

PROPOSAL TO PROVIDE PROFESSIONAL SERVICES FOR



COMMUNITY PLANNING

Northfield Township, Washtenaw County, Michigan

June 24, 2015

June 24, 2015

Mr. Howard Fink
Township Manager
Township of Northfield
8350 Main Street
Whitmore Lake, MI 48189

Subject: Proposal to Provide Community Planning Services

Dear Mr. Fink:

As you may know, McKenna Associates is recognized for superior planning and design services as well as its planning and business integrity. Over the last 37 years, McKenna has served scores of Michigan, Ohio, and Indiana communities, including many rural and suburban communities actively working to maintain their rural character and create a sense of place. We're delighted by the prospect of assisting Northfield Township, and look forward to working cooperatively with you, local officials, investors, and the public to realize your goals.

Local Knowledge

McKenna has long been active in U.S. 23 Corridor area townships, providing ongoing planning and zoning services to Hamburg Township (26 years), Lyon Charter Township (28 years), Tyrone Township (21 years), Hartland Township (22 years), and York Charter Township (2 years). The firm's planners and designers are also serving many other rural and suburban communities throughout the Midwest, including those with interchanges at major expressways and experiencing development pressure in the face of the desire to maintain their rural character.

Communities that contend with the stresses of growth vs. no-growth or managed growth, require strong leadership and support from their selected professional planners. Within a township's 36 square miles, we typically find sufficient alternatives (even award-winning) to balance the well-intentioned ambitions of each stakeholder group.

Full –Service Planning Firm

McKenna is a full service planning and design firm – meaning we can control services and are not dependent on subcontractors for GIS, graphics, transportation planning or economic development or physical design. We have all those services in-house. For example, if as Township manager you need to get an idea of how a plan will look, we can quickly draw it up for you.

We propose a multi-disciplinary team of talented planning professionals to give Northfield the needed level of service. This team approach offers the benefit of several specialists' expertise in the areas of agricultural preservation, incentive and form-based zoning techniques, and site design to support public officials in their frequently difficult deliberating.

Project Manager

For your lead professional, we propose Patrick Sloan, AICP as project manager. Patrick brings 12 years of success as a township planner plus an intimate knowledge of your area. Prior to joining McKenna, Mr. Sloan served as Planning and Zoning Director of Dexter Township (Washtenaw County) for more than six years. As your project manager, Mr. Sloan's responsibility is to get the work done; on schedule, on budget and within or beyond Township expectations. He may recommend bringing in other firm specialists, but only with Township approval.

Since joining McKenna, Patrick has applied his considerable township planning experience in towns nearby and across Michigan including York Charter Township (Washtenaw County) and Van Buren Charter Township (Wayne County). Patrick holds a Master's Degree in Urban Planning from the University of Michigan and a bachelor's degree also from Michigan.

Mr. Sloan will be supported (as needed and authorized) by other McKenna specialists; Vice President Sarah Traxler, AICP in economic development; Principal Planner Paul Lippens, AICP in transportation planning; and Jim Allen in landscape architecture and design.

Pricing Options

McKenna offers several options for pricing. A monthly retainer reserves our services at two meetings per month (including preparation time) and unlimited telephone and email consultation with your administration, consultants, officials and applicants.

Also included in this proposal is a Schedule of Plan Review Fees that includes a predictable charge for each type of development review. This schedule is readily accepted by applicants in exchange for McKenna's efficiencies (speed) and quality ("tough but fair," applicants say), giving both the community and the applicant cost certainty. Other services not on the schedule are provided hourly or for a mutually agreed amount.

All options include a no charge "Transition"; Spaces newsletter; an Annual Planning Program; and several other all-inclusive-type benefits.

We are certain that we will provide the best value to you, your elected and appointed leaders, applicants and the township citizens. We encourage you to examine our project examples and to check with our references, as we are confident that our work will speak for itself. We are eager to work with Northfield Township, and we look forward to meeting with you soon to review this proposal. Thank you.

Respectfully submitted,

McKENNA ASSOCIATES

A handwritten signature in black ink, appearing to read "P. McKenna", written over a light gray circular background.

Phillip C. McKenna, AICP, PCP
President

cc: Patrick Sloan, AICP, Principal Planner

P.S. When surveyed, township clients tell us the main quality they appreciate in McKenna professionals (in addition to the integrity, talent and value) is the care they show for clients and their work.

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EXECUTIVE SUMMARY



APPROACH

McKenna's professional community planners and designers will work with Northfield Township's elected and appointed officials, administration and regional stakeholders to provide **efficient, effective and community-sensitive planning advice** to continue the Township on its path of a high quality of life and progressive and sustainable future development.

PROJECT TEAM

Professionals assigned to provide services to Northfield:

Project Manager	Patrick Sloan, AICP Principal Planner
Transportation Planner	Paul Lippens, AICP Principal Planner
Econ. Development Planner	Sarah Traxler, AICP Vice President

FREE EXTRAS

- Transition Kick-Off Day
- Annual Training Session
- Municipal Coordination
- Spaces Newsletter
- Periodic e-bulletins on "hot topics"
- Annual Reports (required by the Michigan Planning Enabling Act)
- Master Plan Review
- Zoning Ordinance (continuing evaluation)
- Annual Planning Program

MEETINGS

We propose the following five meetings:

- Prepare for and attend at 2 Planning Commission meetings per month (cancelled meetings to be credited for future meeting attendance)
- Prepare for and attend Township Board of Trustees, Zoning Board of Appeals, or other meetings as requested by the Township
- Other meetings or staffing as requested by the Township

PROJECT FEE

1. Monthly Retainer Fee: \$695.00 per month for attendance at 2 meetings plus unlimited telephone advisory assistance.
2. Plan Review Services: Predictable flat fees per schedule, recouped from applicants
3. Hourly Services: Per schedule

PROJECT SCHEDULE

McKenna will commence immediately upon authorization.

FIRM PROFILE



McKenna's downtown Northville, Michigan headquarters – a repurposed Ford Motor Company plant designed by Albert Kahn, built in the 1930s. Our authentic and environmentally conscious office spaces reflect McKenna's commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

McKenna Associates is a corporation formed under the laws of Michigan on May 2, 1978. The firm has its headquarters in Northville and a branch in Kalamazoo, Michigan.

235 East Main Street, Suite 105
Northville, MI 48167
Ph (248) 596-0920
Fax (248) 596-0930
Email: info@mcka.com

151 South Rose Street, Suite 920
Kalamazoo, MI 49007
Ph (269) 382-4443
Fax (269) 382-4540

McKenna Associates primarily provides community development, planning, zoning, landscape architecture, economic development and design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. The firm also provides building department services and temporary municipal staff augmentation. Our success is measured by the physical improvements to hundreds of McKenna client communities, and by our 37-year record of client satisfaction and on time, on-budget delivery.

McKenna currently provides project services to more than 200 communities and select private land investors in Michigan, Ohio, Kentucky, Indiana, and Illinois.

Areas of Service

Community Planning

Master Plans (cities, villages, townships, counties and regions)
Neighborhood Preservation Plans
Redevelopment Plans
Corridor Plans
Downtown Plans
Growth Management Plans
Park and Recreation Plans
Capital Improvements Programs
Community and Fiscal Impact Analysis
Waterfront Planning
Open Space Planning
Historic Preservation Plans
Transportation and Parking Plans
GIS Analysis and Alternative Testing
Access Management

Economic Development

Public/Private Partnerships
Brownfield Redevelopment Planning
Downtown Redevelopment Action Plans
Corridor Redevelopment
Tax Increment Finance Plans
Grant Applications
Redevelopment Project Management
Market Studies: Retail, Commercial, Residential, Industrial, Institutional
Redevelopment Financing Assistance
Land Assembly/Eminent Domain Assistance

Building Department Administration

Zoning Administration
Building Code and Zoning Enforcement
Building Inspection
Electrical, Mechanical and Plumbing Inspections
Property Maintenance and Housing Inspection
Landscape Construction Observation
Code Enforcement
Compliance with State
Department Management Plans

Parks and Recreation

Parks and Recreation Master Plans
Park Design (neighborhood, community, regional)
Ball Field Planning and Design
Park and Recreation Facilities Design
Bikeway and Trail Planning and Design
Grant Applications
Public Participation
ADA Accessibility
Park and Recreation Furnishings
Universal Playgrounds

On-Site Management Services

Zoning and Planning Administration
Tax Increment Finance Authority Management
Downtown Development Authority Administration
CDBG Administration
Housing Rehabilitation
Project Management– Capital Improvement Projects
Redevelopment Project Administration
Community Development Administration
Economic Development Administration

Development Codes

Zoning Ordinance
Zoning Ordinance and Resolution Review and Preparation
Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
Subdivision and Condominium Regulations
Form-Based Codes
Environmental Regulations - Wetlands, Woodlands
Expert Witnessing and Court Testimony on Zoning
Sign Regulations
Annexation Advisory Assistance
Sex-Oriented Business Regulations and GIS Testing
Open Space Regulations
Planning and Zoning Code Training Seminars
On-site Zoning Administration

Complete Streets and Transportation Planning

Complete Streets Policy Development
Complete Streets Design Guidelines
Complete Streets Procedure and Implementation
Corridor Plans
Streetscape Plans
Bicycle & Pedestrian Plans
Bicycle Parking Plans
Bicycle Sign Plans
Bike Share Feasibility Studies
Intersection Design & Crossing Plans
Zoning and Regulatory Review
User Maps & Wayfinding Studies
Transportation Master Plans
Site Plan Review of Transportation Facilities
Circulation Studies Vehicles and Pedestrian
TOD Studies
Education & Training
Transportation and Parking Plans
Access Management
Parking Studies



Public Participation (IAP2 and NCI Certified)

Hands-on Workshops
Focus Groups
Surveys (Telephone, Web, Mail)
Public Hearings
Open Houses
Interactive Citizen Advisory Committees
Youth Outreach
Community Walks and Bike Rides
Storefront Workshops
Consensus Building
Participatory Decision-Making
Interviews (one-on-one)
Community Preference Surveys
Citizen Photo Shoots
Charrettes NCI

