The Ad-hoc Comprehensive Plan Committee will be supported by staff from the Community and Economic Development Department, the Village Administrator, Deputy Administrator, and other applicable department staff and existing Village committees and commissions as needed.
9. The Ad-Hoc Comprehensive Plan Committee shall be dissolved upon adoption of the updated Comprehensive Plan by the Village Board.
10. The 2017 Comprehensive Plan, and any applicable component plans thereof, shall continue to be utilized by the Plan Commission, Village Board, other applicable Village committees and commission, and Village staff until such time as the Village Board adopts the updated Comprehensive Plan. This includes the review of official mapping ordinances, subdivision

ordinances, and zoning ordinances and any requests to amend such ordinances.

11. During the process to create the updated Comprehensive Plan, if the Village receives any valid applications to amend the 2017 Comprehensive Plan those requests shall be reviewed and considered for approval by the Plan Commission and Village Board as provided in Sec. 2-313(a) of the McFarland Municipal Code.

Resolution 2026-04 was duly adopted at a regular meeting of the Village Board this 9th day of June, 2026.

APPROVED:

Stephanie Brassington, Village President

ATTEST:

Cassandra Suettinger, Village Clerk-Treasurer

RESOLUTION 2026 – 04	
MOTION	SECOND
ACTION	DATE
Adopted	
Referred	
Tabled	
Withdrawn	
Defeated	
Published	
INDIVIDUAL VOTING RECORD	
Annen –	Boyd –
Brassington –	Fessler –
Leamy –	Neidinger –
Prill –	
VOTING RESULTS	
Motion Carried	
Motion Defeated:	


VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, June 16, 2026

SECTION: Business

DEPARTMENT: Community Development

CONTACT: Andrew Bremer, Comm & Eco Dev Director

AGENDA ITEM: Discussion and recommendation to the Village Board to approve a proposal from The Lakota Group for the completion of the 2027 Comprehensive Plan update.

PREVIOUS ACTION:

March 11, 2026 CDA review of draft RFP

March 17, 2026 Plan Commission review of draft RFP

April 21, 2026 Plan Commission recommendation of draft RFP

April 23, 2026 CDA recommendation of draft RFP

April 28, 2026 Village Board approves release of RFP

ISSUE SUMMARY:

The Village Board approved issuing a request for proposals for the 2017 Comprehensive Plan update at their April 28, 2026 meeting. The RFP was posted to the Village's website, the Wisconsin League of Municipalities website, the national and state chapter of the American Planning Association. The window to submit a proposal was from April 28, 2026, to May 29, 2026. During that time, the Community & Economic Development Department received 13 proposals. The following firms are listed below along with their overall project cost estimate.

1. Ayers & Becker, \$118,850
2. Chastain, \$110,554
3. FiQ, \$120,000
4. GRAEF, \$112,490
5. Houseal Lavigne, \$119,890
6. The Lakota Group, \$119,996
7. McKenna, \$144,280
8. MSA, \$132,250
9. Precision Consulting, \$68,500
10. RDG, \$120,000
11. SEH, \$119,998
12. Snyder Associates, \$115,680
13. SRF, \$119,915

The Evaluation Team met on June 4, 2026, to discuss and review the proposals received. The review team consisted of the Chair and Vice-Chair of the Planning Commission; Chair and Vice-Chair of the Community Development Authority; the Village Administrator; Community



and Economic Development Director; Associate Planner; Communications Manager; and Planning and Zoning Assistant. The Evaluation Team shortlisted Ayers Becker, Houseal Lavigne, and The Lakota Group for follow-up interviews that were held on Wednesday, June 10. After careful consideration, the Evaluation Team unanimously recommended The Lakota Group as the consultant for the 2027 Comprehensive Plan Update. In general, what stood out for the Evaluation Team in making its recommendation was the experience of the project team members, their knowledge of the Village and local area, their understanding of the key objectives of the project, the quality of their representative plans, inclusion of project branding and project website development, and the quality of their proposal and interview.

Staff is currently working with The Lakota Group to consider adjustments to the scope of services to reduce the consultant expenses to \$111,000. The remaining \$9,000 of the project budget would be utilized by the Village to account for public communication expenses. The largest share of this is for expenses related to sending direct mail notifications to all property addresses in the Village. The \$9K would provide funding for two rounds of direct mail notifications, likely one near the beginning of the project to cover initial public engagement activities and another mailing once a draft plan is available for review. Of course, in addition to the direct mail notifications, the Village would continue to use other forms of communication throughout the entire duration of the project to keep the public informed and to invite their participation in the project.

FINANCIAL/BUDGET IMPACT:

The Village's 2026 budget includes \$60,000 for 2026 project expenses and the Village's 2026-2030 Capital Improvement Plan identifies another \$60,000 for 2027 project expenses. Noting, that some of the project funding in both 2026 and 2027 will need to be utilized for public communication expenditures completed by Village staff, including but not limited to, direct mailers to Village residents and businesses.

VILLAGE PLAN REFERENCE:

2017 Comprehensive Plan

ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended motion:

Motion, and second, to recommend to the Village Board approval of a proposal from The Lakota Group for the 2027 Comprehensive Plan update in an amount not to exceed \$111,000.

ATTACHMENTS:

1. The Lakota Group_McFarland, WI Comprehensive Plan




VILLAGE OF

MCFARLAND, WISCONSIN COMPREHENSIVE PLAN

RFP Response | May 29, 2026



SB Friedman
Kapur Engineering
TADI



Our journey is driven by a singular purpose - to leave a lasting positive impact on the places we touch, creating better communities for generations to come, fostering a brighter and more connected future for all.

COMPREHENSIVE PLAN
VILLAGE OF MCFARLAND, WISCONSIN

THE LAKOTA GROUP

1 E. Wacker Dr. 27th Fl. | Chicago, Illinois 60601
Contact: Scott Freres, PLA, ASLA, President
E: sfreres@thelakotagroup.com
P: (312) 467-5445 x 202

OUR SERVICES

Planning
Urban Design
Landscape Architecture
Historic Preservation
Community Engagement

GET INTO IT

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Our Team

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Experience

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Approach &
Scope

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Engagement &
Outreach

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Proposed
Budget

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May 29, 2026

Andrew Bremer, AICP
Community & Economic Development Director
Village of McFarland, Wisconsin
Andrew.bremer@mcfarland.wi.gov



Re: **Village of McFarland 2027 Comprehensive Plan**

Dear Andrew,

The Lakota Group, along with long-time partners, **SB Friedman Development Advisors**, **Kapur Engineering**, and **TADI** is excited to submit the following professional services proposal to partner with the Village of McFarland in developing the 2027 Comprehensive Plan. I have seen firsthand the incredible growth in the Madison Metro/Dane County region over the past 40 years since my graduation from UW-Madison, especially how it has retained its intellectual capital and developed a quality of life that has become the envy of many mid-tier cities across America. At the same time, as a longtime professional planner and landscape architect, I understand that this growth has created significant new challenges for communities in the region.

McFarland's Comprehensive Plan will need to help the Village re-envision what growth on the East Side looks like. The Village has been proactive in addressing initial concerns related to traffic on Siggelkow Road, but the land use mix and built form will be a major focus areas of discussion. Similarly, the 2027 Comprehensive Plan must also define the character of development in other parts of McFarland, whether in select infill sites, along key corridors, or downtown.

This must be a community-driven plan. Our engagement process must help residents reflect on what makes McFarland special, identifying its strengths and areas where continued improvement is needed. Future growth and development must align with the village's character and culture, and our discussions with residents, business owners, and many will others help distill what this looks like to the people who live and work in the village.

Finally, we understand that our role is to work seamlessly with Village staff to drive this comprehensive planning process. We come prepared with a full planning and design team to help lead and manage this project, but will leverage McFarland's planning staff, Communications Manager, and others to ensure an efficient and effective planning process.

Here's why we are the right team for the job:

- » **We are creative planners and strategic thinkers**, experienced in working with communities large and small to address critical issues, including sustainability and resiliency, achievable economic development, context-sensitive community design, multi-modal transportation/connectivity, attainable housing choices, and local quality-of-life. Our creativity, passion, and expertise are perfectly suited for addressing the needs of this plan in a meaningful and impactful way.
- » **We bring integrated expertise across all key disciplines.** TADI (Traffic Analysis & Design, Inc.), based in Cedarburg, has decades of local experience and will provide transportation analysis. Kapur & Associates, a leading engineering firm in Madison and Milwaukee, will lead our team's work on utilities and infrastructure. Finally, SB Friedman will lead market, housing, and economic development work, delivering a thorough analysis of residential, commercial, and industrial conditions with the background and Dane County expertise this project requires.

- » **We are committed to meaningful public engagement.** A comprehensive plan is only as strong as the community input that shapes it. We design engagement processes that reach residents, business owners, key stakeholders, and Village leadership in accessible and productive ways. We strive to create a positive dialogue from the beginning and we tailor our engagement process to the unique needs of each community to ensure that we speak to even the most hard-to-reach populations.
- » **We roll up our sleeves and work** with community leaders, organizations, business owners, residents, developers, and other stakeholders to create positive dialogue from the beginning. We strive to pinpoint the qualities that make each place special and to build ideas and visions from those assets. This is your town, your friends and neighbors. We are your partners in writing this success story.
- » **We ensure our plans are implementable.** Our plans and concepts not only generate excitement and community consensus, they are also accompanied by realistic implementation actions that ensure that the plan vision, goals, and initiatives—whether a corridor bike plan or a new downtown festival—come to fruition. The vision must be built on fact-based data and benchmarked against comparable success stories.

The result of our work is proven, it's been built or implemented—we've helped to transform communities throughout the country, resulting in significant economic development initiatives; programmed quality environments; and connected neighborhoods. But our greatest pride is the transformed community spirit that we resurrect.

Our Team appreciates the opportunity to immerse ourselves in this process and work with McFarland to create an exciting vision for the future. As you will see in this proposal, we are passionate about planning and design, and we love engaging people to help them improve their community. We look forward to discussing our submittal with you and your selection committee in person. Please feel free to contact me with any questions you may have.

Sincerely,



Scott Freres, PLA, ASLA
President, The Lakota Group

MCFARLAND, WI COMPREHENSIVE PLAN ORGANIZATIONAL CHART

THE LAKOTA GROUP



SCOTT FRERES, PLA, ASLA

President & Principal In Charge

Scott is the President and co-founder of The Lakota Group and has over 30 years of experience in designing and shaping communities and open spaces around the country. Scott's ability to take a fresh, simple, and inclusive approach to problem solving has established The Lakota Group's reputation as a creative leader in the industry. Scott is a Wisconsin, Madison grad and holds a special place in his heart for the state.

Scott will be the principal-in-charge overseeing the comprehensive plan process.



ANDY CROSS, AICP

Vice President **Project Lead**

Andy is a planning team lead at the Lakota Group. He joined the firm in 2022 after twenty years in public service as a city planner. He specializes in local government support, providing effective strategies and policy recommendations for housing, historic preservation, placemaking, zoning, and regulatory frameworks. Andy lives in Kenosha, Wisconsin.

Andy will be the planning lead. He will also support public engagement and outreach.



OSCAR MARTINEZ, AICP

Project Manager

Oscar is an urban planner with a proven track record of success in plan and design development. His portfolio includes a range of projects, such as corridor planning, placemaking, campus master plans, and comprehensive plans. Oscar is a dynamic and detail-oriented professional who loves to collaborate across multiple teams. His skill set ranges from graphics, designing, and branding to project management and customer success.

Oscar will support the team with mapping and engagement.



Why Lakota?

The Lakota Group is a premier planning firm based in Chicago with a national portfolio of work. The boutique nature of the firm means we provide highly personal and customized client services, with each project led and supported by senior staff. We understand that planning is not just about creating spaces; it's about crafting experiences, shaping communities, and leaving a lasting impact. This is why our boutique nature allows us to immerse ourselves in the nuances of every project, dedicating the time, expertise, and attention necessary to create solutions that truly resonate.

OUR STRENGTHS

At The Lakota Group, our approach is defined by a deep commitment to authenticity, collaboration, and a passion for preserving history as part of our shared future. What sets us apart is our ability to combine technical expertise with community-driven solutions. By drawing on the diverse strengths of our in-house team, we deliver preservation plans that not only protect what makes a place special but also inspire meaningful engagement across all sectors of the community.

By engaging residents through workshops, discussions and surveys, we strive to pinpoint the opportunities for improvement. We want clients to help us place ourselves in their frame of context: what would we want if we were the ones living in their town? Working in their building? Raising a family in their neighborhood? We want to listen, and we want to talk, and then we want to listen some more. Lakota acknowledges the issues, while also recognizing the strengths, shedding light on the qualities that make a place unique, and brainstorming the ways upon which they can be built.



SCOTT FRERES

PLA ASLA

PRESIDENT | 1993 - PRESENT

HOMETOWN

Northbrook, Illinois

EDUCATION

University of Wisconsin-Madison
*Bachelor of Science in Landscape
 Architecture*
 Madison, WI
 (1986)

ORGANIZATIONS

- American Society of Landscape Architects
- American Planning Association
- American Institute of Architects
- Wisconsin Alumni Association - Alumni Park Design Committee
- Lambda Alpha International
- Urban Land Institute
- Illinois Park & Recreation Association
- Society for Environmental Graphic Design
- Winnetka Parks Foundation
- Teaching Professional Architect - State of Illinois
- Village of Winnetka Plan Commission & Design Review Board - Former Member
- Skokie/Crow Island/Hubbard Woods Schools - Former Member

EXPERIENCE

Years with Lakota: 33
 Years of Practice: 39



Scott is the President and co-founder of The Lakota Group, and has over 40 years of experience in designing and shaping communities and open spaces around the country. As an industry leader in sustainable design, Scott has worked with cities, towns, developers, institutions, and non-profit agencies, using his skills placemaking and urban design to create beautiful and engaging places. Scott's ability to take a fresh, simple, and inclusive approach to problem solving has established The Lakota Group's reputation as a creative leader in the industry.