Community Development

HUD CDBG Administration
Analysis of Impediments to Fair Housing
Environmental Review Records
Consolidated Plans
Elderly Housing Assistance
Five Year and Annual Action Plans
CDBG Program Planning and Applications
Housing Rehabilitation Administration
Market Studies – Market Rate, Elderly and Assisted Housing
Housing Market Studies (MSHDA approved)

Landscape Architecture

Residential Development Plans
(single family detached/attached; multi-family, elderly, mixed use, townhouses)
Conventional & Cluster
Site Analysis and Design
Site Layout and Planning
Construction Drawings and Construction Observation
Landscape Architecture (MSHDA-approved)
Arborist Services (Tree Surveys and Maintenance Plans)
Greenways and Trail Planning and Design
Native Plant Landscapes
Wayfinding, Signs, and Interpretive Stations
Environmental Performance Standards
Public Art Development
Public Space Design
- Greenways, Bikeways, Streetscapes
Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
Sustainable Landscape Design

Design

Community Design Plans
Placemaking Strategies
Parks, Greens, Commons and Plaza Design
Streetscape Design
Site Planning
Community Character Planning
Historic Park Design
Computer Visualization (before/after)
Design Review
Site Evaluation and Selection
Design Manuals
Neo-Traditional Design (TND)
Urban Form Pattern Books
Mixed Use (Residential, Retail, Office, Public, Institutional) Design
Public Art

Sustainability Plans

Develop Neighborhood Stabilization Plans
Green Infrastructure Plan for Community's Public Property
Walkable/Bikeable Audits and Implementation Plans
Community Master Plan, Strategic Plan, or Capital Improvement Plan
Plan for Low Impact Development (LID) Components
Local Planning and Zoning
Access Management Plans for Transportation Corridors



PROJECT **APPROACH**

ASSETS

Northfield Township is fortunate to have a rich history and accessible natural features for residents and visitors to enjoy, such as Whitmore Lake. The Township is also fortunate to include several passive and active recreational areas, including Northfield Preserve, Jennings Road Athletic Complex, and German Park. And not to be forgotten, the Township has high quality agricultural areas that contribute to the character of the Township. At the same time, Northfield Township and the surrounding region have experienced tremendous development pressure as the economy has improved. With 3 interchanges along US-23 and the Township's close proximity to the City of Ann Arbor, this pressure can be expected to intensify in the coming years. As such, the Township must continually review its plans and ordinances to ensure that they effectively manage growth in a manner that reflects the community's vision.



COLLABORATION

McKenna understands that the Township is seeking a professional planning consulting firm to review development applications, assist at Planning Commission meetings, and capably respond to planning and zoning questions promptly and effectively. While we have the capabilities to provide a comprehensive and highly active level of service to our clients, it is imperative that McKenna professionals match our communities' attitudes and behaviors toward new development or reinvestment projects. In short, ***we “take our clients’ lead”*** while maintaining a high level of service and technical proficiency.

COMMUNICATION

We propose to first focus on incorporating the best of Northfield's existing development practices and recommend best practices so the Township can build on its existing strengths to realize its full potential. Should you desire to take a more proactive approach to development, McKenna professionals will help Northfield Township communicate to potential investors that the Township encourages quality development that contributes to the Township's quality residential neighborhoods and promotes an active and vibrant ***sense of place*** in your Township.

MANAGEMENT

In order to accomplish these goals, McKenna will provide the Township with a Project Manager. The Project Manager will head a team of professionals that will combine a number of traditional services under one position. At the Township Administration's request, McKenna's Economic Development, Planning, Zoning Administration, and Urban Design services will be available to the Township and property owners and investors with one phone call.

COORDINATION

McKenna's Project Manager will be responsible for working closely with Township administration, Boards and Commissions, to develop an annual work plan for maintaining and attracting the best outcomes possible for Northfield. That means swift and consistent review procedures, access to incentive programs, and clear and consistent communication with applicants, the Township administration, and any other identified stakeholders. McKenna will draw upon its extensive experience facilitating quality development in communities throughout Michigan and Ohio.

CUSTOMER SERVICE

McKenna's project manager will work closely with the Township to deliver a consistent and positive message to people looking to do business in the Township. In a nutshell, the McKenna Project Manager could function as the “one-stop” for development in the Township.

SCOPE OF SERVICES

McKenna will provide the following technical and professional planning consulting services at the request of Northfield Township:

TECHNICAL INPUT AND REVIEW

Plan Review

McKenna's professional staff will review submitted development applications for consideration by the Planning Commission, ZBA, Board of Trustees and others, at the request of the Supervisor, Manager, or designee. These may include applications for site plans, subdivisions, special use permits, variances or planned developments, among others. In addition to performing our professional written reviews, McKenna makes ourselves available to shepherd projects through the approval process – all the while negotiating the highest quality site and building design possible.

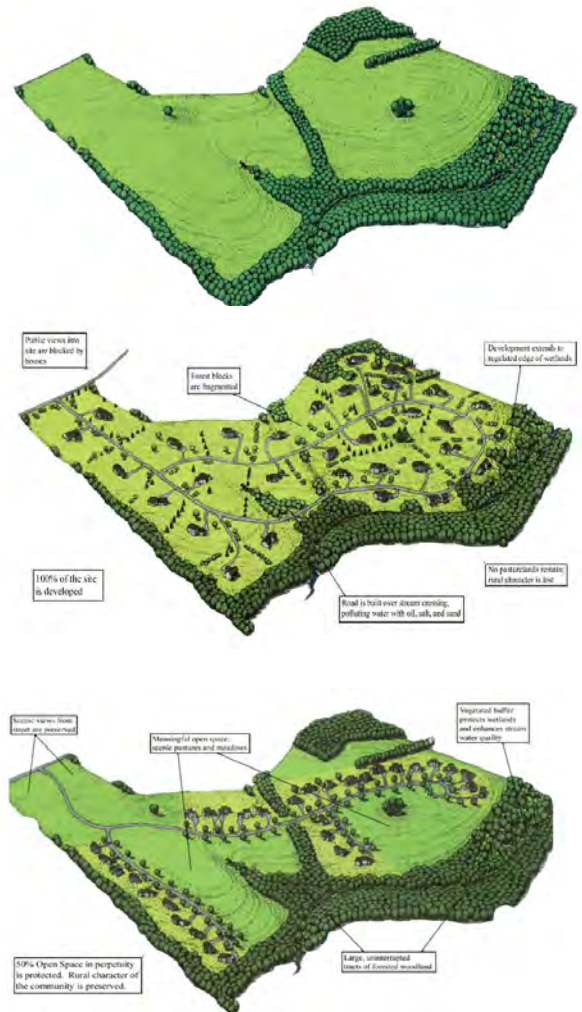
Meeting with Applicants

As necessary, and as authorized by the Township, McKenna will meet with other consultants or Township consultants to resolve issues that may impact a particular application under review in order to facilitate quality development in a timely and efficient manner. McKenna will work to resolve outstanding issues prior to Planning Commission consideration of the application.

Regulation

McKenna planners are experts in preparing and implementing land development regulations consistent with statutory requirements and sound planning and design principles. For example, Hamburg Township was awarded the Michigan Association of Planning's outstanding project award for its open space program. McKenna worked with the Township to draft the zoning and review every open space project that has been developed in the Hamburg Township. We will bring this same commitment to quality development and innovation to Northfield Township.

McKenna has nine nationally or state certified planners (AICP, PCP) on staff. McKenna professionals have successfully testified on zoning and land use regulatory issues in Federal, District and County Circuit Court.



McKenna will review development proposals for compliance with Northfield Township's regulations and provide recommendations to ensure consistency with Township planning objectives.

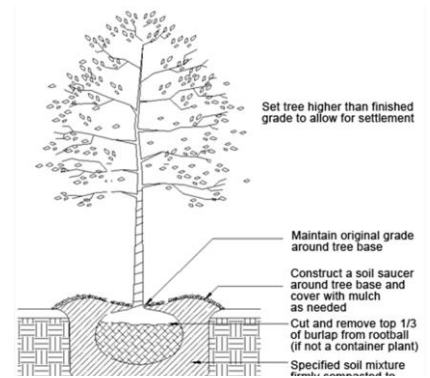
SITE VISITS AND RESEARCH

McKenna is able to perform site visits and remote research on properties that are the subject of development applications or are of particular importance to the sound and rational development of the Township. We are regularly in the Northfield Township area, and will make ourselves available for on-site meetings at the Township's request.

In addition to site visits, McKenna professionals will inspect sites and surrounding areas to ensure compliance with approved site plans. We have found in many of our communities that site inspections are an excellent way to ensure that approved plans are accurately implemented.

Technical Resources

Additionally, with the high-tech and creative online applications available for community planners and designers, we are able to mine aerial photographs, property information, sales history and other current information. In short, our services are tuned to specific place-based applications of sound planning and design principles.



McKenna can review and inspect projects for compliance with approved site and landscape plans.

ASSIST AT PUBLIC MEETINGS

McKenna will attend meetings at the request of the Township to provide professional assistance in real-time. Our planners are skilled facilitators and public communicators, and each McKenna planner and designer is seasoned at performing “under pressure” in public meetings. Prior to meetings, your planner will:

- Confer with the Chairperson or designated representative regarding the agenda prior to the meeting.
- Provide guidance and assistance during the meeting regarding local and State legislation, procedures, regulations and planning, zoning and design principles.
- From time-to-time, provide a verbal Planner's Report on planning, zoning and development issues, which may affect the Township.

PREPARE MEETING MATERIALS

To support effective action during public meetings, McKenna will prepare professional reviews, reports, resolutions, motions and other planning documents at the request of the Township. This advance preparation provides for better informed and prepared appointed and elected officials while giving applicants a sense of process and transparency for the project elements under consideration by respective boards.

We will coordinate with the Township on due dates for reports so that our communications are included in packets that go out to the elected and appointed officials in advance of public meetings. We will also work with the Township Clerk to prepare any notices for publication, including public hearing notices.

ANNUAL PLANNING PROGRAM

As part of its professional leadership McKenna Project Planners prepare an ANNUAL PLANNING PROGRAM (APP) for review by each client Planning Commission. McKenna's APP is timed to fit into the township's annual budget process and provides support to the Planning Commission's goal achievement for the next year.

“FREE EXTRAS”

- **Transition Kick-Off Day** – McKenna understands that it will be a transition for Township staff and elected and appointed officials to get to know us and for us to get to know you. Therefore, as part of this proposal, and at no additional fee to Northfield Township, McKenna will spend up to one day with Township staff, electeds and appointeds to get to know one other and set a strategy and process to work collaboratively. During this transition day we anticipate taking a tour of the Township, meeting Department heads and other staff, and generally getting a feel for current processes employed by the Township.
- **Annual Training** – McKenna will conduct up to one training session each year for elected and appointed officials to maintain their knowledge of the best planning and local economic development practices. While McKenna will offer several training topics based on new laws or planning techniques that would benefit Northfield Township, the training topic will be determined by the Township.
- **Municipal Coordination** – McKenna will explore opportunities with the Township to share preservation, recreation, and economic development and planning services with other communities.
- **Spaces Newsletter** – To keep abreast of how McKenna’s diverse range of clients are improving planning and design practices within their communities.
- **Periodic e-bulletins** – McKenna’s newsletter with hot planning topics, best practices and recommendations for improved community development operations.
- **Annual Reports** – The Michigan Planning Enabling Act requires the Planning Commission to make an annual written report to the Township Board concerning the Planning Commission’s operations and the status of planning activities, including recommendations regarding actions by the Township Board related to planning and development. McKenna will prepare the annual report for the Planning Commission’s review and action.
- **Master Plan Free Review** – McKenna will review the Township’s current Master Plan for inclusion of important current planning topics and current Township projects, including complete streets, placemaking, and the preservation of agriculture and natural features. We will develop a list of discussion topics that will help outline an approach to update the Master Plan. The review will be at no cost to the Township, but will help guide reviews and discussion of proposed development and community projects.
- **Zoning Ordinance Review (continuing evaluation)** – In the course of assisting Northfield Township with site plan and special land use reviews, Zoning Ordinance amendments, planning & zoning training, and day-to-day consultation on planning and zoning matters, McKenna will maintain a list of ongoing issues with the Zoning Ordinance and Map, and will review these issues with Northfield Township from time to time. However, where immediate attention is required, McKenna will promptly notify the Township and outline strategies for amending the Zoning Ordinance.

ADDITIONAL CAPABILITIES

McKenna has a comprehensive range of community planning and design capabilities. Of our range of services, Northfield Township may wish to consider the following for future work.

Ordinance Development and Amendments

As requested by the Township, McKenna can prepare new or amended ordinance regulations to meet the needs of today's development environment.

Special Projects

Northfield Township is continuing to experience demand for development. As such, the Township faces new planning challenges with each new development application. In order to prepare for this growth and change the Township must to continue to be proactive and have plans in place. These plans or special projects may include, but are not limited to:

- Gain an understanding of what the citizens and leadership of the Township desire as their future, through surveys, outreach and ample opportunities for participation.
- Review and update the Zoning Ordinance, possibly incorporating more incentive-based standards, form-based code, or transfer of development rights.
- Coordinate with regional partners for special area plans, including neighboring municipalities and Washtenaw County.
- Review and recommend strategic changes, and maintain the Township's Master Plan and, if requested, the Parks and Recreation Master Plan.
- Provide a technical review of the Township's zoning ordinance with strategic recommendations for improvements.
- Develop specific recommendations for review and approval standards for special projects



McKenna can create design plans and regulations that will provide the foundation for future development in the Township.

McKenna is a proven leader in assisting communities to plan for and manage their growth. Prior to commencing preparation of any ordinance, amendment, or special project, McKenna will provide the Township with a proposed scope of work, the name and title of the professionals who will do the work, and estimated cost. This will ensure accountability and a predictable budget.

STAFF EXPERIENCE AND QUALIFICATIONS

In this section, we highlight our team's organization philosophies, strengths and skills. Members of our team are industry leaders in conducting efficient and effective public processes, leading to compelling and comprehensive plans with a strong implementation focus.

Our team of professionals embraces:

- Highly effective public processes.
- Information-rich decision making.
- Making technological information accessible to decision makers.
- Involvement of stakeholders in planning that affects them.
- Land use and resource conservation.
- Environmental preservation.
- Livable communities.
- Placemaking.
- Active living and active transportation.
- Context-sensitive design solutions.
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy development policies – i.e. “walkable urbanism.”

McKenna's Northfield team will customize its approach to the Township to address special concerns and needs.

Patrick J. Sloan, AICP, Principal Planner

Project Manager / Planner

Mr. Sloan holds a Master of Urban Planning degree and a Bachelor of Arts degree in Political Science, both from the University of Michigan. Patrick is AICP-certified with the American Planning Association and certified in Form-Based Code with the Form-Based Codes Institute.

Mr. Sloan will be the Project Manager for Northfield Township. He will be responsible for supervising day-to-day planning services and special projects. Patrick is experienced in providing planning and zoning services for Michigan and Ohio communities. He has managed the planning and zoning services for several Michigan communities, including Lyon Charter Township, Dexter Township, Van Buren Charter Township, Livingston County, Tawas City, Williamston and the Village of Pinckney, among others. Patrick has also managed planning and zoning projects in several Ohio communities, including Springboro, Brunswick, and Lawrence Township (Tuscarawas Co.).

Patrick has worked as a professional planner for over a decade, leading projects ranging from master plans for urban and rural communities to drafting and implementing zoning regulations that address topics such as parking, landscaping, PUD, Low Impact Development (LID), agricultural preservation and agri-tourism, and wireless communication facilities.

Patrick also has over 12 years of success with Geographic Information Systems (GIS). He directed GIS services with the Livingston County Department of Planning and for Dexter Township. His GIS skills have resulted in better decision-making with respect to natural features preservation, land use, and public safety.

Paul Lippens, AICP, Principal Planner

Transportation Planner

Mr. Lippens has 10 years of success in planning for non-motorized trails facilities. His success has included recreational system planning and design, bicycle and pedestrian planning, including North Lakeshore Drive & Lakefront Trail Access Study (Chicago); Des Plaines River Trail Corridor Study (Northern Cook County, Illinois); Illinois Prairie Path - Complete Trails; Complete Crossings Study (DuPage County); Parks and Boulevard System Historic District Nomination (recognizing the works of masters - Jens Jenson, George Kessler - Fort Wayne).

He managed the planning, and implementation of the award winning "Complete Streets, Complete Networks Design Manual" for the City of Chicago, and co-authored the "Complete Streets Chicago: Design Guide – Chicago's Complete Streets v.2.0."

Paul has also completed plans for mature Midwest cities and developing communities. He has directed the preparation of business district plans including stakeholder participation including the current Bicycle Master Plan for the Detroit suburb of Livonia, Michigan.

Mr. Lippens has recently been recognized for his successful work on planning and implementing complete streets policies, receiving the 2012 Illinois Chapter of American Planning Association "Best Practices Award" and the 2013 Illinois Chapter of the American Planning Association "Implementation Award".

Paul holds a Master of Urban Planning from the University of Michigan, a Bachelor of Arts from Hampshire College and is a frequent speaker on transportation/urban design issues at national planning conferences. He recently spoke on "Decoding Complete Streets" before the Michigan Association of Planning and Michigan Association of Township Supervisors.

Sarah Traxler, AICP, Vice President

Economic Development Planner

Ms. Traxler has practiced as a professional planner for 10 years on projects ranging from neighborhood plans for older industrial communities facing decline to suburban township planning and zoning services in Michigan. She currently advises two charter townships in Saginaw County, Michigan and the high quality residential community of Franklin, Michigan.

Sarah is currently managing a Township DDA redevelopment of a 33-acre blighted shopping mall site from project inception, taking it through planning, acquisition, grants, demolition, installation of infrastructure and marketing redevelopment of the property and the surrounding district. The project won the 2009 Michigan Association of Planning award for Implementation Excellence.

Throughout this broad range of projects, Sarah brings an enthusiasm for diverse places and people, and a keen understanding of effective communication and public facilitation. Sarah holds public engagement certifications from the National Charrette Institute. Also, she is certified by Michigan State Housing Development Authority (MSHDA) as a Placemaker.

Ms. Traxler has a Bachelor of Arts from the University of California at Santa Cruz and a Master of Urban Planning from the A. Alfred Taubman College of Architecture and Urban Planning at the University of Michigan. She is a frequent speaker on planning, community development and redevelopment topics, recently addressing professional meetings in Detroit, Grand Rapids, Traverse City and Kalamazoo, Michigan.

Sarah is a former member of the Board for the Michigan Community Development Association and the Northville Planning Commission and Board of Zoning Appeals.

James Allen, RLA, Director of Design

Landscape and Urban Design Specialist

A Registered Landscape Architect for McKenna Associates, Mr. Allen's design expertise can be seen throughout Michigan where it has enhanced a wide array of municipal and DDA projects, streetscapes and bike paths for MDOT (and others), parks, new urbanist and hybrid, mixed-use redevelopments, and 'lifestyle' centers. Jim also has considerable experience in sustainable site planning and design, including LEED-compliant sites.

His landscape architectural portfolio includes urban plazas, pocket parks, trails, streetscapes, institutional sites, athletic facilities and architectural features as well as urban and suburban redevelopment site planning. Mr. Allen's experience in both design and construction makes him especially valuable to communities looking to incorporate innovative and buildable community design elements, streetscapes, and urban civic spaces.

Mr. Allen holds a Bachelor of Landscape Architecture from Michigan State University.

Carrie Wakulat, Senior Graphic Designer

Graphics Specialist

Carrie Wakulat will function as Graphic Design specialist for Northfield Township. Carrie's graphic design expertise will ensure the graphic communication from websites to reports and other documents are polished and exceed standard expectations.