SIGNATURE PROJECTS

Comprehensive Planning

- Sauk County Comprehensive Plan - Sauk County, WI
- Waunakee 2040 Comprehensive Plan - Waunakee, WI
- Yorkville Comprehensive Plan - Yorkville, IL
- Burlington 2040 Vision - Burlington, WI
- Winnetka Futures 2040 Plan - Winnetka, IL

Open Space and Park District Planning

- Hubbard Woods Park Master Plan - Winnetka, IL
- Skokie Playfields Master Plan - Winnetka, IL
- Lakefront Master Plan - Winnetka, IL
- FCEC Feasibility Study - Chicago, IL
- Park District of Highland Park Comprehensive Plan - Highland Park, IL

Streetscape & Urban Design

- Downtown Open Space and Streetscape - Homewood, IL
- Lockport Street Streetscape - Plainfield, IL
- Pleasant District Streetscape - Oak Park, IL
- Park Ridge Uptown Streetscape - Park Ridge, IL
- Marion Street Streetscape - Oak Park, IL

Park District Planning

- Hubbard Woods Park Master Plan - Winnetka, IL
- FCEC Feasibility Study - Chicago, IL
- Park District of Highland Park Comprehensive Plan - Highland Park, IL
- Skokie Playfields Master Plan - Winnetka, IL
- Lakefront Master Plan - Winnetka, IL

Urban & Regional Planning

- Illinois Route 53/120 Land Use Strategy - Lake County, IL
- Riverfront Neighborhoods Comprehensive Plan Update - Moline, IL
- MedQuarter Master Plan - Cedar Rapids, IA
- Downtown Strategic Development Plan - Kenosha, WI
- Illinois Medical District Master Plan - Chicago, IL
- Willow Road Corridor Plan - Northfield/Winnetka, IL
- State of Oregon Main Street Revitalization Services - OR
- Village Center Master Plan - Wilmette, IL
- San Antonio Strategic Historic Preservation Plan - San Antonio, TX



ANDY CROSS AICP

VICE PRESIDENT | 2022 - PRESENT

HOMETOWN

Rochester, Minnesota

EDUCATION

University of Wisconsin - Milwaukee

*Master of Urban Planning
Milwaukee, WI
(2003)*

University of St. Thomas

*Bachelors in Geography
Bachelors in German
St. Paul, MN
(1998)*

ORGANIZATIONS

- American Planning Association
- American Institute of Certified Planners
- LAI-Ely Chapter
- Chaddick Institute (DePaul Univ.)

EXPERIENCE

Years with Lakota: 4
Years of Practice: 23

Andy is an experienced community planner with over two decades of hands-on experience in long range planning and guiding community decisions. Starting as a planner in the Twin Cities then moving on to senior planning roles in the Chicago area, Andy has worked with Plan Commissions, Architecture Review Commissions, Preservation Commissions, and City Councils, shaping policy and helping citizen planners make effective decisions through dedicated leadership and training. Having worked as a city planner, Andy understands the importance of clear, implementable planning documents and works cooperatively with communities to achieve them.

SIGNATURE PROJECTS

Winnetka Futures Comprehensive Plan - Winnetka, IL

The Village of Winnetka updated their comprehensive plan to reflect community goals in housing, a thriving downtown, regional planning, civic engagement, and more. Capitalizing on key assets, the Lakota Group worked with an engaged community to create a strategic long-term plan that establishes a vision and a roadmap for a successful future. Andy was involved with identifying policies and strategies that supported Village goals in civic engagement, urban design, zoning administration, and economic development.

Live Ona 2040 - Onalaska Comprehensive Plan - Onalaska, WI

Onalaska, a special city in the bluffs of the Mississippi River valley, engaged The Lakota Group to update the community's comprehensive plan, recognizing residents were eager to participate in helping plan the city's future. Building off on Onalaska's "LiveOna" branding, the planning process challenged residents to reflect on what makes their city special and how they could continue to grow while maintaining the small-town character they cherished. Faced with growth pressures, housing costs, and constrained by land available for development, the plan explored growth strategies, infill development, and urban design initiatives that leveraged existing assets to chart a path forward.

Hickory Hills Comprehensive Plan - Hickory Hills, IL

Hickory Hills is a suburban community defined by single-family residential neighborhoods. The Lakota Group teamed with the Chicago Metropolitan Agency for Planning (CMAP) to create a comprehensive plan and long-term vision for Hickory Hills. The City was challenged by a lack of a central downtown or commercial core and few alternatives to detached single-family residences. Andy reviewed the City's zoning code and made specific recommendations to facilitate "missing middle" housing and defined opportunities for multifamily housing.

Palatine Comprehensive Plan - Palatine, IL

The Village of Palatine is a land-locked Chicago suburb with a growing population. It is defined by major commercial corridors along State highways and a quaint, established downtown. The Lakota Group worked with property owners, students, and community leaders to identify growth priorities, future housing needs, and a vision for the downtown, key corridors, and development opportunity sites throughout the Village.

Consulting Planner Services - Various Communities

Andy provides day-to-day planning services on an on-call basis for communities in Wisconsin and Illinois, including the cities of Burlington, WI and Highwood, IL. He appears before Plan Commissions and Village Boards regularly, reviewing large development plans, making policy recommendations, and implementing improvements to regulatory mechanisms.





OSCAR MARTINEZ | AICP

PROJECT MANAGER | 2026

Oscar is an urban planner with a proven track record of success in plan and design development. His portfolio includes a range of projects, such as corridor planning, placemaking, campus master plans, and comprehensive plans. Oscar is a dynamic and detail-oriented professional who loves to collaborate across multiple teams, create cohesive designs, and tirelessly advocate for the needs of clients and stakeholders. His skill set ranges from graphics, designing, and branding to project management and customer success.

HOMETOWN

Chicago, Illinois

EDUCATION

University of Illinois at Chicago

Master of Urban Planning and Policy
Chicago, IL
(2020)

University of Illinois at Chicago

Bachelor of English
Minor in Urban Studies
Chicago, IL
(2018)

ORGANIZATIONS

- American Institute of Certified Planners
- American Planning Association

EXPERIENCE

Years with Lakota: 1
Years of Practice: 6

SIGNATURE PROJECTS

Guiding DG Comprehensive Plan - Downers Grove, IL

Guiding DG was a series of projects with the goal of preparing for growth over the coming decades, while improving the future livability, mobility, design, and sustainability of Downers Grove. Guiding DG included the Comprehensive Plan, the Active Transportation Plan, the Downtown and Fairview Focus Area Streetscape Plan, and the Environmental Sustainability Plan. It is the key decisionmaking policy guide for Downers Grove's built and natural environments. While Oscar's work focused on the Comprehensive Plan, he help lead all teams to ensure cohesiveness with all the documents.

The Villa Park Comprehensive Plan - Villa Park, IL

The Villa Park Comprehensive Plan was the official vision for the future, looking ahead to the next 20 years. As a policy guide, the Comprehensive Plan outlines specific actions to achieve the Village's vision. The Comprehensive Plan guides future growth and development, land use, transportation, and infrastructure decisions. The Plan focused on the Village's boundaries and selected unincorporated areas, identifying issues and opportunities within this area and offering specific recommendations. Oscar led the consulting team speaking with the local planner on a weekly basis while assisting in text and graphic creation for project reports and the final plan document.

Auburn Gresham 79th Street Corridor Plan - Chicago, IL

The 79th Street Corridor Plan provided a framework for the continued revitalization of the historic 79th Street corridor in Chicago's Auburn Gresham neighborhood. The Plan laid the groundwork for a more vibrant, walkable, and thriving commercial corridor. It highlighted existing assets, identifies targets for catalytic development, and outlines opportunities to create a more walkable, thriving commercial corridor. Oscar assisted in research, graphics creation and public outreach process.

Kershaw County Comprehensive Plan - Kershaw, SC

The Kershaw County Comprehensive Plan was a policy guide that outlined the necessary actions for the County to achieve its vision to grow sustainability and with intention. It was a foundation for decisionmaking for staff, elected and appointed officials, developers residents, and other stakeholders. This Plan served as a technical manual for related planning efforts, including zoning and land development regulations, while being easily understandable.

Willowbrook Comprehensive Plan - Willowbrook, IL

The Willowbrook Comprehensive Plan aimed to enhance the Village's identity, strengthen housing and neighborhoods, foster community character, enhance commercial areas, and elevate overall quality of life. The Plan was the result of a collaborative planning process incorporating input from elected and appointed officials, residents, and the business community.





SB Friedman Development Advisors (SB Friedman) is a specialized real estate, community and economic development, and public-private finance advisory firm in Chicago. Now in our 36th year of operation, we develop and assist in implementing strategies to revitalize communities, downtowns, corridors and sites. We have established a reputation for producing ambitious but achievable strategies that are rooted in market reality, financial feasibility and effective implementation.

Our mission is to help our clients create equitable, resilient and well-designed communities through the practice of real estate economics, development finance and urban planning.

FOCUS ON DEVELOPING IMPLEMENTABLE PLANS

We have served hundreds of clients in planning, financing and implementing community, economic and real estate development projects. Successful development results from the synthesis of community goals and input, market and financial considerations, and physical constraints. Our work begins with including all stakeholders to create a shared vision and continues with preparing plans to execute the vision. We collaborate with planning and design firms to identify market-feasible uses for a development program and provide guidance on pre-development actions, development partnerships and financing sources. Our expertise has been applied to comprehensive, corridor, downtown and subarea plans, as well as site redevelopment and implementation strategies.

STRENGTH IN MARKET ANALYSIS

Our firm is recognized for understanding both the public and private perspectives on development issues. We have expertise in market and economic analysis related to a wide variety of development types, including residential (both market-rate and affordable), retail, office, entertainment, mixed-use facilities, industrial, and research and development facilities. We analyze real estate market trends, competitive position, pricing, development conditions, physical requirements and tenant mix. Particular attention is paid to the demographic and economic changes underlying market demand.

DEEP FAMILIARITY WITH DANE COUNTY

SB Friedman has deep experience working in the state of Wisconsin, and specifically in Dane County. We have completed or are currently engaged in multiple assignments, including the Regional Housing Strategy for Dane County, a Comprehensive Plan for the Village of Waunakee, and a citywide housing needs assessment and strategy for the City of Sun Prairie. This breadth of work provides us with a deep understanding of the region's unique characteristics and challenges.



70 West Madison Street, Suite 3700, Chicago, IL 60602 | 312-424-4250 | info@sbfriedman.com | www.sbfriedman.com



FRAN LEFOR ROOD, AICP

MANAGING PARTNER

Fran guides clients across the country in reaching their economic development and real estate goals. She brings over 15 years of experience in the field and innovative thinking to develop creative and implementable solutions to improve communities. Fran has led market analyses and crafted redevelopment strategies for numerous comprehensive planning efforts, including in Waunakee and Sauk County, WI. She also led the development of the Dane County Regional Housing Strategy, which identified actionable strategies and implementation partners to address priority housing issues across the county.

EDUCATION

Master in Urban Planning and Policy
University of Illinois at Chicago

Bachelor of Arts in Public Policy
University of Chicago

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)/
American Institute of Certified Planners
(AICP)

Lambda Alpha International
Chicago Region Chapter

Urban Land Institute (ULI)
ULI Chicago Advisory Board Member

SELECT PRESENTATIONS

"Financial Analysis for Land Use and
Development Decision Making"
Presenter, Fundamentals of Municipal
Finance, University of Chicago Harris School
of Public Policy & Lincoln Institute of Land
Policy, 2024 and 2026

"Tackling Housing Affordability in Wisconsin's
Fastest-Growing County"
Presenter, APA National Planning
Conference, 2024

"Engagement in Action: Building a
Community Vision through the 2024 Central
Area Plan Update"
Panelist, APA-IL State Conference, 2024

SELECT PUBLICATIONS

"The Nexus Between Land Use and Fiscal
Balance" (with R. Bose)
APA Zoning Practice, 2019

SELECT PROJECT EXPERIENCE

Waunakee 2040 Comprehensive Plan • Waunakee, WI

Leading the housing and economic development components of Waunakee's comprehensive plan update, including analysis on demographic trends, housing inventory and costs, business attraction, and the retail environment

Comprehensive Plan • Sauk County, WI

Leading demographic trends and retail market analyses and preparing strategy recommendations for Sauk County as part of a comprehensive plan update

Regional Housing Strategy • Dane County, WI

Led the development of a regional housing strategy; led monthly Housing Advisory Committee meetings with 80 stakeholders; and identified policies, programs and resources to address priority housing issues

Comprehensive Planning • Illinois

Leads market analyses and implementation strategies to support comprehensive planning efforts across Illinois, including in Chicago, Tinley Park and Winnetka

Comprehensive Plan Update & Corridor Strategy • Libertyville, IL

APA-IL Chapter, Daniel Burnham Award for a Comprehensive Plan Winner, 2021

Led a market analysis as part of a comprehensive plan update; subsequently developed an implementation strategy for the South Milwaukee Avenue corridor that built upon the plan's goals, including identifying potential redevelopment sites and public improvements, advising on concept development and estimated costs, and recommending incentives

Comprehensive Plan • Monument, CO

Leading a market, housing and demographic analysis as part of a comprehensive plan update; developing strategies that support the Town's goals for economic growth and housing market stability

Housing Lake: Coalition for Housing • Lake County, IL

Created a vision and actionable strategies for increased housing production through coalition building and countywide housing analyses

Citywide Housing Study & Strategy • Sun Prairie, WI

Led a citywide housing assessment to identify unmet housing needs and prepared a menu of implementable strategies to address housing challenges and opportunities

Comprehensive Housing Study & Action Plan • Wauwatosa, WI

Led a citywide residential market analysis and socioeconomic projections to identify key issues facing Wauwatosa through 2030; led two subsequent updates and prepared policy recommendations to leverage opportunities and address challenges

Existing Conditions Analysis for Century Plan • Chicago Region, IL

Led a study to identify indicators of economic, demographic, land use and fiscal trends for the Chicago region, and developed infographics and narratives for each; recently completed a second phase focused on developing a regional growth framework



SAMANTHA MOSKOL, AICP

PROJECT MANAGER

Samantha brings expertise in real estate market analysis and land use economics. She is dedicated to providing municipalities with nuanced technical and qualitative insights to inform their decision-making process. Select projects include: conducting market and industry cluster analyses for comprehensive plans in Waunakee, WI, Raleigh, NC, and Huber Heights, OH; managing a study to identify key indicators of regional economic and land use trends to support the Chicago Metropolitan Agency for Planning's Century Plan; and managing market analyses for various freeway interchange redesign scenarios in Milwaukee, WI.

EDUCATION

Master of Science in Community and Regional Planning
University of Texas at Austin

Bachelor of Arts in History and International Studies
University of Wisconsin-Madison

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)/
American Institute of Certified Planners (AICP)

SELECT PRESENTATIONS

"Supporting Economic Vitality Across Chicago's Commercial Corridors"
Presenter, APA-IL State Conference, 2025

"Unsubsidized Affordable Housing in High-Growth and Stable Markets"
Presenter, Speed Planning Session, APA-IL State Conference, 2023

SELECT PUBLICATIONS

"Family-Friendly City: Envisioning a 'Missing Middle' Density Bonus in Austin's Single-Family Neighborhoods"
University of Texas at Austin, School of Architecture, 2017

SELECT PROJECT EXPERIENCE

Waunakee 2040 Comprehensive Plan • Waunakee, WI

Managing the housing and economic development components of Waunakee's comprehensive plan update, including analysis on demographic trends, housing inventory and costs, business attraction, and the retail environment

Regional Housing Strategy • Dane County, WI

Provided technical expertise to develop a regional housing strategy; facilitated monthly Housing Advisory Committee meetings with 80 stakeholders; and identified policies, programs and resources to address priority housing issues

WISDOT I-794 Interchange Market Study • Milwaukee, WI

Managing a market study to evaluate the potential economic and real estate impacts of three potential scenarios for downtown Milwaukee's I-794 Interchange, ranging from freeway removal to replacement

WISDOT National Avenue Interchange Market Study • Milwaukee, WI

Managing a market analysis to identify potential land uses and development opportunities from a redesign of a freeway interchange in the Walker's Point neighborhood of Milwaukee

Comprehensive Plan • Raleigh, NC

Managed the synthesis of key market trends with infographics and accompanying narratives in support of the City of Raleigh's comprehensive planning efforts; analyzed population, household, housing affordability, market and economic cluster trends

Existing Conditions Analysis for Century Plan • Chicago Region, IL

Managed a study to identify indicators of economic, demographic, land use and fiscal trends for the Chicago region, and developed infographics and narratives for each; recently completed a second phase focused on developing a regional growth framework

Regional Commercial Corridor Studies • Chicago, IL

Managed assessments of the existing market characteristics of commercial corridors on Chicago's North, Northwest and West Sides to identify strategic public interventions and support economic development goals

Comprehensive Plan • Huber Heights, OH

Evaluated the Dayton industry cluster composition to identify opportunities for Huber Heights to leverage regional economic growth

Downtown Development Advisory Services • Orland Park, IL

Assisting the Village of Orland Park in identifying priorities and negotiating a redevelopment agreement for a 15-acre area adjacent to the 143rd Street Metra Station

Boston Store Redevelopment Advisory Services • Wauwatosa, WI

Assisted the City of Wauwatosa in evaluating the financial feasibility of a proposed multifamily high-rise redevelopment at Mayfair Mall



CORPORATE BIO

Our mission at Kapur is to develop a close, professional, and honest relationship with our clients that enables us to fully understand their needs and expectations and allows us to provide quality services that exceed their definition of success. We're passionately committed to delivering resilient and cost-effective solutions to infrastructure.