Carrie has 12 years of experience specializing in brand identity, advertising, brochures, direct mail, annual reports, book layouts, packaging and display art, such as banners, trade show booths, signage, vehicle graphics, and packaging. She has formal web development training and has handled numerous web projects from start to finish, including planning, designing and implementing.

Carrie is also a fine artist with an excellent understanding of composition, balance, and color, and has a trained eye for detail. Carrie holds a Bachelor of Fine Arts from The University of Michigan, is an accomplished sketch artist, and has also completed a series of web development and usability courses through Washtenaw Community College.

Sabah Aboody-Keer, Senior Urban Designer

GIS Specialist

Ms. Keer provides mapping services to projects and has prepared maps and graphics for numerous Midwest community master plans.

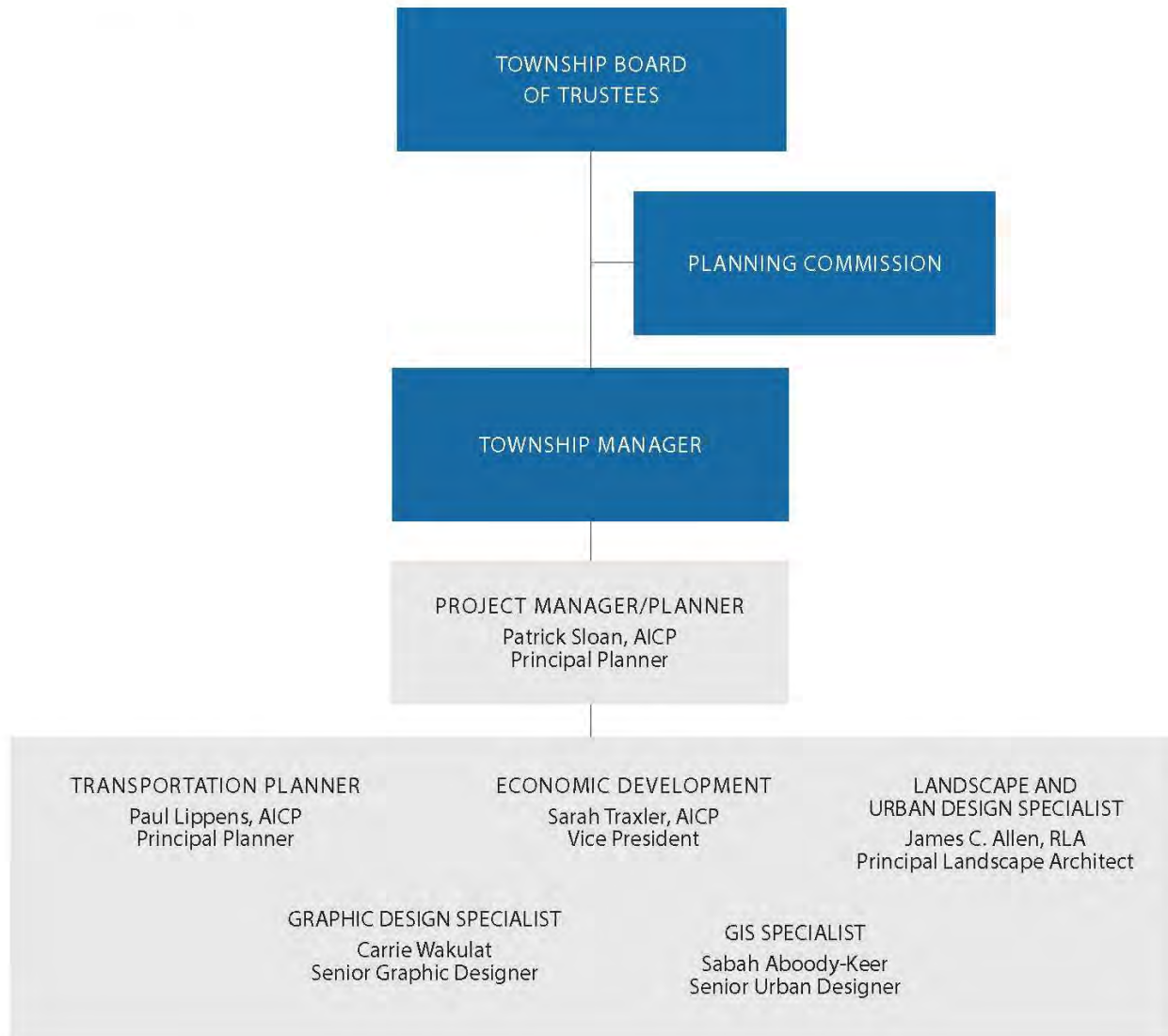
Ms. Aboody-Keer has more than 20 years of experience as a map designer with significant involvement in numerous urban design, downtown, corridor and streetscape projects. Ms. Aboody-Keer is a graduate of the University of Baghdad. She is an effective CAD and GIS technician and planner.

Project Management Community Planning

Northfield Township, Washtenaw County, Michigan

■ Northfield Team

■ McKenna Team



As your professional partner for implementing Northfield Township's vision, you will have access to not only the expertise of the professionals above, but to our entire 30-person team that is available to provide the highest quality of planning and design services.

McKenna has professionals available to serve Northfield Township with the following certifications:

- American Institute of Certified Planners (AICP)
- Michigan Professional Community Planner (PCP)
- Registered Landscape Architect (RLA)
- MDOT Access Management Certified
- LEED-AP
- International Association for Public Participation (IAP2)
- Congress of New Urbanism
- Form Based Code Institute (FBCI)
- National Charrette Institute (NCI)
- MSHDA Placemaking Certified

Our planners are active members of professional organizations, including the following, to highlight a few:

- American Planning Association
- Michigan Association of Planning
- Ohio Planning Conference
- American Society of Landscape Architects
- Congress of New Urbanism
- Michigan Municipal League
- Michigan Townships Association
- Michigan Association of Township Supervisors
- Michigan Community Development Association



Figure 1. Graphic illustration of front-parking design standards.

McKenna team members have published the following articles in professional journals:

- "Downtown Grosse Pointe Proves When Once Store Closes, a Window Can Open," by Christina McKenna, *The Review* (Michigan Municipal League), May/June 2011.
- "Expertise the Key to Protecting Municipalities," by Phillip C. McKenna, AICP and Richard Comi, *The Review* (Michigan Municipal League); March/April 2011.
- "Protecting Your Community in the Age of Wireless," by Phillip C. McKenna, AICP; *Michigan Planner*; September/October 2010.
- "Township Considerations in the Wireless Revolution," by Sara Hodges, AICP and Gregory Milliken, AICP; *Michigan Township News*; November 2010.
- "Preparing and Economic Development Strategy in Ten Easy Steps," By Chuck Eckenstahler, AICP and Craig Hullinger; *Illinois Municipal Review*; May 2009.
- "Economic Development Planning and the Role of County Government" by Chuck Eckenstahler, AICP; *Michigan Counties Legislative Update*; February 2009.
- "Get Read, Get Set, Go: Let's Do Economic Development," by Chuck Eckenstahler, AICP; *Planning and Zoning News*; January 2009.

McKenna Standards, Quality Assurance and Management

Quality assurance is accomplished around 10 core quality management elements, or critical success factors. Under the direction of a Project Director, McKenna's Project Manager will accomplish these elements of managing projects.

QUALITY STANDARDS

1. Client Service – Building partnerships and satisfying client expectations.
2. Client/Project Team – Project manager-led teams with project role, and allocating resources.
3. Scope/Deliverables – Identifying and tracking fulfillment of project scope and deliverables.
4. Work Tasks – Identifying and monitoring work tasks and work flow.
5. Schedule – Identifying time frames and milestones, and progress reports with client.
6. Cost Accounting – Project Manager establishes budgets, invoicing and monitoring plan with Project Director.
7. Contracts/Negotiations – Preparing contracts, subcontracts and any amendments.
8. Technical/Production/Communication – Meeting technical and document production and communication requirements.
9. Quality Management – Project Director manages the quality of our services including sub-consultants.
10. Communications/Meetings – Ensuring ongoing formal communication with client and team.

McKenna carries out our quality management in three primary areas:

- Quality through project performance
- Quality through individual performance
- Project-specific quality management

PROJECT DIRECTOR AND MANAGER

Each Project Manager tailors the program for each project individually, to ensure the standard of quality established by each client is achieved. The program is flexible, and can be adapted to meet the needs of large or small projects, and cross discipline lines.

ACCOUNTABILITY

Communication is a most effective element in producing a successful project. Project teams hold regular work plan reviews with the project manager, task assignees, the department heads and others with a role in the project. Accountabilities are clearly identified and communicated, so that each project team member knows what is expected and is held accountable.

TARGETS

McKenna targets individual performance improvements using clearly defined roles and accountabilities for each professional involved in the project. Targets are available as a reference for setting goals and monitoring performance against standards and measurements.

EFFECTIVENESS

The effectiveness of our overall Quality Management Program as demonstrated by previous work has shown that all personnel are aware of the professional, technical and ethical requirements of each project. Responsibility for implementation of the plan is team-wide under the direction of the Project Director. The Project Manager addresses the short- and long-term issues underlying the project. Project Managers also develop technical standards for the specific project, and procedures for implementing quality management, including a plan for timely completion of the project, while maintaining professional performance levels.

SCHEDULE ASSURANCE

If we do not meet the schedule milestones agreed upon at the project initiation for completing a project (unless an extension of the schedule is requested or required by the client) McKenna will reimburse up to 5% of the project fee at the end of the project.

CLIENT SATISFACTION

A client satisfaction form is provided at significant milestones as a continuing quality control measure. Our level of performance is graded and we make necessary adjustments.

CHANGE MANAGEMENT

McKenna project managers anticipate change into all projects and factor change into project plans and budgets.

AMERICAN PLANNING ASSOCIATION CODE

McKenna project managers apply the following “Technical Standards of Professional Practice” of the American Planning Association.