Kapur is a full-service consulting engineering firm providing engineering, survey, site design, construction inspection, and construction management services across the United States. Our corporate headquarters are in the north side of Milwaukee, and we have several other branch offices in downtown Milwaukee, Madison, Appleton, Wausau, and Burlington, as well as full service offices in Illinois, Indiana, Pennsylvania, and Florida.

Kapur has steadily grown to over 425 professionals and provides services to contractors, DOT's, railroads, power companies, municipalities, developers, agencies, water and sewer districts, and school districts for over 40 years.

As a trusted business partner and leader in the industry, we are renowned for providing exceptional expertise and technical knowledge across every phase of a project. The individual and collective efforts of our personnel provide cost-effective and sustainable solutions in a timely manner.

We are proud to be employee owned, and all eligible employees take part in our Stock Ownership Program (ESOP). This incentive encourages us to take responsibility for and pride in each of our projects, resulting in success and allowing us to forge long-term relationships with our clients.

Milwaukee Headquarters

7711 N. Port Washington Road
Milwaukee, WI 53217
414.751.7200
kapurinc.com



Fast Facts

- + Established 1981
- + Certified Minority Business Enterprise (MBE) through MSDC & other agencies
- + Offices in:
 - + Wisconsin
 - + Illinois
 - + Indiana
 - + Pennsylvania
 - + Florida
- + Construction office in:
 - + Missouri
- + Over 425 employees
- + 55+ Professional Engineers
- + 15+ Licensed Surveyors
- + ENR Top 500
- + POB Top 100



DARIN BLANG, PE

Associate/Senior Vice President



PROFILE

Darin is an accomplished transportation engineer and planning specialist with 32 years of experience in transportation/civil engineering, site development, and the utility industry (gas, electric, fiber optic). He has successfully delivered hundreds of projects for WisDOT, DFD, counties, municipalities, and utility companies. He has a comprehensive knowledge of all phases of the transportation planning and design process including comprehensive plans, design, environmental documentation, agency coordination, public involvement, PS&E, and construction. He has skillfully managed major corridor studies, large rural reconstruction, interchange design, high-profile urban reconstruction, mill and overlay, and route alternative studies. Darin also has extensive experience leading public involvement efforts on controversial highway expansion projects and interchange projects. He has a proven record of uniting diverse groups of people with contrasting viewpoints, thus allowing schedules and budgets to be met. He has a strong technical background in civil engineering, as well as excellent leadership, communication, and financial management skills.

EDUCATION

BS, Civil and Environmental Engineering University of Wisconsin-Madison, 1992

PROFESSIONAL EXPERIENCE

2021-Present
Kapur, Madison, WI

2000-2021
Oneida Engineering Solutions, Madison, WI

1992-2000
KL Engineering, Madison, WI

PROFESSIONAL AFFILIATIONS

American Council of Engineering Companies (ACEC)

REGISTRATION

Professional Engineer
WI (#33838)

PROJECT EXPERIENCE

US 53, STH 35, STH 16 Corridors, La Crosse, WI

As part of a team, Kapur is providing urban planning, design, and public involvement for this high-profile Majors project that involves the three primary N/S corridors through the City of La Crosse. Darin is leading all public involvement efforts and is the principal-in-charge for Kapur's design of US 53, which includes the central business district in La Crosse. In leading the public involvement efforts, Darin is working closely with WisDOT, officials from the City of La Crosse, Onalaska, local businesses, neighborhood associations, and bicycle/pedestrian groups to develop alternatives that improve safety and mobility for vehicles as well as bicycles and pedestrians.

US 51 (Stoughton Road) Central and North Segments, Madison, WI

Principal-in-charge for Kapur on this high-profile urban arterial project that is evaluating ways to improve safety and congestion while accommodating bike/pedestrian traffic on this critical N/S transportation corridor on the east side of Madison. The 5-mile project along US 51 (Stoughton Road) goes from the STH 30 interchange to I-39/90/94. Kapur is leading all planning and design efforts, including the development of innovative intersection alternatives at the Stoughton Road/East Washington Avenue intersection, such as a single-point urban interchange, quadrant intersection, jug-handle intersection, and roundabout options. At the STH 30 interchange, alternatives include a diverging diamond retrofit and various diamond interchange improvements. Intersection improvements are also being developed for Commercial Avenue, Anderson Street, Kinsman Boulevard, Pierstorff Street, Rieder Road, Hanson Road, Hoepker Road, and County CV. Bike and pedestrian accommodations are a critical part of this project and include on-road, off-road, bridge, and tunnel alternatives. Public involvement efforts required intense coordination with the City of Madison, Madison Metro to facilitate the new E/W bus rapid transit system, neighborhood groups, Madison College, Dane County Regional Airport, and hundreds of businesses.

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GREGORY GOVERNATORI, PE, CFM

Associate/Project Manager



PROFILE

The branch manager of Kapur's Burlington office, Greg leverages his nearly 30 years of industry experience to oversee the planning, design, and plan preparation of development improvement projects for both the private and public sectors. His expertise includes comprehensive planning, preparation of engineering plans, permitting, hydraulic analysis, bidding documents, specifications, and project management. His municipal responsibilities include attending public meetings, ordinance writing, reviewing planned development, capital improvement planning, budgeting, zoning assistance, and floodplain management along with providing engineering studies and recommendations. Greg currently serves as municipal engineer for the City of Burlington, Village of Bloomfield, and Townships of Bloomfield and Waterford. Responsibilities include proposals, plan and new development review, stormwater and erosion control site reviews, drainage studies, TID Planning and management, plan and construction documentation preparation and review, stormwater and erosion control review, grants, drainage studies, sewer studies, FEMA floodplain management, and infrastructure inspection on the municipality's behalf, attend public meetings and provide professional engineering recommendations. His municipal responsibilities include attending public meetings, ordinance writing, reviewing proposed development engineering, zoning assistance, and floodplain management, along with providing engineering studies and recommendations.

EDUCATION

BS, Civil Engineering
University of Wisconsin-
Milwaukee, 1998

PROFESSIONAL EXPERIENCE

2003-Present

Kapur, Burlington, WI

1999-2003

Metropolitan
Engineering Inc.,
Waukesha, WI

1995-1998

Town of Caledonia,
Caledonia, WI

PROFESSIONAL AFFILIATIONS

American Society of
Civil Engineers (ASCE)

REGISTRATION

Professional Engineer
IL (062060192),
WI (#36034)

CERTIFICATIONS

FEMA Certified
Floodplain Manager

PROJECT EXPERIENCE

Street & Utility Improvement Program (2011-Present), Burlington, WI

Project manager for the annual City street and utility improvement programs. Projects included resurfacing or full reconstruction of various streets, sanitary, water main, and storm sewer utility replacements, sidewalk improvements, alleys, accessible upgrades, signage, traffic control, specifications, permitting, bidding, and public involvement.

Development Review (2003-Present), Burlington, WI

Responsibilities include reviewing proposals, plans, and construction documentation, reviewing stormwater and erosion control sites, conducting drainage studies, and inspecting infrastructure on the City's behalf.

Utility Permit Review (2011-Present), Burlington, WI

Responsible for the review of private utility improvements in the City and issuing right-of-way permits for construction approval.

Street Improvement Program (2016-Present), Lake Geneva, WI

Project manager for the annual City street improvement programs. Projects included resurfacing or full reconstruction of various streets, coordination with the Lake Geneva Utility District for utility replacements, sidewalk improvements, accessibility updates, signage, traffic control, specifications, permitting, bidding, and all items required for full project execution.

Water Main & Sanitary Sewer (2015-2023), Lake Geneva, WI

Project manager for various Utility District projects. Projects included replacement of aging sanitary sewer and water main, on S. Lake Shore Drive, Main Street, Warren Street, and Wells Street.

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JEREMY SCHWARTZ, PE

Associate/Project Engineer



PROFILE

Jeremy is a professional engineer and project manager with 23 years of experience. He is responsible for the design, permitting, stormwater management, and erosion control for municipal and site development projects. Jeremy also provides comprehensive planning services for many municipalities, evaluating existing municipal utilities and developing conceptual layout for expansion projects that fulfill future growth and development plans.

EDUCATION

BS, Civil Engineering
University of Wisconsin-
Milwaukee, 2000

PROFESSIONAL EXPERIENCE

2006-Present
Kapur, Milwaukee, WI

2003-2006
Key Engineering Group,
Milwaukee, WI

2001-2003
HNTB, Milwaukee, WI

PROFESSIONAL AFFILIATIONS

American Society of Civil
Engineers (ASCE)

REGISTRATION

Professional Engineer
IN, WI (#40478)

PROJECT EXPERIENCE

Calumet Road, Fox Point, WI

Project engineer for the 1-mile rural roadway reconstruction, geometric improvements, and multi-stage traffic control plan. A new water main was installed along the entire project corridor and a 5-foot pedestrian path was added to both sides of the roadway to accommodate the high volume of pedestrian traffic along Calumet Road. A bio-retention facility and bio-swales were incorporated into the project to improve drainage, reduce peak flow, and improve water quality. An MMSD Green Infrastructure Partnership Program (GIPP) grant was awarded to fund half of the green infrastructure.

Good Hope Road, Sussex, WI

Stormwater and drainage lead for the preliminary and final design of the 2-mile, \$6.3 million reconstruction and rehabilitation with both rural and urban cross-sections. Services included topographic survey, drainage evaluation and design, utility design, vertical and horizontal alignment refinement, comprehensive stormwater management, natural resources protection, construction staging, and construction-related services. Also, coordination with village staff, public involvement, agency coordination, permitting, plan preparation, and bidding documents.

Street Improvement Program, Reconstruct Groups KA-2 & KA-3, Greenfield, WI

Project engineer who prepared construction documents for the roadway reconstruction projects on 99th Street, Howard Avenue, 108th Street, and Pallottine Drive. The rural roadways with no curbing were reconstructed into urban cross sections with new curbing and new storm sewers. Extensive hydrologic modeling and grading were required to improve the stormwater drainage for both the roadway and adjacent properties.

Willow Road Reconstruction, Plymouth, WI

Project engineer responsible for the preparation of construction documents. The 0.5-mile section was widened by 12-16 feet to accommodate truck traffic for a proposed business park. Sanitary sewer and water main were also added along the reconstructed roadway corridor. Special considerations were given to utilities crossing the railroad and minimizing impacts on adjacent wetland areas.

Water Main & Sanitary Sewer Improvement, Summit & Frederick Street, Plymouth, WI

Project engineer responsible for the preparation of construction and bidding documents for the installation of 1,100 feet of 16-inch water main, replacement of 430 feet of 8-inch sanitary sewer, replacement of 13 sanitary manholes, and lining of 1,500 of sanitary sewer.

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Traffic Analysis & Design, Inc. (TADI) is located in southeast Wisconsin and is a national award-winning traffic engineering and safety firm specializing in optimizing transportation systems, enhancing mobility, and shaping the environment for safe and more efficient movement. With a rich history of innovation and commitment to sustainable multimodal safety projects, our firm has become a trusted partner in creating dynamic, livable communities for the modern world. We strive to create transportation networks that seamlessly integrate traffic safety improvements to foster vibrant communities.

With over 20 years of experience in safety analysis and improvement planning, TADI has been at the forefront of pioneering Vision Zero, Safe Routes to School, and Pedestrian and Bicycle Plans. Our extensive experience equips us with a nuanced understanding of safety challenges faced by communities and enables us to tailor solutions that will fit the unique characteristics of Waunakee.

TADI has successfully prepared safety-focused planning documents for numerous counties (e.g., Waukesha, Racine, Ozaukee, Washington, Rock, and Kenosha) and for numerous cities (e.g., Eau Claire, Wausau, Madison, Waukesha, Janesville, West Bend, and Sun Prairie). These planning documents, whether named a safety screening, road safety plan, or safety action plan, include meticulously prioritized multi-modal safety treatments, along with insights into potential funding sources, including HSIP, SISF, and TAP funding. TADI is also an expert in providing Safe Routes to School and Unusually Hazardous Transportation Plans (UHT)s for school districts across the state including Monona Grove and Waunakee. We look forward to bringing our traffic engineering and traffic safety expertise to the Lakota team for the Waunakee Comprehensive Plan.



DEREK HUNGNESS, PE, PTOE, AICP

Planning Expert

Specialties:

Travel Demand Forecasting
 Multimodal Transportation Planning
 Pedestrian and Bicycle – Comprehensive Plans
 Traffic Impact Studies

Education:

Ph.D. Candidate, Transportation Infrastructure and Capacity Planning, North Dakota State University, degree expected December 2023

Master of Business Administration, Finance and Management, University of Wisconsin-Whitewater, 2014

Master of Science, Civil and Environmental Engineering, University of Wisconsin-Madison, 2005

Master of Community and Regional Planning, North Dakota State University, 1990

Certifications:

Professional Engineer (PE) State of Wisconsin No. 39081-006

Professional Traffic Operations Engineer (PTOE) Transportation Prof. Certification Board No. 2473

American Institute of Certified Planners (AICP) American Planning Association No. 014359

Project Management Professional (PMP) Project Management Institute No. 1796412

Professional Affiliation:

Adjunct Professor of Civil and Environmental Engineering, College of Engineering, University of Wisconsin-Madison (2004-Present)

Office: 1.800.605.3091

Mobile: 608.630.0667

dhungness@tadi-us.com

Derek brings over 30 years of expertise in multimodal transportation planning and traffic engineering. His specialties include traffic impact assessment, transportation corridor preservation, safety studies, and regional travel demand forecasting. Often spearheading multidisciplinary transportation initiatives, Derek is deeply committed to fostering strong client relationships through direct engagement.