1. Meet standards of care
2. Maintain adequate documentation
3. Be responsible for technical competence
4. Possess, maintain and upgrade qualifications specific to project.
5. Avoid errors of commission and omission
6. Practice with due diligence
7. Present reliable information and disclose substantial deficiencies
8. Perform required investigation
9. Explain cause and effect relationships
10. Consider rational alternatives
11. Avoid misleading communication
12. Substantiate findings and recommendations

ETHICS AND PROFESSIONAL CONDUCT

McKenna project managers follow the Code of Ethics and Professional Conduct of the American Institute of Certified Planners.

PROPOSED FEE

McKenna Associates proposes the following fee structure for serving as Northfield Township's professional planning consultant. We can work with the Township to further refine pricing to best suit your needs.

PLAN REVIEW SERVICES

McKenna – at the Township's request – will provide written recommendations on site plans, special approvals, rezoning, variances, land divisions, and other development proposals in accordance with the Township's Zoning Ordinance and other applicable ordinances, laws, and regulations. All such work shall be paid by the Township in accordance with the following schedule of fees. (Please note that many of our client communities publish this review fee schedule on their website and on application forms, and pass on these predictable review fees to the applicant).

- 1. Subdivision (plat) Review** (for conventional subdivision and cluster subdivision):
 - a. Sketch Plan Review (not required, but desirable) – \$30.00 per lot with \$300.00 minimum charge.
 - b. Preliminary Plat Review for Tentative Approval – \$700.00 plus \$20.00 per lot.
 - c. Final Plat Review - \$300.00 plus \$10.00 per lot, \$350.00 minimum charge.
 - d. Review of Covenants and Restrictions: Consultant shall be paid at hourly rates.
- 2. Site Plan Review (Each Review)** - The fees specified below are for review for the initial plan or proposal. The Consultant shall be paid one half (1/2) of the fee specified for review of each revision of a site plan and/or for each final review phase, except where the review fee is based on an hourly rate. In the case of fees which are based on acreage, the fee shall be based on the portion of the parcel to be developed. If the Consultant determines that the revisions are significant enough to warrant a second full review, a full review fee shall be charged.
 - a. Site Condominium Developments - \$400.00 plus \$5.00 per site condominium lot or unit; plus the fee for review of the condominium Master Deed and Bylaws and other documents (subsection 7. below).
 - b. Multiple-Family Uses or Attached Condominium Developments - \$600.00 plus \$10.00 per unit; plus the fee for review of the condominium Master Deed and Bylaws and other documents.
 - c. Rural Residential Open Space Developments or Cluster Housing - \$650.00 plus \$10.00 per unit.
 - d. Manufactured Housing Parks - \$600.00 plus \$10.00 per manufactured home site.
 - e. Commercial Uses - \$650.00 plus \$75.00 per acre or fraction thereof.
 - f. Industrial, Research or Office Uses - \$650.00 plus \$75.00 per acre or fraction thereof.
 - g. Public, Institutional or Semi-Public Uses - \$600.00 plus \$50.00 per acre or fraction thereof.
 - h. Private Roads - \$485.00 plus \$5.00 per abutting lot.
 - i. Planned Unit Development (PUD):
 - 1) Initial Review of PUD Plans and PUD Rezoning Application – Same as the Rezoning Review fee described in item 3. below, plus the applicable Subdivision Plat, Condominium or Site Plan Review fee described in subsection 1. or 2.
 - 2) Review of Revised PUD Site Plans – Same as the applicable Subdivision Plat, Condominium or Site Plan Review fee described in subsection 1. or 2. above.
- 3. Zoning Amendment Review (Map or Text)** - \$700.00 plus \$50.00 per acre or fraction thereof.
- 4. Special Use** - \$600.00, plus \$25.00 per acre in addition to applicable site plan review fee (2., above).
- 5. Land Division, Transfer, or Combination** - \$350.00 plus \$50.00 for each lot resulting or included in the combination, whichever is greater.
- 6. Appeals, Interpretations, and Variances** – \$300.00 per variance.
- 7. Condominium Developments** - Consultant shall be paid an additional fee of \$275.00 for review of master deed and other condominium documents, in addition to applicable rates for review services above.
- 8. Alley or ROW Vacations** - \$400 plus \$25.00 for each abutting lot.
- 9. Landscape Review** – plan not included on or with a site plan:
 - a. Plan - \$300.00 plus \$30.00 per acre or fraction thereof.
 - b. Compliance Inspection – Hourly, not to exceed 3% of approved landscape cost estimate without prior Township authorization.

- 10. Expedited Reviews** - If the Township requests a review to be completed within five (5) days (120 hours) after receipt by the Consultant, the Consultant shall be paid a fee equal to one hundred fifty percent (150%) of the above fees for written reports sent via facsimile or electronic mail to the Township within 120 hours.
- 11. Court Witnessing** – For preparation for and sitting as expert witness in court cases involving the Township, the Consultant shall be compensated at an hourly rate of one hundred forty percent (140%) of the normal hourly rates below.
- 12. Other** – Other services will be invoiced hourly or as mutually agreed upon between the Township and Consultant.

HOURLY SERVICES

This category of pricing applies to any services outside of Review Services pricing categories, based on our Hourly Rate Schedule with a prior estimate. To provide cost predictability to the Township, we place a limit on the number of hours without prior approval. For special projects, such as extensive revisions to the Zoning Ordinance or a new Master Plan, we can propose a separate “not to exceed” contract beforehand in order to clearly define the deliverables and control costs.

<u>Professional Classification</u>	<u>Rate Per Hour</u>
President	\$135.00
Executive or Senior Vice President	\$130.00
Vice President	\$125.00
Director	\$120.00
Senior Principal or Manager	\$110.00
Principal	\$97.00
Senior	\$78.00
Associate	\$68.00
Assistant	\$55.00
Aide	\$44.00
Administrative Assistant	\$42.00

* Rates include the following overhead:

Accounting	Legal
Advertising and Promotion	Licenses
Books, Publications and Maps	Meals
Business Entertainment	Memberships and Subscriptions
Computers	Office Space and Parking
Charitable Contributions	Office Equipment
Professional Dues	Office Supplies
Furniture and Fixtures	Postage (Except Overnight)
Graphics Supplies and General	Software
Insurance	Taxes
Interest	Telephone

RETAINER SERVICES (OPTIONAL) – \$695/MONTH

This is a fixed amount each month that reserves our attendance at two (2) meetings per month (including preparation and travel time) and includes unlimited telephone consultation with your Project Manager, whose cell phone number you will have and who will always be accessible to assist Northfield Township. The Township will assign the meetings to which you would like this retainer applied (i.e. Planning Commission, Zoning Board of Appeals or Board of Trustees). For months where McKenna attends one or no meetings, cancelled meetings will be credited for future meeting attendance.

REIMBURSABLE ITEMS

McKenna will provide the Township with documented cost of printing and copying, photography, purchased maps, agency materials, and other materials for review and approval prior to incurring any costs.

CLIENT REFERENCES

The following is a list of select McKenna client references for whom McKenna has provided the identified services.

Charter Township of York, Washtenaw Co., MI (2013 – Present)

Hon. John Stanowski
Township Supervisor
York Charter Township
11560 Stony Creek Road
Milan, MI 48160
734.439.8842

- Ongoing Planning and Zoning Consultation
- Development Reviews
- Zoning Amendments

Lyon Charter Township, Oakland Co., MI (1987 – Present)

Hon. Lannie Young
Supervisor
Lyon Charter Township
58000 Grand River Avenue
New Hudson, MI 48165
734.437.2240

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance
- Lyon Center Vision and Design Plan
- Downtown Form-Based Coding
- Grant Administration
- Economic Development

Hamburg Township, Livingston County, MI (1992 – Present)

Hon. Pat Hohl
Supervisor
Hamburg Township
10405 Merrill Road
Hamburg, MI 48139
810.231-1000

- On-going Planning Advisory Services
- Master Plan
- Zoning Ordinance
- Parks and Recreation Master Plan
- Open Space Zoning Ordinance and Reviews
- Contract Zoning Review
- Grant Applications

Dexter Township, Washtenaw Co., MI (2012 – 2013)

Mr. Harley B. Rider
Supervisor
Dexter Township
6880 Dexter-Pinckney Road
Dexter, MI 48130
734.426.3767

- On-site office Hours (Zoning and Planning)

Tyrone Township, Livingston Co., MI (1994 – Present)

Mr. Mark Meisel
Planning Commission Chairman
Tyrone Township
10408 Center Road
Fenton, MI 48430-9439
810.629.8631

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance

Oceola Township, Livingston Co., MI (1995 – Present)

Hon. Bill Bamber
Supervisor
Oceola Township
1577 N. Latson Road
Howell, MI 48844
517.546.3259

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance Amendments
- Park Plan
- Grant Applications

Van Buren Charter Township, Wayne Co., MI (1998 – Present)

Hon. Linda Combs
Supervisor
Van Buren Charter Township
46425 Tyler Road
Belleville, MI 48111
734.699.8913

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance
- Economic Development/DDA/LDFA
- Park and Recreation Plan
- Community Facilities Plan
- Corridor Plan
- Residential Areas Plan
- Lake Ordinance

Williamstown Township, Ingham County, MI (1991 – Present)

Hon. Mickey Martin
Supervisor
Williamstown Township
4990 N. Zimmer Road
Williamston, MI 48895
517.655-3193

- On-going Planning and Zoning Consultation
- On-site Office Hours
- Master Plan
- Zoning Ordinance
- Parks and Recreation Master Plan

Monitor Township, Bay Co., MI (1991 – Present)

Hon. Gary Brandt
Supervisor
Monitor Township
2483 Midland Road
Bay City, MI 48706
989.684.7203

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance

Buena Vista Charter Township, Saginaw, Co., MI (2004 – Present)

Hon. Dwayne Parker
Supervisor
Buena Vista Charter Township
1160 S. Outer Drive
Saginaw, MI 48601
989.754.6536

- Ongoing Planning and Zoning Assistance
- Ongoing Economic Development Assistance
- On-site Office Hours
- Downtown Marketing and Strategic Plan
- Redevelopment Project Management
- Master Plan
- Zoning Ordinance
- Downtown Development Authority Assistance

Tecumseh, MI (2005 – Present)

Mr. Brad Raymond
Director of Development Services
City of Tecumseh
309 E. Chicago Blvd.
Tecumseh, MI 49286
517.423.2107

- Ongoing Planning and Zoning Consultation
- Zoning Ordinance (Mixed Use-Form Based Regulations)

LaSalle Township, Monroe Co., MI (1980 – Present)

Hon. Tim DeSloover
Supervisor
LaSalle Township
4111 LaPlaisance Road
P.O. Box 46
LaSalle, MI 48145
734.241.4344

- Ongoing Planning and Zoning Consultation
- Master Plan
- Zoning Ordinance
- Mobile Home Park Regulations
- Parks and Recreation Plan
- Sign Regulations

Almena Township, Van Buren Co., MI (1990 – Present)

Hon. Doug Stiles
Supervisor
Almena Township
27625 CR 375
Paw, MI 49079
269.668.6910

- Ongoing Planning and Zoning Consultation
- Wireless Services

PROJECT EXAMPLES

As requested, we have included examples of our work in three (3) communities. While we have many more examples we can share with you, the examples in the following three (3) communities highlight our ability to provide effective planning and zoning services in rural and suburban townships that have experienced similar development pressures.

Hamburg Township

- Hamburg Township Village Master Plan
- Parks and Recreation Master Plan

Lyon Charter Township

- Zoning Administration Services
- Lyon Center Vision Plan and Design Charrette
- Wayfinding Analysis

Van Buren Charter Township

- South Side Master Plan
- Design of Quirk Park
- Design of Riggs Heritage Farmstead
- Visteon World Headquarters



McKenna Associates has been honored by its peers and public with planning and design awards. We take pride in consistently delivering exceptional planning and personal service to public officials across the Midwest.

Outstanding Implementation Project, Michigan Association of Planning.
City of Grosse Pointe, Michigan – Downtown Revitalization Program.

Site Design Award, Michigan Recreation and Park Association.
Van Buren Charter Township (Wayne County), MI – Riggs Heritage Park Design and Sustainability Elements.

Outstanding Implementation Project, Michigan Association of Planning.
Buena Vista Charter Township (Saginaw County), MI – Town Center Project.

Merit Award, Outstanding Design, American Society of Landscape Architects, Michigan Chapter.
Brighton, MI – Green Oak Village Plan.

Planner of Year Award, Michigan Association of Planning.
Phillip C. McKenna, AICP, PCP.

Interactive Mapping Tool GIS for Everyone Award, Improving Michigan's Access to Geographic Information Networks (IMAGIN). River Rouge, MI.

CAM Magazine Year End Special Issue, Construction Association of Michigan in recognition of outstanding facility planning and design. Flat Rock, MI – Community Center Site Design and Boardwalk.

Innovative Park Resource Award, Michigan Recreation and Park Association.
Downriver (Southeast MI) Linked Greenways – Wayside Companion Trail Signage and Wayfinding Manual.

Outstanding Small Business Award, Crain's Detroit Business.
McKenna Associates

MRPA Master Plan Award, Michigan Recreation and Park Association.
Oakland County, MI, Orion Oaks County – Park Site (1,000 acre) Master Plan.

Merit Award for Landscape Architectural Design, Michigan Society of Landscape Architects
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

Outstanding Facility Design Award, Michigan Recreation and Park Association.
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

Award for Excellence in Comprehensive Planning- Large Jurisdiction, Ohio Planning Conference.
Dayton, OH – West View Development Opportunity Redevelopment Plan.

Outstanding Planning Project Award, Michigan Association of Planning & Michigan Society of Planning Officials. Hamburg Township (Livingston County), MI – Open Space Development.

Outstanding Planning Project Award Michigan Association of Planning & Michigan Society of Planning Officials.
Plymouth Charter Township (Wayne County), MI – Ann Arbor Corridor Plan Commercial Corridor.

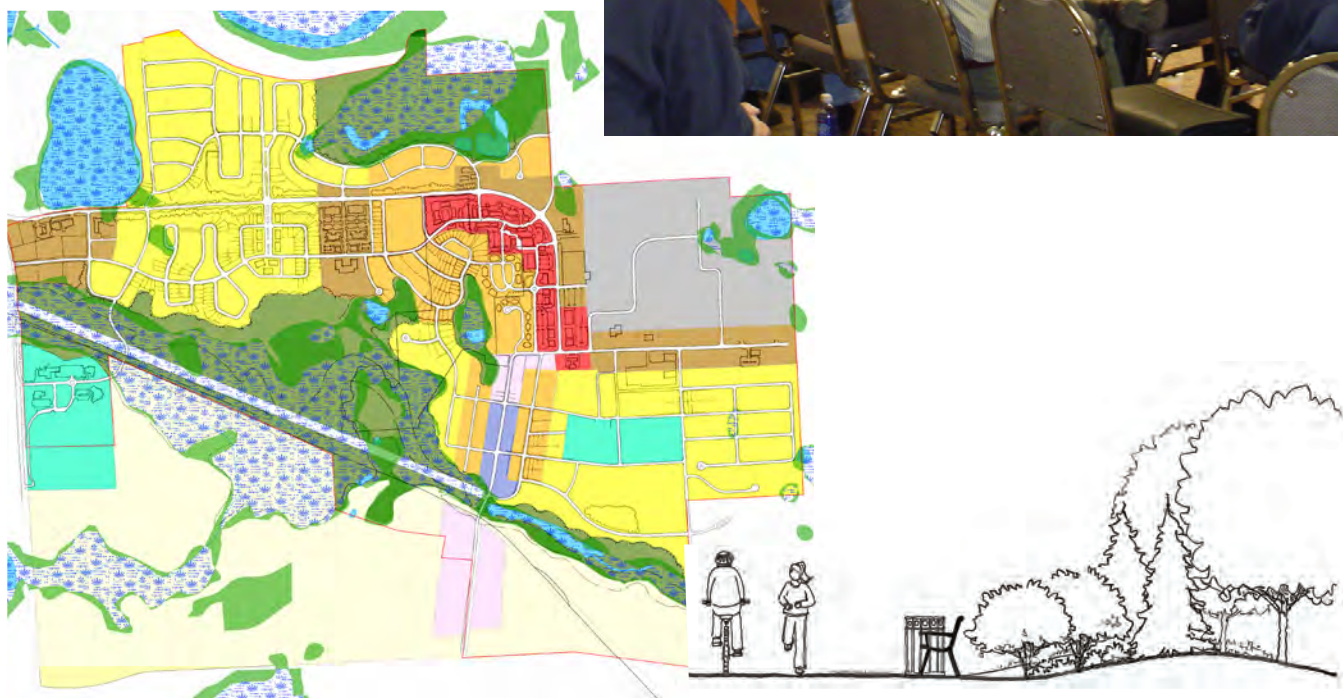
McKenna and its planners and designers have also been selected for other awards including Crain's Detroit Business **20-in-their-20's**; Crain's Detroit Business **"Coolest Places to Work"**; and the Michigan Business and Professional Association's **The 101 Best and Brightest Places to Work in Southeast and West Michigan**.

Village Master Plan

HAMBURG TOWNSHIP, LIVINGSTON COUNTY, MICHIGAN

Hamburg Township is a rural community located in the center of a regional river system. It faced the difficult challenge of accommodating ever-increasing development pressures while maintaining its special natural and rural characteristics. Township officials wanted to preserve the natural features from suburban sprawl and deterioration. To focus growth and preserve these features, McKenna planners guided a master plan process to which concentrates the community's growth within a core area called "The Village."

The Village Master Plan was designed to create a viable, compact core for the Township with a range of uses. The Master Plan detailed both economic development tools and design guidelines for the Village. With a road map for controlled development in hand, Hamburg Township leaders were able to focus growth, protect the regional water system, and provide residents with a town center that defines the character of the community. The Plan has resulted in an up-and-coming vibrant community core and protection of their natural resources.



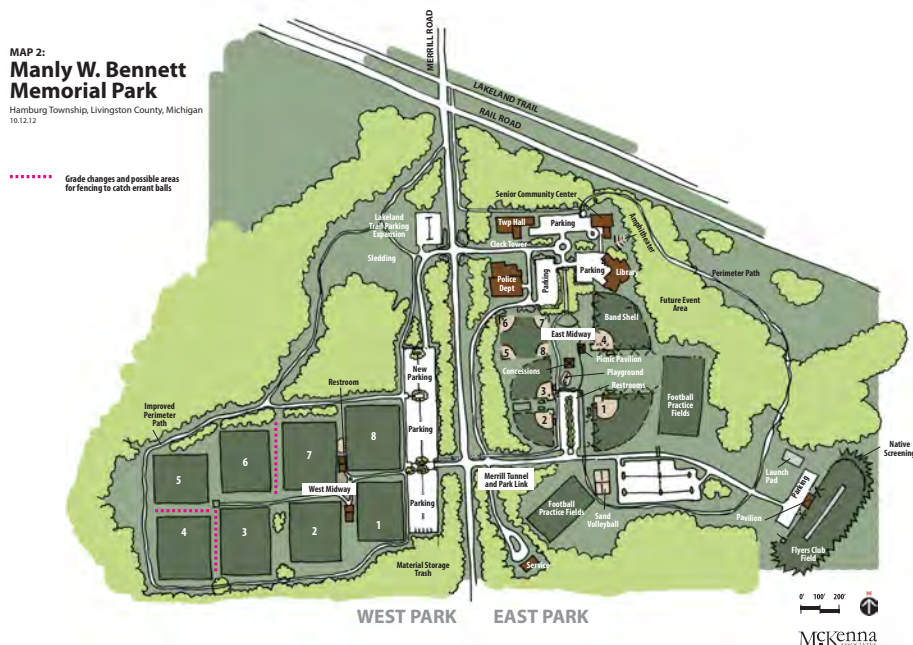
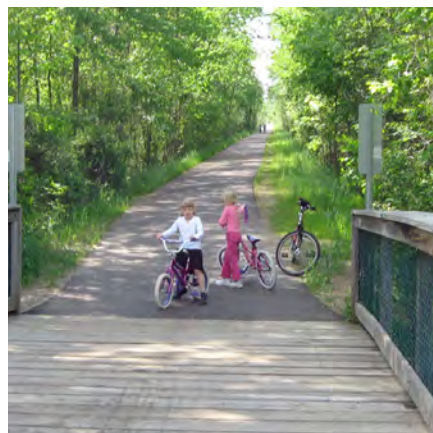
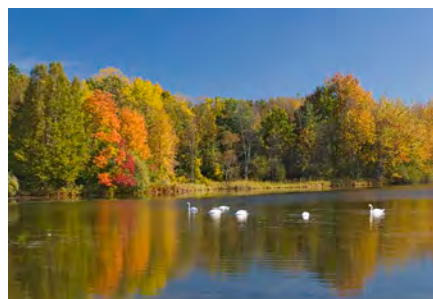
Parks and Recreation Master Plan

HAMBURG TOWNSHIP, LIVINGSTON COUNTY, MICHIGAN

Located in southeast Livingston County, MI, the community of Hamburg Township has seen growing demand for year-round parks and recreation services as it has transitioned from a summer cottage community to a bedroom community of Ann Arbor and Brighton. Township officials looked to the upcoming update of the parks and recreation master plan and concept plans for upgrading Hamburg's main community park property, Manly W. Bennett Memorial Park, as well as continuing to improve the 6.8 mile long section of the Lakelands Trail State Park that passes through Hamburg Township.