In addition to his professional pursuits, Derek holds a position as an Adjunct Professor at the University of Wisconsin-Madison. There, he has curated and instructed courses in Traffic Impact Analysis, Geometric Design, Infrastructure Sustainability, and Senior Capstone Design. He is deeply invested in research, focusing on planning for autonomous vehicle deployment and the sustainability of transportation infrastructures and systems.

Recent Publications & Presentations:

Hungness, Derek. 2022. "Modeling the Impacts of Self-Driving Cars on Land Use." Presented at the 63rd Annual Transportation Research Forum International Meeting, St. Louis, MO, April 2022.

Hungness, Derek and Raj Bridgelall. 2022. "Exploratory Spatial Data Analysis of Traffic Forecasting: A Case Study." Sustainability 2022, 14, 964: 1-19.

Hungness, Derek and Raj Bridgelall. 2020. "Model Contrast of Autonomous Vehicle Impacts on Traffic." Journal of Advanced Transportation, 2020 (8935692): 1-10. Presented at 99th TRB Annual Meeting, Washington, D.C., January 2020



JOHN CAMPBELL, P.E., RSP₂
Director of Traffic Engineering Safety Services
Project Manager

Specialties:

Comprehensive Safety Action Plans
Pedestrian/Bicycle Safety Studies
Local Road Safety Improvements
Statewide Research Projects
State & Federal Aid Applications

Education:

B.S. Civil Engineering,
Marquette University, 2002

M.S. in Civil Engineering,
University of Wisconsin - Madison, 2005

Transportation Management & Policy Certificate,
University of Wisconsin - Madison, 2005

Certifications:

WI Professional Engineer, 2007
WisDOT SE Region Certified TIA Preparer
Road Safety Professional, Level 2 – Infrastructure

Professional Affiliation:

Institute of Transportation Engineers (ITE)
Executive Council of ITE Vision Zero Committee
LeadershipITE Program (Class of 2021)
American Public Works Association (APWA)

National Recognitions:

2021 National Roadway Safety Foundation Award –
Whitefish Bay, WI (39% Crash Reduction)
2021 ITE Vision Zero Design Competition, Near
Miss Analytics (Team Leader of Winning Team)

Office: 1.800.605.3091 Ext. 86

Direct: 414.350.3256

jcampbell@tadi-us.com

www.linkedin.com/in/johncampbell4

Mr. Campbell is the Director of Traffic Engineering Safety Services with Traffic Analysis & Design Inc. (TADI). His current responsibilities include leading a team of road safety professionals and managing safety studies, HSIP applications, pedestrian/bicycle safety studies, statewide research studies, speed management studies and local safety improvement projects.

Overall, Mr. Campbell has over 21 years of work experience including safety studies, pedestrian/bicycle studies, school walk-zone studies, traffic safety research, benefit/cost analysis, traffic mitigation, microsimulation, Bluetooth data collection, conceptual design comparisons, and construction inspection. His well-rounded experience helps him identify feasible, constructible, and cost-efficient transportation solutions.

Employment History:

TADI: 2006 to present
University of Wisconsin Madison: 2003 to 2004
Ayres Associates: 2000 to 2006

Papers and Presentations:

Safety and Speed Topics - ITE, University of Wisconsin, Mid-Continent Transportation Symposium
Bluetooth Topics - TRB, ITE, ASCE, ACEC, & Mid-Continent Transportation Symposium





Team Experience

At The Lakota Group, we assist communities in identifying their identity and translating it into a clear, actionable vision for the future through a measurable implementation roadmap.

Our work spans communities across the nation, from established suburbs to historic towns and growing regional centers. This national perspective allows us to bring forward ideas that are both grounded and forward-looking. For each plan, we pair local understanding with a comparable community lens, looking at a collection of similar communities based on demographics, market conditions, and character to understand what has worked, what has not, and what lessons McFarland may want to consider as it looks ahead.

At the same time, our approach is rooted in respect for what already makes a place strong. We believe meaningful change comes from aligning growth with community values, not replacing them. For McFarland, the Comprehensive Plan is an opportunity to knit together its many plans and initiatives into a unified direction that honors its heritage while preparing for the next generation. The next few pages highlights Lakota and our subconsultants' work experience.



Burlington Vision 2040 Comprehensive Plan

The City of Burlington undertook a collaborative planning process with The Lakota Group, community residents, and stakeholders to create the Comprehensive Plan. The Plan outlines important policies and actions for a range of core community aspects including land use and development, the Downtown, housing and neighborhoods, open space and natural resources, transportation, historic preservation, quality of life, infrastructure and capital improvements, and community sustainability and resiliency. A robust community engagement process provided the opportunity for the voices of Burlington residents, business owners, stakeholders, community leaders, and local representatives to shape the Comprehensive Plan. The Plan was approved and will guide decision-makers about where Burlington is today, where it wants to go, and how it intends to get there.

BURLINGTON,  WI

STATISTICS

Start Date: June 2020
Completed: October 2022

REFERENCE

Carina Walters
City Administrator
(262) 342-1180
cwalters@burlington-wi.gov

[Click here to view the plan.](#)



Onalaska Comprehensive Plan - Live Ona 2040

Onalaska is a unique city nestled in the bluffs of the Mississippi River valley. In response to residents' strong desire to shape the city's future, the City engaged The Lakota Group to update the community's comprehensive plan. Building upon the community's "LiveOna" branding, the planning process encouraged residents to reflect on the unique qualities that define Onalaska and consider how the city could continue to grow while preserving the small-town character they value.

Faced with growth pressures, rising housing costs, and limited land available for new development, the plan explored growth strategies, infill development, and urban design initiatives that leveraged the city's existing assets. The Comprehensive Plan is organized around key pillars, including Community, Commerce & Development, and Nature & Recreation, that highlight the core elements of Onalaska's identity. Each pillar includes strategies designed to support these values, while also aligning with the requirements of Wisconsin's Smart Growth Law. This approach provides a clear framework for guiding Onalaska's future growth in a sustainable and balanced way.

ONALASKA, WI 

STATISTICS

Start Date: June 2023
Completed: August 2024

REFERENCE

Katie Aspenson, AICP
City of Onalaska
Planning Director
(608) 781-9590
kaspenson@onalaskawi.gov

[Click here to view the plan.](#)



Winnetka Futures - 2040 Comprehensive Plan

In 2019, the Village of Winnetka initiated the Winnetka Futures 2040 Comprehensive Plan, a collaborative effort to shape the village's trajectory for years ahead. By engaging in discussions with diverse community groups, the plan strikes a balance between preserving Winnetka's cherished traditions and embracing innovation. Meetings with the Plan Commission played a pivotal role in refining each aspect of the plan, ensuring a cohesive vision that addresses economic, environmental, and social considerations. This forward-looking approach, echoing the village's historic adaptability, positions Winnetka to thrive in education, business, and neighborhood life while meeting the challenges of the future head-on.

Drawing inspiration from the legacy of the 1921 Bennett Plan, the Winnetka Futures 2040 Comprehensive Plan stands as a testament to the village's enduring tradition of embracing bold ambitions. It envisions a future where Winnetka continues to thrive as a beacon of excellence in education, a hub of bustling business districts, and a haven of walkable neighborhoods—all while addressing the ever-evolving needs of its residents.

WINNETKA, IL

STATISTICS

Start Date: December 2019

Adopted: December 2022

Paused for 1.5 years during COVID

REFERENCE

Ann Klaassen

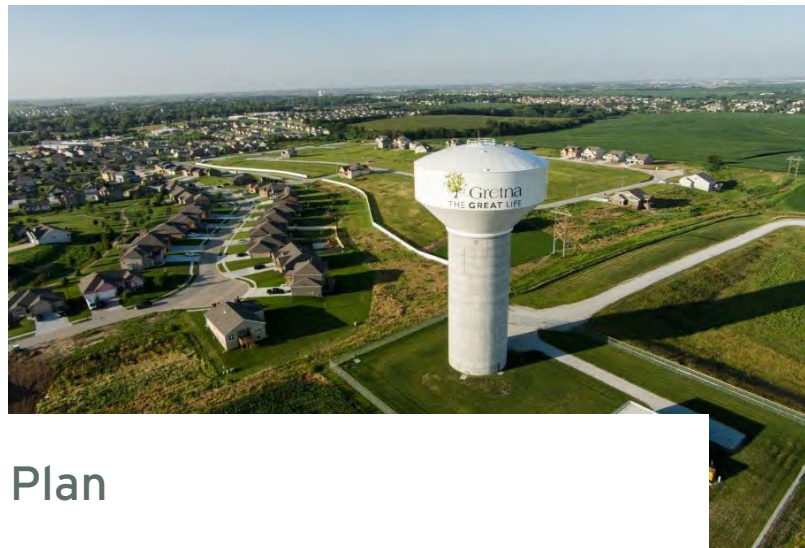
Asst. Director of Community Development

Village of Winnetka

(847) 716 - 3525

aklaassen@winnetka.org

[Click here to view the plan.](#)



City of Gretna Comprehensive Plan

In 2023, the City of Gretna, Nebraska, partnered with the Lakota Group to create an award winning Comprehensive Plan, recognized with the APA-NE 2026 Daniel Burnham Award. Gretna, one of the fastest-growing cities in Nebraska’s most rapidly expanding county, is poised for remarkable change. With its population already exceeding 10,000 and projected to surpass 30,000 within the Plan’s time frame, crafting a long-term vision for the community was both timely and essential.

A defining feature of this planning process was the development of concept plans and massing studies, which illustrated Gretna’s future redevelopment potential, high-level visions, and guiding objectives for growth and reinvestment. These plans build upon the future land use strategy, offering tailored guidance for notable sites across the community.

The Comprehensive Plan is the product of a thorough analysis of Gretna’s current conditions, its downtown, housing, economic landscape, infrastructure, and urban design, paired with extensive input from residents and stakeholders. Together, this collaborative effort has charted a clear and ambitious path to ensure Gretna continues to thrive as it grows.

GRETNA, NE 

STATISTICS

Start Date: April 2023

Completed: February 2025

REFERENCE

Kristine Stokes

Development Services Director

(402) 332-3336

kristine@cityofgretna.com

[Click here to view the plan.](#)



North Chicago Comprehensive Plan - Plan Comprensivo

The Lakota Group partnered with the City of North Chicago to craft an award-winning Comprehensive Plan, recognized with the APAIL 2024 Daniel Burnham Award. Recognizing the city's unique challenges as a majority African American community with a homeownership rate of just over 30%, the plan sought to address long-standing issues of neglected housing and the illegal conversion of single-family homes into non-conforming multi-family units. The Comprehensive Plan also fostered meaningful partnerships with local organizations like ReNew Communities, building the foundation for long-term, sustainable development.

One of the plan's most innovative aspects is its implementation strategy, which pairs strategies across different themes to build consensus and achieve comprehensive results. This Systems Thinking approach ensures that every initiative aligns with the city's broader goals and maximizes the impact of each step taken. The plan's integration of data analysis and visual aids ensures clarity and accessibility for all stakeholders. The North Chicago Comprehensive Plan sets a new standard for urban planning by blending creativity, financial prudence, and a deep understanding of community needs, positioning North Chicago for lasting growth and resilience.

NORTH CHICAGO, IL 

STATISTICS

Start Date: February 2023

Completed: August 2024

REFERENCE

Taylor Wegrzyn, Director
Economic & Community Development
(847) 596-8671
tayweg@northchicago.org

[Click here to view the plan.](#)



Image Source: The Lakota Group

COMPREHENSIVE PLAN

SAUK COUNTY

LOCATION
Sauk County, WI

DATES OF SERVICE
Jun 2025 – Ongoing

Sauk County’s recent growth reflects its natural and cultural heritage, proximity to Madison, and draw as a regional hospitality hub. SB Friedman was engaged, as part of a team led by the Lakota Group, to evaluate demographic and real estate market conditions and identify housing and economic development strategies as part of a comprehensive plan update.

Situated in southwest Wisconsin, Sauk County is one of the state’s most popular tourism destinations and one of the fastest growing counties. Visitors and residents are drawn by the area’s beauty, outdoor recreation, and quality of life. The comprehensive plan update will guide future investment and development, while preserving the county’s natural features and cultural identity. We have:

- » Analyzed population and demographic changes across county jurisdictions.
- » Assessed employment growth including shifting commuting patterns and emerging industries.
- » Evaluated housing trends including costs, development activity and typologies.
- » Analyzed visitors to major tourist destinations to identify opportunities for new development.
- » Assessed retail and industrial development, including profiles of new typologies.

Results: Our findings were synthesized and included in [Existing Conditions Report](#) released in February 2026. We have identified draft goals and strategies, which will be refined through stakeholder engagement. The full comprehensive plan update is expected to be completed in 2027.



WAUNAKEE 2040 COMPREHENSIVE PLAN

VILLAGE OF WAUNAKEE

LOCATION

Waunakee, WI

DATES OF SERVICE

May 2025 – Ongoing

SB Friedman conducted a market analysis as part of a comprehensive plan update led by the Lakota Group for the Village of Waunakee. Our analysis uncovered market opportunities and identified achievable solutions to guide future development.

Waunakee, home to 15,000 people, is located in northern Dane County, the fastest-growing county in Wisconsin. Waunakee values its semi-rural location with some remaining farmland vistas, as well as its proximity to the amenities and employment opportunities that Madison and larger nearby communities offer. Waunakee is experiencing rising housing costs and increased development pressure, leading to questions about whether to grow “upward” or “outward.” The Village requires a long-term vision to navigate these decisions, with the goal of maintaining the small-town character and quality of life, while expanding housing choice and economic opportunity. Our work has included:

- » Analyzing population, household and employment data to understand the Village’s economic demographic trends and characteristics.
- » Assessing the housing inventory and trends, including market-rate and affordable multifamily, senior, and single-family housing.
- » Reviewing retail, office, industrial and hospitality competitive supply.
- » Engaging with the community via open houses, focus groups and targeted stakeholder interviews.
- » Identifying goals and strategies that support a future vision for Waunakee’s housing market and local economy.

Results: The [State of the Village Report](#), which summarizes the existing conditions phase of the comprehensive planning process, was finalized in fall 2025. The comprehensive plan overall is expected to be finalized in spring 2026.



COMPREHENSIVE PLAN & CORRIDOR REDEVELOPMENT STRATEGY

VILLAGE OF LIBERTYVILLE

LOCATION
Libertyville, IL

DATES OF SERVICE
Apr 2018 – Oct 2022

AWARDS
Daniel Burnham Award for a Comprehensive Plan
American Planning Association - Illinois Chapter, 2021

To support the Village of Libertyville in achieving their community and economic development goals, SB Friedman provided development advisory services, including concrete implementation strategies, for a comprehensive plan update and a corridor redevelopment effort.

Comprehensive Plan Update. SB Friedman conducted a market analysis as part of a comprehensive plan update, led by the Lakota Group, for the Village. Our analysis is being used to guide future development in Libertyville, particularly in understanding land use and development potential of several key sites. We also identified implementation strategies for key redevelopment areas related to strengthening the mix of commercial and entertainment uses downtown to support restaurants, and diversification of housing options. **Results:** The [Comprehensive Plan update](#) was completed in 2020. The Village moved forward with implementation based on strategy recommendations and has successfully attracted several new major office tenants to its multi-tenant tech-campus, Innovation Park, the re-envisioned former Motorola campus.