Identifying the Township's need for input from a wide range of active and passive park users, McKenna planners and designers organized a series of focus group interviews with stakeholders, a public visioning open house, and a parks and recreation survey aimed at students. These diverse techniques revealed that the community's pressing desires include upgraded lighting, fencing, and other safety elements at sports field facilities and the Hamburg Flyers Airfield, development of soccer field scheduling software, and improving the Lakelands trailheads with secondary connections, benches, respite areas, picnic pavilions, paved parking, and interpretive and informational signage.

Consequently, the update to the Parks and Recreation Master Plan and the concept plan for Manly W. Bennett Memorial Park reflected these new community goals, and prepared Hamburg Township to develop a parks and recreation system that balances the needs of active and passive recreation while continuing to set high precedents for park quality within the region.



Zoning Administration Services

LYON TOWNSHIP



Lyon Charter Township is a fast growing semi-rural community in southwest Oakland County, Michigan. Between 2000 and 2010, the population grew from 10,036 to 14,545 residents. In this fast-paced environment, the Township needed professional planning and zoning services immediately available to guide growth consistent with the Master Plan's goals and objectives.

The Township turned to McKenna Associates, which had the professional qualifications and flexibility to provide the desired zoning services, which included: 1) Re-drafting of the zoning ordinance, 2) Drafting amendments to the zoning ordinance to update it on a periodic basis, 3) On-site office hours to assist applicants and staff, 4) Completing site plan, rezoning and other reviews, 5) Phone calls to assist applicants and staff, and 6) Attendance at Planning Commission and Township Board meetings. In addition, McKenna has shepherded several planned unit developments through the approval process and implemented overlay zoning in the downtown.

The Planning Commission and Township Board appreciate the thoroughness of McKenna's approach to providing planning and zoning services, and are particularly pleased with the cooperative attitude and willingness to go the extra mile to achieve a positive outcome.

Lyon Center Vision Plan and Design Charrette

LYON TOWNSHIP DOWNTOWN DEVELOPMENT AUTHORITY

As Lyon Township underwent significant growth, the big-box, mid-box and outlot retail establishments came to replace its traditional downtown as the defining feature in the area. While this was an economic development win for the Township, it came at the expense of the character of its traditional downtown area known as New Hudson. New Hudson was dying, residential density in the historic district was low and any sign of a walkable, 'hometown' community was disappearing.

Consistent with its long tradition of sound planning, the Township's Downtown Development Authority realized the need to comprehensively plan for the future of the downtown district. The DDA also knew any plan needed community and stakeholder feedback and support to stand the test of time. The plan needed to be driven by a vision and a comprehensive implementation plan that identified each 'step to success' for the Township to be comfortable adopting such a grand plan.

McKenna proposed using a charrette as the main means of obtaining input, developing ideas, and reaching consensus. McKenna's team designed and facilitated a highly successful, collaborative, intense multi-day planning workshop that included affected stakeholders at critical decision-making points. It was a democratic process in which all voices and viewpoints were aired and considered and ultimately yielded the changes made to the final Vision Plan.



CD/CMC

COMMUNITY PLANNING AND DESIGN

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www.mcka.com

Wayfinding Analysis

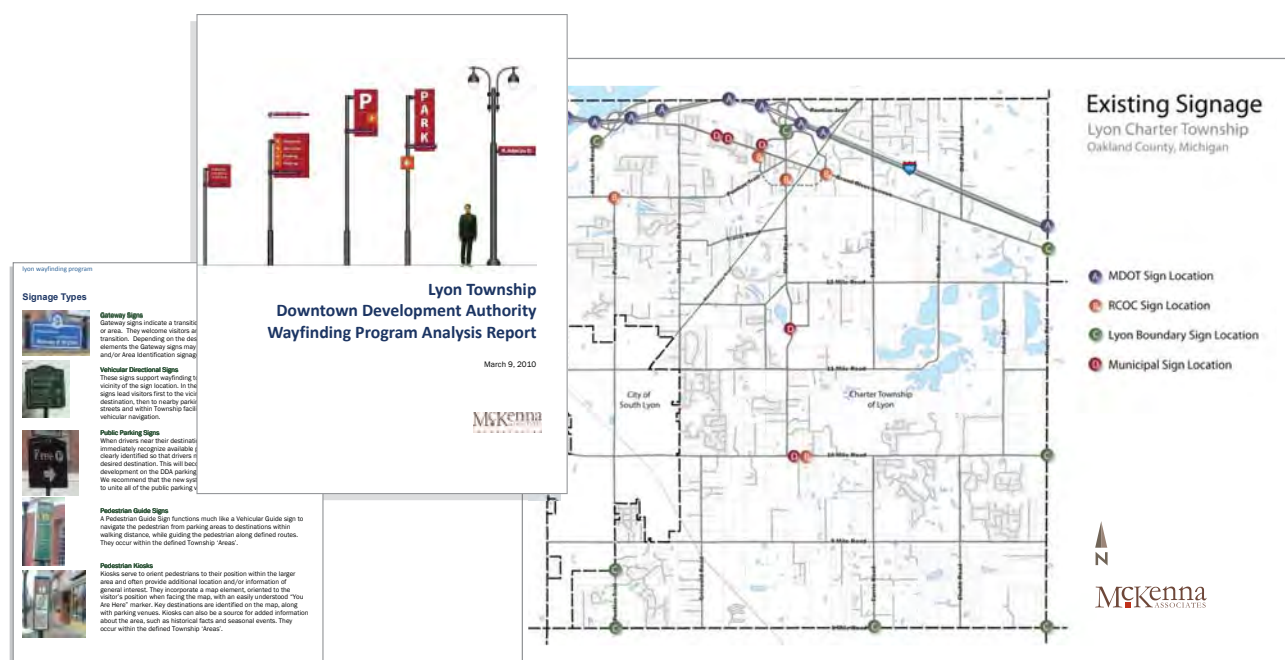
LYON TOWNSHIP DDA, LYON TOWNSHIP, OAKLAND COUNTY, MI

When Lyon Township was ready to implement a new branding campaign one of their first steps was to develop the theory for a comprehensive wayfinding plan and it turned McKenna to lead the way. McKenna helped leaders establish a set of guidelines that have consistently proven helpful in developing thoughtfully designed and highly effective wayfinding systems. Those guidelines included:

- Design it for the First-Time Visitor;
- Support Intuition;
- Structure Information in an Intuitive Fashion;
- Control Circulation;
- Thoughtfully Define Destinations; and
- Test the System.

McKenna began the process by taking the DDA Design Committee on a driving tour through the Township and contiguous boundaries to identify the current location and nomenclature of existing Township signs. In addition, McKenna mapped areas, destinations and circulation routes of major entry points and decision-making locations.

At the conclusion of the driving tour McKenna planners and designers developed a comprehensive plan for locating future signage, including a Township Circulation Map, existing Signage Map and a Key Locations Plan. A McKenna developed a hierarchical organization of destinations to guide the design process and set guidelines for signage development. This planning effort prepared the Township to move their signage program forward and closer to implementation.