South Milwaukee Corridor Redevelopment Strategy. SB Friedman worked with the Village to develop specific strategies for the South Milwaukee Corridor that built upon the goals of the 2020 comprehensive plan. We identified and prioritized specific redevelopment sites and public improvements along the corridor, and worked with Lakota to develop site concepts and development programs based on the goals of the Village. We estimated development costs for public improvements and projected TIF revenues for a proposed TIF district including the proposed development concepts. **Results:** Our work provided feasible development programs and site concepts to guide redevelopment along the corridor. We noted where public assistance was likely to be required, provided potential funding sources, and outlined a clear development strategy, which was accepted by the Village Board.



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Project Understanding

The Village of McFarland finds itself in a unique position to rebalance community growth and change moving forward over the next ten years. With growth pressures, a focus on development eastward, and interest in infill development, a new Comprehensive Plan presents the opportunity to realign and effectively manage community growth. McFarland, like many Madison Metro and Dane County municipalities, has seen extensive development interest over the last two decades. The growth spurred by a diverse and educated economic base, young, creative entrepreneurial spirit, high quality of life and reasonable cost of living has pushed municipalities further toward their unincorporated edges of farmland and natural systems. A regionalistic approach to relationships with the surrounding communities will be an essential consideration throughout this planning process, especially given ongoing discussions with Madison and neighboring towns.

Crafting an updated 2027 Comprehensive Plan for the Village of McFarland first begins with understanding the community's character and personality, and is further supported by detailed study and analysis of the community's existing conditions - growth history and demographic trends, land use character and framework, business districts and gateways, physical appearance, economic climate, transportation and mobility, and infrastructure, as well as the Village's quality of life elements like its schools, health care access, parks and open space, the arts and local character. The Plan must also build on the Village's past efforts like the 2017 Comprehensive Plan, but recognize what's new and evolving in the community.



With this growth comes impacts on cost and supply of attainable housing options, infrastructure and transportation networks, community operational efficiencies, and open space and natural systems. More importantly, with growth comes a concern or fear of what this change will mean or look like in the future. These concerns came to light with the recent East Side Plan and the Redevelopment District Plans. This comprehensive planning process needs to listen to the community's concerns, and effectively communicate, educate, and illustrate a balanced and graceful path forward. The plan needs to provide Village leadership and staff with the right tools and data to meet future needs head on and make sound, sustainable investment decisions that will pay dividends for current and future residents. It also needs to paint a clear picture and provide predictability for private investment and business through realistic goals and strategies.

McFarland faces growth opportunities and challenges at its edges not dissimilar to other Dane County metro communities. During the comprehensive planning process, several of these challenges will need to be addressed, including:

1. Reviewing opportunities for targeted growth along Siggelkow Road and in the East Side area and evaluating development scenarios/benefits.
2. Balancing long-range investment in critical infrastructure and transportation networks.
3. How to capitalize on key infill development opportunities while respecting community character and values.
4. Protecting and managing key open space and environmental assets.
5. Balancing the critical need for diverse and affordable housing options in McFarland.
6. Capitalizing on key commercial corridors and districts like Terminal Drive and Triangle Street.
7. Maintaining community heritage, fostering and capitalizing on what makes McFarland unique.

Our team will leverage McFarland's strengths to tackle these and other community issues head on, providing the analytical framework for making decisions and strategic guidance to achieve the Village's long-term goals.

The Lakota Team understands the importance of having an effective, realistic, and approachable comprehensive plan. The Village doesn't have a large staff dedicated to municipal planning, so the 2027 Comprehensive Plan needs to provide a practical, achievable path forward. Communities today must respond and be resilient to constant economic challenges, plan for needed investments in infrastructure systems, ensure the adequate and equitable distribution of community services, promote high-quality built environments, and consider the integration of sustainability, and natural resources/open space preservation in the enhancement of residents' health, recreation, and quality of life.

Today comprehensive plans cannot just be about the future land use map and zoning as colors on a map. They must provide a clear and understandable vision of what change looks like, how it will impact their lives, community character, and the investment they have made in the community.

Recognizing that our task is to update the Village's 2017 Comprehensive Plan, we will build off all current and past planning efforts with an eye towards current market and economic conditions. Our plan will be forward-thinking, based on current and projected data, but most importantly flexible. A sound Comprehensive Plan needs to provide leadership clear policy, goals and action steps that align with community priorities. It must be an illustratively rich and easily approachable/usable document. It should have a 1-3-5-10-20 year look at community growth but be regularly managed, evaluated and if needed, adjusted by civic leadership and staff. It's a living document, and as such acts as the community's most important marketing and communication piece attracting residents, business, and private investment. If effectively managed, it will also support the community in procurement of public funding and grants.

COMMUNITY ENGAGEMENT

Critical to the success of this process and any community planning effort is a tailored and effective community engagement plan and strategy. The hallmark of our firm and team structure is building "Allies" with the communities we serve through meaningful and effective dialogue and consensus building. We realize that Comprehensive Plans are public documents and a reflection of the community. The stronger the engagement process, the stronger the document. We will seek the commitment of Village staff and leadership to help us effectively engage with their residents in a positive and productive way, recognizing that reaching those who are underserved or under-heard will be essential.

An important principle to establish early is that every voice counts. Too often the loudest and last voices are the ones with the most power. We'll build a process that will value feedback in all forms - in-person, online, in small groups, at workshops - along with voices at all phases of the process.

We have identified tools, techniques, and processes we have found work well. Some of these tools are outlined below, but will be refined based on conversations with the Village that establish that right fit for McFarland’s Public Participation Plan. ***Most importantly, in order to maximize participation, we can easily pivot during the process to adjust our engagement strategy to seek the community where they live.***

STEERING COMMITTEE

This group guides the vision and planning process and it is our understanding that McFarland’s Steering Committee will be comprised of members of the Plan Commission and CDA - Community Development Authority. This is ideal because the group will come to the process with enthusiasm, interest, and understanding of planning topics right out of the gate. They will serve as “Plan Champions” and have an impactful role throughout the process. We will meet with the Steering Committee at regular intervals to discuss key issues and review draft plan documents as they are prepared.

PROJECT SURVEYS, SOCIAL MEDIA, AND WEBSITE

We will host a project website to serve as the project’s clearinghouse of information. Its design will reflect the project branding and encourage participation and interaction. We can use the website to share community surveys, questions, and polls. QR Codes directing residents to the website can be included with all promotional material to increase its use. Social media outlets can also be employed to broadcast information and encourage conversation. They can also serve as extensions of the project website.

POP-UP MEETINGS AND WORKSHOPS

In addition to larger community workshops identified in our work plan, we can bring smaller pop-up stations or info kiosks to community gathering opportunities such as schools, festivals, and outdoor events like farmers markets. Attending local events ensures we’re reaching people where they’re already gathering and makes for a more fun, informal conversation. We can provide the Village with a Pop-Up Kit for use by staff at additional events.

FOCUS GROUPS

In key subject areas, we find that targeted one-on-one or small group interviews and focus groups are the most effective way to explore topics in more depth. Representatives from the McFarland School District, surrounding governments, and local business owners will be important, though our team will work with the Village to determine what subjects and stakeholders will most logically benefit from focused discussions.

WALKSHOPS

A walkshop is a combination walking tour and community discussion. Participants identify current issues and opportunities while walking around the Village. Walkshops have been successful in establishing consensus for improvement and identifying common goals. These can be combined with other workshops and focus groups.

POSTCARDS FROM THE FUTURE

Asking people to think about the future can sometimes be daunting and impersonal. Asking them to write a note to themselves or future generations makes the process more personal and realistic. We'll pose questions like *"If you visited McFarland in 20 years what would you see?"* or *"Twenty years ago we did ____ to get the Village to where it is today."*

DO-IT-YOURSELF BUDGETING

Helping people understand the need to prioritize projects with limited resources is a necessary component of any planning process. Using play money, participants can allocate resources, identify priorities, and understand the limitations of existing and future civic funding for growth.

COMMUNITY DINNERS

A barbecue or fish fry dinner with targeted stakeholder groups can present an opportunity to get feedback and gain insight in an enjoyable, informal setting.

PROJECT GOALS

Our comprehensive planning approach is designed around the following goals:

- **Futuristic and Sustainable.** Our Team will explore a range of new ideas, needs, trends and technologies that will inform and guide future land use.
- **Community-Focused.** The process must have the community's involvement in crafting its vision from the beginning. To stay engaged in a planning process, people need to feel welcomed, heard, and respected.
- **Consensus-building.** We begin by identifying areas of general agreement. From there, we can work toward harder issues while using those shared values as a foundation. A theme-based approach is often helpful in identifying common ground.

- **Accessible Master Plan Document.** The best way to honor the time and resources put into a Comprehensive Plan is to design a final document that speaks to the community. The plan must be highly visual – like a magazine, rather than a report – and it must continue to inspire, engage, and guide. This was noted specifically in the Village’s Q&A Addendum and is something The Lakota Group specializes in. We will also develop a concise Executive Summary that can be easily accessed on social media.
- **Strategic Actions.** Lakota often frames solutions in a “Min-Mid-Max” context. This allows the community to consider a range of actions from conservative to audacious, and we apply this frame to many areas of the planning process.
- **Interdisciplinary.** The team we have built with SB Friedman and our engineering friends at Kapur and TADI bring all the skills needed to make sure all key topics of the plan are being addressed and cross integrated such as, but not limited to land use, housing, market and economic development, infrastructure, transportation, environment/open space, and community character.
- **Local and National.** We want the plan for the Village to be rooted in local knowledge and values, and also to be informed by the best ideas from around the country. Our team reflects that balance.
- **Data-Driven.** The best solutions happen at the intersection of what the community wants and what the data supports. We will test our plans against the best housing, demographic, and economic data available. Quantitative data often points to several supportable solutions. That’s why, throughout the planning process, we hold our plans up to the extensive qualitative input gathered from interviews, workshops, and surveys.
- **Transparency.** When people do not feel heard, or they suspect they are not being provided with all the information, distrust can seep into a planning process. We will distribute information through multiple channels, from in-person gatherings to social media, and we will invite public comment at every step.
- **Implementation-Oriented.** The Village and the community will be investing a lot in this work, both in time and money. We commit ourselves to honoring that investment by breaking down aspirational goals into achievable steps, including methodologies for measuring progress.

PROJECT COMPONENTS

Engagement is at the heart of our process, but we engage people with a genuine purpose of designing a great plan. The core elements that we believe go into a great plan include:

PROJECT BRAND

In the early stages of the process, Lakota's in-house design professionals will create a project-specific brand that draws upon the existing identity of McFarland and the spirit of this planning process. This branding exercise results in project logos, an easy-to-understand set of standards to ensure all project-related messaging and graphics are consistent, and project website that will be used as the main online community portal for the duration of this work. Our project brands are fresh, engaging, and help to convey what the work is all about.

LAND USE

Land use is a central element of any master plan. We will examine existing land use inventories, confirm land use conditions and assumptions through on-site field work, and anticipate future land use needs based on demographic and economic analysis. Factors include owner occupancy; building or land condition; land value; zoning; pending development initiatives; transportation, parking, and infrastructure issues; and other indicators of redevelopment or adaptive use potential. Economic and housing conditions assessments and development analyses will be conducted by SB Friedman, who co-developed the Dane County Regional Housing Strategy and are experienced analysts and advisors in the region.

PLACEMAKING/URBAN DESIGN AND COMMUNITY HERITAGE

"Placemaking" and urban design elements help create memorable and vibrant public spaces, as well as "bind" a community and its surroundings into a cohesive place. McFarland has a focused commercial area downtown, which is a genuine asset many communities are missing. Similarly there are key gateway opportunities McFarland can leverage to create a greater sense of identity and place in the Village. The Lakota Group's efforts will build off this community character and heritage as part of our long-range planning and goal to gracefully balance change and growth.

DEVELOPMENT PLANNING & ECONOMIC FEASIBILITY

We use the lenses of aspiration and feasibility in developing our community plans. Aspirations come from the community. Feasibility is tied to economic and land-use realities, as well as political support.

We approach development planning and design comprehensively. The economic analysis and housing component of this comprehensive plan will ensure the future land use framework plan we develop is viable from both an economic and operational standpoint and incorporates phasing considerations and flexibility to adapt to changing needs over time. Our planning process not only includes an examination of land use mix and density but also explore physical building massing and scale relationships to infrastructure, transportation, and environmental/open space linkages.

Our team partners at Kapur & Associates will help to ensure that solutions are supported by utilities and infrastructure conditions and needs. Lakota will collaborate throughout the process with Village staff members to effectively review and communicate transportation and mobility, infrastructure, and environmental planning topics, opportunities, constraints, and strategies.

IMPLEMENTATION

No plan is effective without a realistic implementation strategy that reflects and acknowledges the people in charge of bringing the plan to life. All our strategies and recommendations will incorporate implementation actions and will involve both public and private-sector participation, including roles for local government, key organizations, and public agencies. The implementation chapter will feature a detailed chart summarizing key actions, prioritization and timing, funding sources, and implementation partners. It must also recognize the realities of staffing and resources available at the Village. Crafting a meaningful implementation plan is a collaborative and iterative process in the later phases of the comprehensive planning process.

PLAN FRAMEWORK AND FORMAT

Our approach recognizes that great plans grow out of an inclusive community process – and the community should be able to understand and use the plan, from residents to developers. We make our plans visual and easy to understand, written in plain English and free of technical jargon. Our Team prepares well-illustrated and formatted documents that address locally defined issues with clear strategies and actions. These are often depicted in vibrant maps, photos, and illustrations so readers can quickly grasp the issues at hand. We anticipate developing a simple, graphically rich, and narratively concise Executive Summary or Comprehensive Plan Handbook as part of our final deliverable.

We commit to following up with our plan and will provide a one-year follow-up with staff and the Plan Commission to understand how the plan is working or if any modifications should be considered. It's our commitment as partners to the communities we work with.

PROJECT MANAGEMENT

The McFarland Comprehensive Plan update will be a top priority for our entire team. Scott Freres, PLA, ASLA Lakota President and Co-Founder will be the principal in charge of this project. To ensure continuity and effective communication and management on a regular basis, Lakota Group Vice President Andy Cross, AICP will be the day-to-day project manager. He brings years of experience in municipal planning to the job and a familiarity with the planning context of smaller communities. Other key members of our team are identified in our attached firm credentials.

To facilitate communication and coordination, Lakota can also use web-based tools to establish to-do task lists, develop schedules, share documents, and exchange ideas and suggestions among Team members and the Village. Lakota will manage all project billing and accounting on behalf of the Team.

How does your firm plan to use AI?

To note the obvious, the technology of Artificial Intelligence is evolving rapidly. At its current state of development, we see AI as a productivity tool. That means, in practice, we use AI to help improve some office workflows. For example:

- *We use it in our online research on planning issues, as AI is built into virtually all search engines now.*
- *We may use it to help sort through hundreds of open-ended survey comments and provide a more objective assessment of community preferences. (Our team always reads all open-ended comments and we may highlight representative examples in our narratives.)*
- *We may use it in our data analysis of parcels, demographics, or other large data sets.*
- *We use Placer.ai mobility data. Placer tracks the movement of a small sample of mobile phones and uses AI to extrapolate its data to the population level.*
- *We may use it to generate graphics for scenario testing in workshops, such as AI-generated images of buildings at different scales or of different use types.*

We **do not** use AI for any of the following:

- *We do not use AI to determine the Comprehensive Plan's goals, policies, or recommendations. These are drawn from our own deep analysis of McFarland's physical fabric, community values, and the vision for its future which is brought out through authentic engagement.*
- *We do not use AI to write the plan language. Our plans are written by our professional team and are internally reviewed, questioned, and revised before we share them with our client.*
- *We do not use AI to analyze sensitive or confidential data. For example, in some cases, cities have the ability to share with us sensitive local sales tax data related to individual businesses. In these situations, we usually sign a confidentiality agreement and we would not use AI to analyze that data.*

We also recognize that AI capabilities are changing. We will consult with Village Staff if, over the course of the planning period, an AI capability arises that might benefit the Village or the plan.

PHASE 1

ENGAGE & ASSESS

July 2026 - November 2026

The focus of Phase 1 is to establish a tailored community planning process that involves a wide range of community stakeholders, committees, and public agency representatives, to confirm and create a comprehensive information base that facilitates discussion and understanding of existing community conditions. The information and maps produced during this phase will determine and clearly define project constraints, weaknesses, strengths, and opportunities, as well as form the basis for refining and updating McFarland's 2027 Comprehensive Plan.

MEETINGS

Steering Committee: 2

Community Open Houses: 1

Team Kick Off Visit: 1

Stakeholder Conversations: 2

Village Board Update: 1

TASK 1.1: Project Kick-Off & Tour

We will initiate the process by holding a Kick-Off meeting with Village staff and elected officials. The purpose of this meeting is to introduce the planning team and discuss the overarching goals and objectives of the comprehensive planning initiative. We will outline the scope of work, project schedule, and highlight relevant past and ongoing plans and projects. We will also guide the Village through our engagement options to determine the most effective approach for McFarland.

On the same day, Village staff will guide us on a driving tour of the Village. This exercise will enable us to identify and document pertinent land-use, urban design, and infrastructure considerations and limitations, including a firsthand look at the Siggelkow Road corridor, Highway 51 corridor, the East Side growth area, the Terminal and Triangle District, and other key sites with infill opportunities. Our team will continue to conduct additional driving and walking tours as necessary to gain a comprehensive understanding of the community.

Following the Kick-Off, we will refine the work plan and schedule based on the input received, creating a detailed calendar of meeting dates and outlining expected work products.

TASK 1.2: Community Engagement Program

We will refine the preliminary community engagement plan to develop meaningful and impactful tools planned specifically for this project. Our plan will be flexible and can pivot throughout the process, but will establish shared expectations and goals. The final engagement plan will provide a description and schedule of all activities to be employed including meetings with the Steering Committee and others. Once finalized, the Village can adopt the plan in a formal capacity. Activities will include informal open houses, but also events that "meet people where they are" to talk about the Comprehensive Plan. Pop-up events like these are most successful at established community gatherings like farmers markets, fairs, or other organized events. The plan will focus on reaching underserved and under-heard communities in McFarland, leveraging existing community groups and multilingual capabilities on The Lakota Group Team.

TASK 1.3: Steering Committee Meeting #1

We will conduct a kick-off meeting with the Steering Committee to introduce the entire planning team, discuss the overarching goals and objectives of the comprehensive planning initiative, and establish the Committee's role in the process.

As part of the meeting, we will facilitate open discussions with the Steering Committee to gain a thorough understanding of key Village issues and opportunities, and gain an understanding of how residents feel about growth and development and other factors that contribute to quality of life, economic development, and community characteristics of the Village and surrounding area. Members of the CDA and the Plan Commission will be familiar with recent hot-button items and will provide our team with valuable insight and background.

TASK 1.4: Project Brand, Website & Marketing

We will develop a unique McFarland 2027 Comprehensive Plan logo and a dedicated project website. The website will serve as the project's information hub, keeping everyone informed about the process, hosting surveys, and generating excitement in the community. Social media and marketing collateral, designed as expansions of the project brand, will be developed to promote all engagement opportunities. The website can be hosted internally or externally as the Village prefers.

TASK 1.5: Tours, Field Work and Land Use Inventory

Field investigations and GIS data collection will be conducted in all areas of the Village and surrounding edge unincorporated areas to assess existing conditions, land use characteristics and patterns, and help determine planning opportunities and constraints. We will review all previous land use inventories and studies prepared for the Village and field verify all existing land uses and targeted development goals. Our team can gain a feel for McFarland's different character areas through this research that will inform guided land use and visioning discussions later in the process.

TASK 1.6: Mapping, GIS Analyses, and Code Review

The Lakota Team will develop refined base maps, especially for land use, existing conditions, and others key data sets. The Team will work with the Village and other entities to supplement our data with other materials for use in developing exhibit maps for the State of the Village and Final Comprehensive Plan reports. Maps and exhibits will be refined during the planning process as additional data and information is gathered, especially for maps required by WI Stat. 66.1001.

Recognizing that the Village plans to overhaul the Zoning Code and Subdivision Codes after the Comprehensive Plan Update, our team will undertake a thorough review of land use regulatory codes and ordinances. We will also review current and relevant Village plans and studies, as well as regional planning frameworks. A summary of base data and relevant recommendations will be compiled to be later incorporated into the State of the Village analysis.

Task 1.7: Stakeholder Conversations (2 Days)

We will conduct interviews with local leaders, Village staff, institutional and industrial leaders, key stakeholders, agency representatives, and property and business owners to discuss village issues and gain insight into key topics. Stakeholders will also include school districts, park districts, and other interested commissions and groups. It will be important to ensure all sectors of the population are represented, and additional outreach will be conducted to reach various underrepresented groups.

The purpose of the interviews and sessions is to gain a thorough understanding of how the Village and its stakeholders feel about growth and development, sustainability, mobility, quality of life, and other important planning topics. It is anticipated that stakeholder interview sessions will include six to ten one-hour small group interviews over the course of two days. Additional virtual meetings will be conducted as needed.



Task 1.8: Research & Analysis

- **Land Use, Zoning, and Development Analysis.** Analyze existing land use, zoning, physical conditions, land ownership patterns, streetscape and rights-of-way, building fabric, urban design, floodplain and watershed, and road networks to establish a baseline of information for proposing planning strategies. We will consider how these factors influence opportunities for future growth, both in infill development contexts and the East Side growth area. Our analysis will be presented in a regional context, highlighting McFarland's position in Dane County and adjacent to Madison. Based on the analysis, the Team will develop exhibits that place McFarland within its larger regional context and highlight land-use, boundary, and jurisdictional relationships on a large scale.
- **Demographic, Economic, Housing, and Commercial Assessment.** Our team partner, SB Friedman, will leverage their experience from the Dane County Regional Housing Strategy (RHS) planning process, which they led from 2022-2023, as the starting point in assessing McFarland's demographics and market dynamics. We will incorporate the findings of and build on recent studies, including the McFarland Housing Needs Assessment and the McFarland Economic Strategic Plan completed in 2023. SB Friedman is well-versed in the Wisconsin planning context and the range of implementation tools suited to Dane County municipalities.

SB Friedman will build off this previous work and, when applicable, will evaluate recent shifts in demographic, real estate, and economic trends. The community assessment and economic base analysis will include:

1. *Household and population growth in McFarland, compared to Dane County*
2. *Household trends by household type, size, income, age, and race/ethnicity*
3. *Employment trends by industry in McFarland compared to Dane County Commuter inflow/outflow*

We will assess McFarland's existing housing by housing type, including current occupancy, rents, and sales prices, building on the Housing Needs Assessment and Dane County Regional Housing Strategy. We will consider whether recent development trends are meeting the needs of a dynamic market. We will compare core housing trends in McFarland to three nearby/peer communities. The Housing Needs Assessment will be leveraged to identify housing production targets for McFarland as of 2026. This information is essential in creating the analyses and projections required by WI Stat. 66.1001.

SB Friedman will conduct a high-level assessment of McFarland's retail and industrial real estate markets to identify recent supply trends, constraints and opportunities. This effort will build off the 2023 McFarland Economic Strategic Plan, including available details on business mix, commercial real estate demand, and consumer spending in McFarland. We will evaluate the characteristics of core retail concentrations using CoStar property data supplemented with qualitative observations. We will assess characteristics and performance of the existing industrial inventory. Market and economic trends will be used to establish a vision for commercial/ industrial growth areas.

- **Transportation & Infrastructure Assessment.** Planning team members from Kapur & Associates and TADI will research and analyze existing infrastructure, roadway, and environmental conditions and long-range improvements or policy needed to accommodate projected future growth. This will include water and sewer utilities, road and mobility networks, wetlands, floodplains, and environmental corridors in the community.

Our approach includes evaluation of the full transportation system including ongoing improvements to USH 51 through Mc Farland, trails, local roadways, pedestrian facilities, crossings and sidewalks assessing their effectiveness in facilitation bicycling and walking and identifying any gaps or barriers.

Task 1.9: Community Conversations (Open House #1)

The Lakota Team will conduct our first Community Open House where we will present our initial findings and encourage community participation through interactive topic-based discussions. This event is intended to introduce the comprehensive planning process to the McFarland community and provide a casual platform for discussing the Village’s planning challenges and opportunities in a “Speak-Out” format. We’ve had great success in engaging residents in thoughtful conversations about their community, visions for the future, and brainstorming new ideas. The Lakota Team will work with Village staff and/or the Steering Committee to identify key topics for conversation themes. Participants can choose one or multiple topics to engage in discussions on.

In preparation for the Community Open House, we will create outreach marketing materials including posters, press releases, and social media posts to raise awareness about the event. We will also support Village Staff with coordinating email invitations to local stakeholders. Collaboration with the Village’s planning staff and communication team will be essential for effective outreach. While the Lakota Group will host all information on our project website, we assume all promotional materials and location identification / procurement for the open house will be responsibility of the Village.

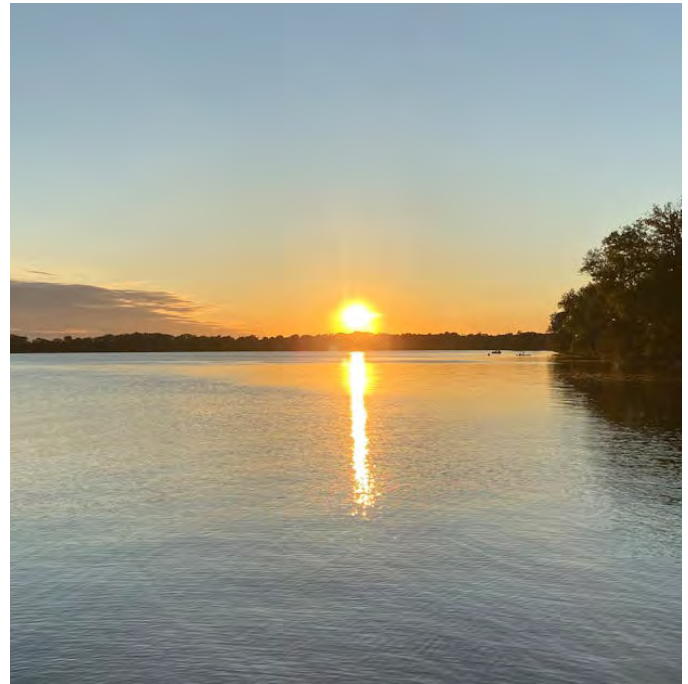
To ensure broader accessibility, we will develop an online version of these interactive exercises available on the project website, providing additional opportunities for community input.

Task 1.10: State of the Village Report

At the conclusion of Phase 1, our Team will prepare a *State of the Village Report* summarizing all public input from the community engagement events and all our team’s analysis, including demographics, land use, zoning, physical conditions and neighborhood revitalization, transportation, infrastructure, natural resources, and growth / development issues and opportunities. The draft Report will be delivered to the Village in both hard-copy and electronic formats. After review by the Steering Committee and Village staff, the project website will be updated with a downloadable version of the State of the Village Report. This report will act as our baseline for information moving forward with Phases 2 and 3 - Visioning and Strategies and our Final Plan.

Task 1.11: Steering Committee Meeting #2

The Lakota Team will conduct another meeting with Village Staff and Steering Committee to review the draft State of the Village Report and to discuss revisions and the final version of the report. The Lakota Team will revise the Report accordingly. At this juncture, Lakota assumes participation or a brief update presentation to the Village Board should be considered.



PHASE 2

ENVISION

December 2026 - April 2027

During this phase, the Lakota Group team, together with the Steering Committee and staff will generate a range of land use strategies and comprehensive planning ideas and scenarios through visioning sessions and workshops. From this idea exchange, a series of short and long range planning options will evolve that address community growth and planning issues, housing, economic development, downtown and neighborhood improvements, natural resources and open space, and thoroughfares and mobility.

MEETINGS

Steering Committee: 2

Community Open Houses: 1

Village Board Update: 1

TASK 2.1: Policy Objectives and Land Use Strategy

Based on the engagement and analysis in Phase 1, our Team will prepare a set of draft growth policy approaches and land-use planning strategies. These policy statements and/or goals will address key issues surrounding McFarland's growth: housing scale, supply, and development patterns, land use and growth forecasting, economic development tools and strategies, and the needed strategic infrastructure and transportation improvements to support development and growth in the Village's target areas. These include infill opportunity sites, key districts and corridors, and the East Side where the bulk of new growth and investment will take place.

These policies and strategies provide the Steering Committee, stakeholders, and Village residents with insight on the direction, key topics and the basis for developing an updated land use framework of the Comprehensive Plan. The documents will be reviewed and refined throughout Phase 2 based on input from the Steering Committee and public, and will form the foundation for the updated Comprehensive Plan document. We will summarize the information in a highly graphic, easy-to-read format that will further establish and effectively communicate the vision and direction of McFarland's comprehensive plan.

TASK 2.2: Steering Committee Meeting #3

Our Team will conduct a working session with the Steering Committee to discuss the overall plan, and policy objectives / goals, and initial strategies. The end result of this working session will define the framework for goals and strategy development based on a preferred long-term vision for McFarland.

TASK 2.3: Draft Vision and Preferred Land Use Strategy

After review and input from the Steering Committee and Village Staff on the Draft Planning Goals and Strategies, a range of Preferred Land Use Strategies will be developed. This will provide the land use foundation and overall policy framework for the Plan and will reference the planning and visioning work in McFarland's previous planning efforts.

TASK 2.4: Economic Development Strategies

The Lakota Group Team will develop draft strategies framing targeted approaches to economic development in McFarland that build off the Economic Strategic Plan and satisfy the standards and requirements established in Wis. Stat. 66.1001.

An analysis of the local economy's strengths, weaknesses, and opportunities will inform growth strategies across a range of market sectors. Specific strategies will be identified for focus areas like the downtown, the Highway 51 corridor, and the East Side to help them continue to grow and contribute to a well-balanced McFarland economic fabric.

TASK 2.5: Housing Strategies

Recognizing the remarkable household and job growth in McFarland and Dane County, housing strategies will build on, refine and supplement the recent recommendations from the Housing Needs Assessment to address current housing supply constraints and projected needs. Strategies will allow the Village to achieve projected housing quantities, product types, and affordability targets.

TASK 2.6: Transportation & Infrastructure Strategies:

The Lakota Group Team will refine and coordinate alternative investment strategies and recommendations related to the provision of utilities and effective transportation networks serving the Village and future growth areas. These studies will begin to develop a feasibility and prioritization schedule for appropriate and balanced growth and meet the requirements for applicable elements in Wis. Stat. 66.1001.

TASK 2.7: Steering Committee Meeting #4

The Steering Committee will meet to review these preliminary strategies before they are shared with the public. These policy and strategies will be refined and further developed by the Team before being presented at the second Community Open House.

TASK 2.8: Community Workshop (Open House #2)

The Lakota Team will conduct a second Community Open House to share the Draft Planning Goals and Strategies. This Open House will also include topic and issue stations for participants to provide input on specific topics and land use strategies. Topic and issue stations will include Land Use / Growth Framework, Urban Design, Housing, Open Space & Natural Resource Planning and Protection, Economic Development, and Transportation and Mobility.

The primary purpose of this community meeting is to educate residents on suggested scenarios for future land use strategy and balanced growth, goals and objectives, and demonstrate how they align with McFarland's vision for the future.

Additionally, this open house provides a unique opportunity to convey to Village residents and stakeholders what the importance of a clearly communicated Comprehensive Plan as a tool means to the Village's future. Workshop announcements will be crafted, posted and distributed, and the project website will be updated. An online version of the workshop will also be prepared.

TASK 2.9: Shared Vision, Goals, and Recommendations

After review and input from Village staff, leadership, the Steering Committee, stakeholders, and area residents on the draft preliminary goals and strategies, a refined community vision statement and subsequent goals and strategies will be drafted. This portion of the update to the Comprehensive Plan will define the preferred Land Use Strategy direction and overall policy framework for the comprehensive plan as well as key recommendations.

Although these goals and strategies will be developed consistent with Wisconsin's Smart Growth Law and required comprehensive plan elements, the concept of interrelated planning systems will remain integral. Lakota will prepare an interim overview and update of the planning process and draft strategies to the Village Board and the Steering Committee for review and comment.

TASK 2.10: Key Recommendations - Preliminary

Utilizing the feedback received to date, we will finalize goals and strategies for each topic and planning subject area. This draft framework document encapsulates the essence of Phase 2: Envision in the planning process and will be vetted by Village staff and / or the Steering Committee prior to being made available on the project website.



PHASE 3

PLAN & IMPLEMENT

May 2027 - August 2027

In Phase 3 we will prepare the first draft Comprehensive Plan. After gaining Village and stakeholder input, we will prepare a second draft plan and implementation strategy. After additional input from the Steering Committee, a final plan will then be prepared and presented to the Plan Commission and Village Board for review and adoption.

MEETINGS

Steering Committee: 2

Steering Committee: 1

Village Board: 1

- Mobility and Connectivity
- Economic Development
- Public Facilities and Infrastructure
- Natural Resources, Sustainability and Resiliency
- Intergovernmental Coordination

TASK 3.1: First Draft Comprehensive Plan

The team will draft the separate chapters of the comprehensive plan and work with Village Staff and others on their initial review. A first draft Comprehensive Plan will build upon the land-use policy framework, State of the Village report, and sub-area plans with specific planning strategies and recommendations across all topic areas. Subject to further discussion with the Steering Committee and Village staff, prospective chapters or elements within the draft comprehensive plan are likely to include:

- Executive Summary
- Community Profile
- Community Engagement Summary
- Vision, Planning Goals and Primary Objectives
- Land Use Map & Plan (Existing Land Use Summary, Future Land Use Strategy, Future Land Use Plan)
- Housing and Neighborhoods

NOTE: The Comprehensive Plan elements required by Wis. Stat. 66.1001 will be clearly identified within the sections above.

TASK 3.2: Steering Committee Work Session - Implementation Actions

The Lakota Group Team will conduct a work session with the Steering Committee and Village Staff to review the draft Comprehensive Plan. An important element of this meeting will be to begin to identify a set of implementation actions, priorities, and timelines that are realistically achievable and grounded in the realities of Village staffing levels, budgeting, and policy framework.

TASK 3.3: Second Draft Plan and Implementation Strategy

We will revise, refine, and prepare the second draft comprehensive plan and Implementation Strategy based on the comments from the Steering Committee and Village staff. The draft Plan will be delivered in the print and electronic formats as requested by the Village and distributed to the Steering Committee, Staff, or leadership as determined. A copy will also be posted to the project website as required.

Implementation Strategy: The implementation plan will help to inform staff and stakeholders on clear steps to bring the Comprehensive Plan to life. The strategy will include such elements as:

- Village work plan for implementation
- Village administrative/operational modifications
- Priority projects, time frames, and partners
- Zoning regulatory tools and code amendments.
- Potential public (local, regional, State, and Federal) and private sector partnerships

TASK 3.4: Amplify Plan Awareness:

As part of the development of the final plan, our internal team of experts and designers will develop one or two pilot project(s) that engage and inspire the broader community and garner support for the adoption of the plan. Large posters, social media graphics, or accessible QR codes directing the community to the final plan focus areas will also be offered to create enthusiasm and excitement and showcase the breadth of the planning effort.

TASK 3.5: Plan Commission Meeting

Our Team will present the Final Draft Comprehensive Plan to the Plan Commission at a public hearing. This step assumes one additional round of revisions may be necessary based on input from the Commission.

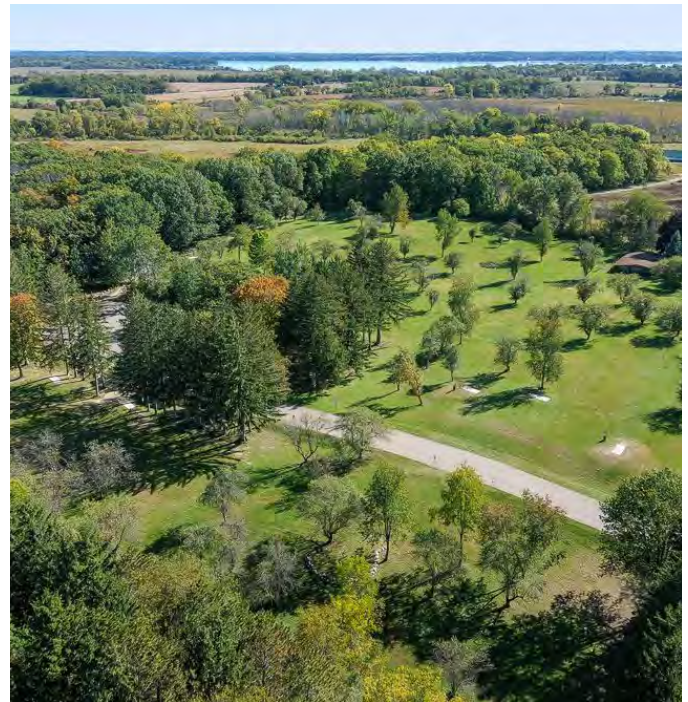
TASK 3.6: Village Board Meeting

We will present the Final Draft Comprehensive Plan to the Village Board for approval and adoption.

TASK 3.7: Final Comprehensive Plan and Implementation Strategy

We will revise the Final Comprehensive Plan and Implementation Strategy based on any comments from the Village Board and any remaining comments from public or staff.

The Final Plan will be delivered in print and electronic formats as requested by the Village and distributed as necessary. A copy will also be posted to the project website. We will also provide all electronic data and mapping files prepared over the course of the process.



McFarland 2027 COMPREHENSIVE PLAN PROPOSED TIMELINE

PHASE 1

PROJECT INITIATION, ENGAGE, AND ASSESS



TASK 1.1

Project Kick-Off Meeting

Project will begin with a kick-off meeting and community tour to align with Village staff and officials on goals, engagement strategies, and key planning considerations.



TASK 1.2

Community Engagement Plan

Develop a flexible and inclusive community engagement plan that outlines project activities, meeting schedules, and outreach strategies.

2026

JULY



TASK 1.3

Steering Committee Meeting

Hold a kick-off meeting with the Steering Committee to introduce the planning team, define the Committee's role, and gather insights on key community issues.



TASK 1.4

Project Brand, Website & Marketing

Create a project website and strategy for public outreach, engagement, and communication throughout the process.

AUG



TASK 1.6

Mapping, GIS Analysis and Code Review

Develop base maps, analyze existing plans and regulations, and compile key data and recommendations to support the State of the Village analysis.



TASK 1.5

Tours, Field Work and Land Use Inventory

Conduct field investigations and GIS analysis to assess existing conditions, land use patterns, and development opportunities throughout the Village.

NOV



TASK 1.10

State of the Village Report.

Prepare a State of the Village Report summarizing public input, existing conditions, and key opportunities to guide the next phases of the planning process.



TASK 1.11

Steering Committee Meeting #2

Revise the draft State of the Village Report with staff and the Steering Committee.



TASK 1.8

Research & Analysis

Conduct comprehensive land use, demographic, housing, market, transportation, and infrastructure analyses to establish existing conditions, guide future growth.



TASK 1.7

Stakeholder Conversations

Host stakeholder interviews and outreach sessions with community leaders, and residents to gather diverse perspectives on key planning issues.



TASK 1.9

Community Conversations

Host a community open house and complementary online engagement activities.

TASK 2.4

Economic Development Strategies

Develop economic development strategies based on market analysis and key growth areas in McFarland.



TASK 2.5

Housing Strategies

Develop housing strategies to address McFarland's projected growth, including supply, types, scale, and affordability.



TASK 2.6

Transportation & Infrastructure Strategies

Refine infrastructure and transportation strategies and prioritize investments to support balanced growth and meet state planning requirements.



TASK 2.3

Draft Vision and Preferred Land Use Strategy

Develop preferred land use strategies to establish the Comprehensive Plan's policy framework.



TASK 2.7

Steering Committee Meeting #4

Review preliminary strategies, and present to the public at the second Community Open House.



2027

DEC

FEB

APR

TASK 2.2

Steering Committee Meeting #3

Work with the Steering Committee to define goals, policies, and strategies for McFarland's long-term vision.



TASK 2.8

Community Workshop (Open House #2)

Host a second Community Open House to present draft strategies and gather public input.



TASK 2.1

Policy Objectives and Land Use Strategy

Refine draft growth policies and land use strategies to guide McFarland's future development.



TASK 2.9

Shared Vision, Goals, and Recommendations

Present the completed guidelines and booklet.



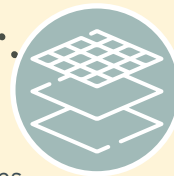
PHASE 2 ENVISION

During this phase, the Lakota Group team, together with the Steering Committee and staff will generate a range of land use strategies and planning ideas through visioning sessions and workshops.

TASK 2.10

Key Recommendations - Preliminary

Finalize goals and strategies for each topic and planning subject area



PHASE 3 PLAN AND IMPLEMENT

The team will draft the separate chapters of the comprehensive plan and work with Village Staff and others on their initial review. A first draft Comprehensive Plan will build upon the land-use policy framework, State of the Village report, and sub-area plans with specific planning strategies and recommendations across all topic areas.

TASK 3.1

First Draft Comprehensive Plan

The team will draft the separate chapters of the comprehensive plan and work with Village Staff and others on their initial review. A first draft Comprehensive Plan will build upon the land-use policy framework, State of the Village report, and sub-area plans with specific planning strategies and recommendations across all topic areas.



TASK 3.6

Village Board Meeting

Present the Final Draft Comprehensive Plan to the Village Board for approval and adoption.



TASK 3.7

Final Comprehensive Plan

Finalize the Comprehensive Plan and Implementation Strategy based on final feedback



MAY

JUN

AUG

TASK 3.2

Steering Committee Work Session

Review the draft Comprehensive Plan with staff and the Steering Committee.



TASK 3.5

Plan Commission Meeting

Present the Final Draft Comprehensive Plan to the Plan Commission at a public hearing. This step assumes one additional round of revisions may be necessary based on input from the Commission.



TASK 3.4

Amplify Plan Awareness

Create pilot projects and outreach materials to build community support and excitement for the final Comprehensive Plan.



TASK 3.3

Second Draft Plan and Implementation Strategy

Revise and deliver the second draft Comprehensive Plan and Implementation Strategy, outlining actionable steps, priorities, and tools to guide implementation and future policy updates.





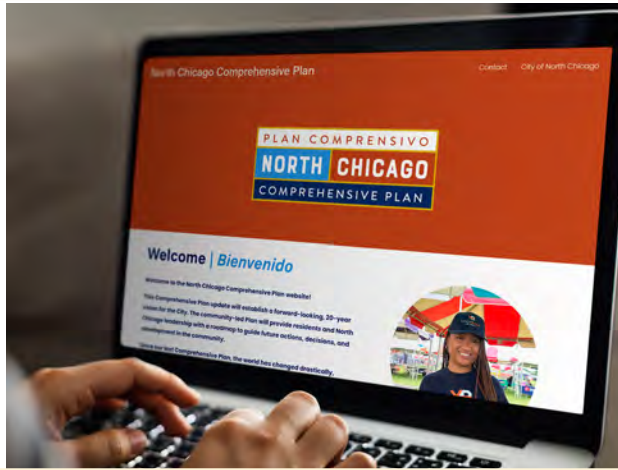
Preliminary Public Participation Plan

A successful approach should serve as a catalyst for meaningful dialogue, aiding in decision-making while fostering enthusiasm and support for the ideas under consideration. It should be an enjoyable endeavor, even if it entails embracing some unpredictability. Beyond mere listening, community meetings possess the potential to reshape conversations altogether. We fully acknowledge that a uniform approach cannot address the unique dynamics of each situation. That's why we present a range of tried-and-tested pathways for engagement, harnessing the involvement of diverse stakeholders as collaborative partners in the process, with the overarching objective of ensuring a comprehensive representation of voices. Our collaborative effort with the Village of McFarland will entail creating a tailored engagement strategy that accommodates diverse perspectives, and aligns harmoniously with McFarland's economic and social fabric. Village staff's local knowledge and familiarity with key stakeholders, civic organizations, and property owners will be an important part of assembling meaningful groups to convene, as well as identifying efficient means of communication with them.

Community engagement is essential to the success of the Comprehensive Plan project. Our broad approach to engagement is comprised of the following:

- 1) Comp Plan Steering Committee
- 2) Stakeholder Groups
- 3) Community Open Houses
- 4) Website & Online Survey
- 5) Other Public Outreach Opportunities

Each of these is discussed in more detail throughout this section.



PROJECT WEBSITE & ONLINE SURVEYS

The Lakota Team will create a project website that describes the overall planning project and process, as well as to post project updates, draft plans, workshop materials, and plan drawings. This is a traditional part of our Scope of Work and not associated with additional fees for the Village. Further, a project-specific McFarland 2027 Comprehensive Plan logo will be created to spur community energy and activity for the planning process. Many of the engagement tools from the Open House can be posted online and used digitally. Online survey responses have been a great way to get additional input and feedback. A QR Code linking to the website will be provided to post in Village Hall and in other publications. A link should also be added to the Village’s website.

STEERING COMMITTEE

This group of residents plays an essential role in the planning and visioning process for the Comprehensive Plan. We understand the Village’s Ad-Hoc Comprehensive Plan Steering Committee will be comprised of members of the CDA and the Plan Commission.

This is ideal because the group will come to the project with an understanding of a Comprehensive Plan’s role, enthusiasm for the project, and bring years of insight and experience to the table. The members serve as “Plan Champions” and will have an impactful role throughout the process.

The Steering Committee will meet throughout the comprehensive planning process. Each meeting is carefully planned and is an opportunity to discuss key issues and review draft plan documents as they are prepared. Importantly, our team will utilize virtual capabilities for these meetings to ensure all members of the team are able to participate.



STAKEHOLDER GROUPS

Interviews with key groups of residents are one of the most important parts of the public engagement process. We're planning six to ten one-hour interview sessions, though that can be modified if more time is needed. The Lakota Group will help identify key groups and individuals to invite. We advise keeping the groups to 5-8 individuals and organizing groups by affiliation with McFarland to facilitate the most effective conversations. Here is a list of potential stakeholders to start with:

- Village Departments, Boards, Commissions
- Business Owners / Chamber of Commerce
- Real Estate Professionals
- Community Leaders
- Residents
- Parks, Open Space, & Recreation representatives
- School District representatives (incl. students, teachers)
- Cultural / Civic Groups
- Key institutions in McFarland (large employers, educational & medical institutions, etc.)

The Lakota Group will work with Village Staff to develop a list of individuals to contact and invite to the Stakeholder Interviews. Communication and outreach is most successful when conducted by staff as trusted local government representatives. Scheduling often needs to be 2-3 weeks in advance to coordinate the interviews. We will incorporate virtual attendance for all stakeholder group discussions to allow all members of our team to participate. Local invitees can also participate virtually if needed.



COMMUNITY OPEN HOUSES

Three Open Houses are planned within the project's scope, one during each phase of the Comp Plan. Lakota will work with the Village to identify a venue and a date for each. It can be helpful to hold them at different venues to encourage as much participation and attendance as possible. The Lakota Group will prepare exhibits and activities for each open house. Village staff and the Steering Committee will assist in raising awareness and generating interest in the events using the organization's social media, website, and facilities to "spread the word."

Open House #1: Speak Out Session

Input from this event is essential in identifying a community vision for McFarland's growth. To help us ask the right questions, we'll incorporate input from the stakeholder discussions and Steering Committee feedback. Stations at the Open House can include:

- Project Introduction (Overview of project and planning process)
- What Does McFarland Mean to You? What is your Vision for the community?
- Thoughts on Housing & Neighborhoods

- Transportation and Mobility In McFarland
- Parks and Open Space
- Big Map Exercise (identifying opportunities and issues throughout the community)
- Land Use and Zoning Exercise
- Lifestyle & Culture
- Visioning Exercises
- A Focus Area for the East Side

Activities can include a visual preference survey to help residents communicate how they envision these elements taking place in McFarland. Also note these topics are subject to change and will be fleshed out in more detail as the Open House is planned.

Open House #2

The goal of this engagement event is to “test the waters” with our team’s initial planning approaches. After The Lakota Group and the Steering Committee have finalized planning strategies, opportunity sites, and growth scenarios for the 2027 Comprehensive Plan, the second Open House will be conducted to share these with the community and get feedback. Recommendations and strategies will be revised and improved based upon input received. This will include strategies specific to the East Side.

Open House #3

The first draft of the Comprehensive Plan will be shared with the public at this Open House. The main focus will be to review the plan’s strategies and key concepts and get feedback on how it addresses the vision and goals of the community.

POP-UP ENGAGEMENT OPPORTUNITIES

Some exhibits and activities from the Open Houses can easily be used in a less formal, more social environment to engage the public and get input. Set-ups can be nimble, utilizing a table with signs and handouts, or more engaging with maps and interactive activities. Knowing the Village Intern will be available to participate in pop-up events, we can create a “Pop-Up Kit” for use around the Village. Opportunities for pop-up events will be discussed with Village Staff and the Steering Committee. They often include farmers markets and local events.



& MORE

PROPOSED BUDGET

Village of McFarland, Wisconsin Comprehensive Plan Friday, May 29, 2026				The Lakota Group			SB Friedman			Kapur Engineering			TADI		
				Staff Hours			Staff Hours			Staff Hours			Staff Hours		
Work Scope/Phases/Tasks/Hours/Fees				A	B	C	A	B	C	A	B	C	A	B	
PHASE 1: ENGAGE & ASSESS	PHASE 1: ENGAGE & ASSESS														
	TASK 1.1: Project Kick Off & Tour	2	2	2	2	2		2			2			2	
	TASK 1.2: Community Engagement Plan		2	2											
	TASK 1.3: Steering Committee Meeting #1		2	2	2	2					2			2	
	TASK 1.4: Project Brand, Website, and Marketing		6	6											
	TASK 1.5: Tours, Field Work, and Land Use Inventory														
	TASK 1.5: Mapping, GIS Analysis, and Code Review		4	6											
	TASK 1.6: Stakeholder Conversations	8	8	8		4	4								
	TASK 1.7: Land Use, Zoning, and Development Analysis	4	8	8											
	TASK 1.8 Research & Analysis		8	8	4	10	20				8			6	
	TASK 1.9: Community Conversations (Open House #1)	2	2	8		2					2			2	
	TASK 1.13: State of the Village Report	4	8	12		4	8				8				8
	TASK 1.14: Steering Committee Meeting #2		2	2											
	Subtotal Phase 1 Hours	20	52	64	10	24	32	22	0	0	12	8			
Subtotal Phase 1 Fees	COMP	\$11,700	\$9,920	\$4,000	\$6,336	\$6,976	\$5,060	\$0	\$0	\$2,520	\$1,501				
Total Phase 1 Fee: \$48,013				\$21,620			\$17,312			\$5,060			\$4,021		
PHASE 2: ENVISION	PHASE 2: ENVISION														
	TASK 2.1: Policy Objectives and Land Use Strategy	10	10	10											
	TASK 2.2: Steering Committee Meeting #3		2	2	2	2		2						2	
	TASK 2.3: Draft Vision and Preferred Land Use Strategy	8	8	10											
	TASK 2.4: Economic Development Strategies				2	8	8								
	TASK 2.5: Housing Strategies				2	8	8								
	TASK 2.6: Transportation & Infrastructure Strategies									12				2	8
	TASK 2.7: Steering Committee Meeting #4	2	2	2		2		2			2			2	
	TASK 2.8: Community Workshop (Open House #2)	4	2	6				2			2			2	
	TASK 2.9: Shared Vision, Goals, and Recommendations	4	6	8		8		2			2			2	2
	TASK 2.10: Key Recommendations - Preliminary	4	6	8	2	2		4			2			2	2
	Subtotal Phase 2 Hours	32	36	46	8	30	16	24	0	0	12	12			
	Subtotal Phase 2 Fees	COMP	\$8,100	\$7,130	\$3,200	\$7,920	\$3,488	\$5,520	\$0	\$0	\$2,520	\$2,251			
	Total Phase 2 Fee: \$40,129				\$15,230			\$14,608			\$5,520			\$4,771	
PHASE 3: PLAN & IMPLEMENT	PHASE 3: PLAN & IMPLEMENT														
	TASK 3.1: First Draft Comprehensive Plan	8	12	20	2	8	8	12						4	2
	TASK 3.2: Steering Committee Work Session		2	2		2									
	TASK 3.3: Second Draft Plan and Implementation Strategy	2	8	8	2	4	4	4							2
	TASK 3.4: Amplify Plan Awareness		2	6											
	TASK 3.5: Plan Commission Meeting		2												
	TASK 3.6: Village Board Meeting		2												
	TASK 3.7: Final Comprehensive Plan and Implementation Strategy	2	6	6	2			4							2
Subtotal Phase 3 Hours	12	34	42	6	14	12	20	0	0	4	6				
Subtotal Phase 3 Fees	COMP	\$7,140	\$6,510	\$2,400	\$3,696	\$2,616	\$4,600	\$0	\$0	\$840	\$1,126				
Total Phase 3 Fee: \$28,928				\$13,650			\$8,712			\$4,600			\$1,966		
Fee by Firm				\$50,500			\$40,632			\$15,180			\$10,758		
Project Fee Total = \$117,070				A. President / Principal	\$360	A. Senior Vice President	\$400	A. Infrastructure Lead	\$230	A. Senior Engineer	\$210				
2.5% Expense Estimate = \$2,927				B. Vice President / PM	\$225	B. Assoc. Project Manager	\$264	B. Municipal Engineer	\$205	B. Engineer 2	\$188				
Total Project Budget = \$119,996				C. Planner	\$155	C. Associate	\$218	C. Infrastructure/Utility Engineer	\$180						

Total Project Budget = \$119,996

We are receptive to discussing the project budget, and should the need arise to make adjustments, we are open to exploring potential modifications within the scope to ensure a balanced approach.

Additional Services

Project Website:

We believe a customized, accessible online presence is an essential part of every comprehensive planning effort. For this reason we include it as part of our normal Scope of Work and do not charge our partner communities an additional fee for it. However, for the sake of completeness in our proposal, please see the fees we would charge if this were offered as a standalone service. A Planning Associate in our firm develops the website and is charge of ongoing updates for community surveys, uploading documents, and managing the email subscriber list throughout the project:

BUDGET:

Domain name and hosting fees: \$800
Vice President: 4 x \$245 = \$980
Associate: 24 x \$165 = \$3,960
Total = \$5,740

Online Comprehensive Plan

To increase the accessibility and impact of a community's Comprehensive Plan, it can be helpful to elevate the document's online presence beyond simply posting the PDF on a website. In addition to separating individual chapters, links can point to specific topic areas and subjects of interest. Text and images can be brought out of the plan and into carefully-crafted webpages with definitions and links to outside examples and resources. Interactive maps can bring goals and strategies to life by associating them with streets, properties, and open spaces in the community.

BUDGET:

Domain name and hosting fees: \$800
Vice President: 10 x \$245 = \$1,960
Designer: 8 x \$190 = \$1,520
Associate: 32 x \$165 = \$5,280
Total = \$9,560

Visioning Workshop for the East Side

While The Lakota Group Team has a series of community-wide engagement activities planned for the 2027 Comprehensive Plan that will include discussions on the East Side, we'd like to offer the opportunity to have a standalone workshop(s) dedicated specifically to the East Side and focused on its key stakeholders, growth constraints and opportunities, and community concerns.

Multiple workshops can be scheduled that follow a framework similar to the larger comprehensive planning effort:

- **Workshop 1:** Discussing existing conditions, the 2023 East Side, and visions for a preferred future for the area.
- **Workshop 2:** Review ideas, policies, and strategies our team develops for the East Side.
- **Workshop 3:** Discuss a finalized plan for the East Side developed by The Lakota Group.

These workshops would run in parallel with the larger 2027 Comprehensive Plan process and provide focused input to inform the plan for the East Side.

In preparation for each workshop, we will create outreach marketing materials including posters and social media posts to raise awareness about the event. We will also support Village Staff with coordinating email invitations to local stakeholders to raise awareness and encourage participation. Collaboration with McFarland's Community Development staff and communication team will be essential for effective outreach.

BUDGET PER WORKSHOP:

Expenses (travel, materials): \$500
President / Principal: 8 x \$380 = N/A (Complimentary)
Vice President: 8 x \$245 = \$1,960
Associate: 24 x \$165 = \$3,960
Total = \$6,420

Renderings for Select Redevelopment Opportunity Sites:

The Lakota Group has a team of landscape and urban designers who specialize in creating visualizations of infill and redevelopment sites, corridors, parks and open spaces, and more. Pictures are worth a thousand words and can help residents get a real-world feel for the impacts of certain types of development. Often stakeholders can tell you what they don't want, but sample images, renderings, and concept drawings can help them develop a sense of what they do want. Having these images on hand or in the Comprehensive Plan allows the Village to communicate meaningfully with the development community and others about the scale and character of development the community desires. The budget below includes a draft concept to be reviewed by the public or staff before it's finalized and rendered.

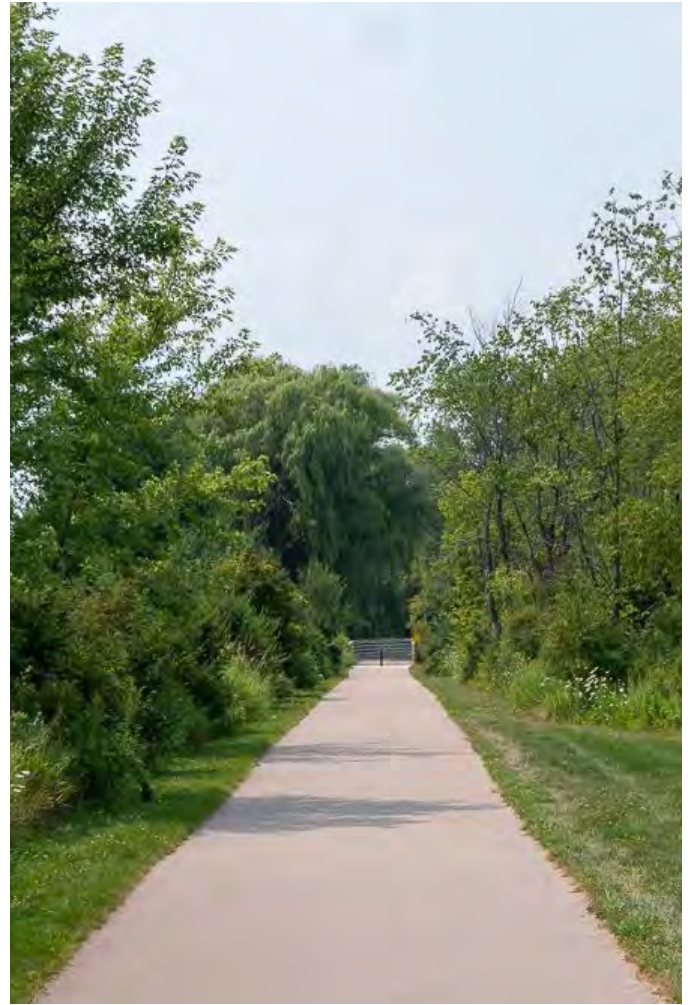
BUDGET PER RENDERING:

Principal: 6 x \$325 = \$1,950

Vice President: 4 x \$245 = \$980

Associate: 15 x \$165 = \$2,475

Total = \$5,405



THE LAKOTA GROUP.