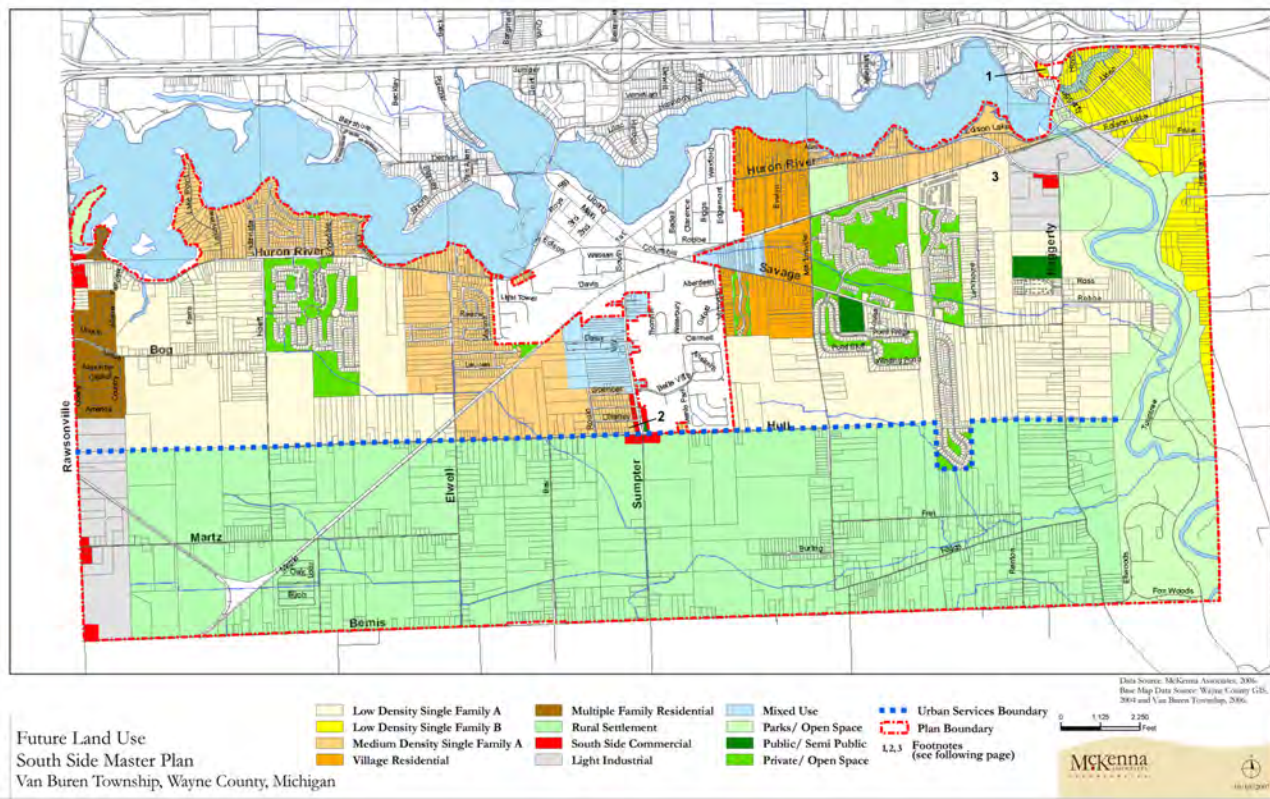
South Side Master Plan

CHARTER TOWNSHIP OF VAN BUREN, WAYNE COUNTY, MICHIGAN

The Charter Township of Van Buren, located in western Wayne County, is bisected by Belleville Lake, effectively separating the Township into two halves. The south side of the Township retained its historic agricultural character essentially unchanged until the middle of the 1990's, when residential development activity accelerated. This growth threatened to destroy the South Side's large lot rural character, and created considerable public controversy. Township officials needed an effective response to the citizen's concerns.

McKenna designed a public participation process to consult and involve the public, using public meetings, web surveying, design and visioning workshops and consensus building techniques. With extensive citizen input, McKenna developed a Master Plan that included techniques and solutions for accommodating new residential growth without sacrificing the rural character of the south side of the Township so treasured by residents and visitors alike. The plan identified the City of Belleville as the focal point of the south side, and encouraged new non-residential development to locate there. An urban services boundary was delineated to limit utility extensions that promote higher density land use.

Most important, the new Master Plan provided a widely supported roadmap to preserving the south side's rural character while still accommodating reasonable growth and development.



Quirk Park

CHARTER TOWNSHIP OF VAN BUREN, WAYNE COUNTY, MICHIGAN

McKenna Associates provided professional recreational design assistance in the redevelopment of an existing underutilized park adjacent to the Township Hall. Improvements included four soccer fields, a fitness course, walking paths, concession area, restrooms, picnic pavilion, ball diamond, landscaping and a senior activity garden.

Site landscaping and various gardens provide separation from the active and passive uses and create a beautiful public open space for the entire community to enjoy.



Riggs Heritage Farmstead

CHARTER TOWNSHIP OF VAN BUREN, WAYNE COUNTY, MICHIGAN

McKenna Associates prepared the plans for Riggs Heritage Park (30 acres), located at a historic homestead and farm (Est. 1836) to be enhanced and used as a passive park, cultural center, agricultural preserve, historical village, trailhead with train depot replica respite station, amphitheater, pathways, pond, picnic and community events area. The park land was donated and the initial development is made possible through the use of a portion of a \$2,000,000 Wayne County Parks Grant.

“The Depot”: The universal access picnic shelter/rest room was being modeled after the original train depot in Belleville. It is located adjacent to the same rail line approximately one mile from its original location that helped to settle the area. Some green friendly elements incorporated into the design include the use of natural lighting in the restrooms, and LED site lighting.

Short Grass Prairie: A short grass prairie was being planted to return the land to its environmentally sustainable, pre-settlement conditions. This area contains a network of walking-biking trails to allow movement through this rich ecosystem.

Additional benefits of including the natural planting include better drainage due to the deeper roots that native prairie grass provides over turf grass. The prairie provides a natural ecosystem for many birds and small animals. This natural area provides for many interpretive opportunities for both environmental and historical education and is graphically highlighted with interpretive kiosks.

Sustainable Storm Water Management: The storm water management system utilizes several Best Management Practices (BMP's) to minimize the impact of the site development and use patterns. This project has modern conveniences like rest rooms, permeable and conventional paving and low impact parking, but the design strives to minimize the impact on the site and environment. The BMP's include permeable pavement, surface runoff, bio-swales and wet meadow plantings. Interpretive kiosks highlight the environmental processes taking place and the rationale behind constructing these elements in this manner.

Bike Path Trail Head: The planned trail head will connect to Lower Huron Metro Park to the east, and become part of the regional bike path network. The trail system ties into the Township's Greenway Corridor Master Plan.



Visteon World Headquarters

CHARTER TOWNSHIP OF VAN BUREN, WAYNE COUNTY, MICHIGAN



The Charter Township of Van Buren, home of Willow Run, Michigan's largest cargo airport, is strategically located 30 miles west of Detroit at the intersection of I-275 and I-94. Visteon, a tier 1 auto-supplier, wished to relocate and consolidate its administrative and research offices on a single 120-acre site that included a 40-acre former sand and gravel pit, 40 acres of wooded wetlands, exposure to I-275 and access to a major thoroughfare with a freeway interchange.

McKenna Associates assisted with the Township in implementing a multi-faceted development strategy to proactively work with Visteon to achieve site plan approval, obtain funding for public road, water and sewer improvements, receive state and county agency approvals, and enhance the natural features (the lake, woodlands and wetlands) on the site.

McKenna helped the Township create an LDFA (Local Development Finance Authority) and use tax increment financing for project funding. The completed Visteon site became award winning, LEED certified, environmentally sensitive, and the world headquarters of a major corporation.

SJH

Patrick J. Sloan, AICP, FBCI

Principal Planner



Professional Experience

MASTER PLANNING: Project manager for a comprehensive master plan including data collection and analysis, public participation, plan alternatives and implementation. Created plan tables and GIS maps; compiled social, physical, economic, and land use data. Conducted comprehensive community survey and facilitated public information workshops. Guided Planning Commission with formulating community development policies. Drafted and directed review and adoption.

ZONING: Provided ongoing planning and zoning advisory services, including reviews for site plans, special land uses, zoning amendments, and variance applications. Successfully drafted and directed adoption of hundreds of zoning ordinance amendments based on the emergence of more efficient and effective zoning standards. Certified by the Form-Based Codes Institute.

CAPITAL IMPROVEMENT PLANNING: Prepared capital improvement plans, fiscal impact analyses, and public opinion, population, and housing surveys. Coordinated capital improvement planning activities with Planning Commissions and elected officials. Prepared annual budgets to the governing body for the Planning Commission and ZBA.

ZONING ADMINISTRATION: Prepared and revised zoning ordinances, sign ordinances, and planned unit development regulations. Prepared detailed planned development agreements based on Planning Commission and developer input as well as zoning ordinance criteria. Inspected sites for compliance with approved agreement and plans.

LEGAL SUPPORT: Prepared court exhibits and required documentation for court cases involving code enforcement and zoning litigation, which have been critical to successful outcomes.

RECREATION: Completed Michigan Department of Natural Resources certified five year recreation plan; evaluated recreation-related economic development opportunities including survey and analysis, savings formulations and a capital 5-year plan.

TRANSPORTATION: Prepared private road and shared driveway ordinance. Managed long-range planning projects including County gravel road capacity analysis and County airport planning. Inventoried and analyzed municipal street and sidewalk system to be used for the Capital Improvement Program.

GEOGRAPHIC INFORMATION SYSTEMS (GIS): Built and managed municipal GIS mapping databases. Created customized maps used for zoning, natural features protection, and public safety.

CODE ENFORCEMENT: Reviewed permit applications; guided applicants through the review process; issued permits and conducted inspections. Educated the public about related codes and ordinances. Enforced municipal ordinances, including issuance of municipal civil citations and testifying in court. Supervised ordinance enforcement officers.

GRANT WRITING: Prepared grant applications to the Michigan Department of Natural Resources Trust Fund and Recreation Passport.

FORM-BASED CODE: Certified in Form-Based Code through the Form-Based Code Institute. Written code and administers it regularly.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ADMINISTRATION: Administers a CDBG Program, including making annual applications for CDBG funds, drafting and reviewing contracts with service providers, and administration of a Minor Home Repair Program for low income homeowners.

Education

Master in Urban Planning
University of Michigan

Bachelor of Arts, Political Science
University of Michigan

Certified

Form-Based Codes Institute

Trainer Certification

MPlace Partnership Initiative
Placemaking Curriculum –

Module 1:
People, Places and Placemaking

Module 4:
Form Planning and Regulations

Module 6:
Applied Placemaking

Memberships

American Institute of Certified Planners (AICP)

American Planning Association

Michigan Association of Planning

Ohio Planning Conference

M. Paul Lippens, AICP

Principal Planner



Professional Experience

COMPLETE STREETS POLICY AND IMPLEMENTATION: Award winning author of the *Complete Streets, Complete Networks Design Manual*, which combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The manual provides guidance on the implementation of complete streets policy and presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. Also co-authored the *Complete Streets Chicago: Design Guide - Chicago's, Complete Streets v2.0*.

BICYCLE AND PEDESTRIAN PLANS AND SAFETY: Led bicycle and pedestrian planning in Evanston, Midlothian, Palos Heights and Winfield, Illinois, and Lowell Indiana, as well as sub regional bike plans in Chicago suburbs. Studied sidewalk gaps, and recommended bike lanes, sharrows, trails, and cycle tracks. Also crossing safety and intersection design for people walking, biking, and taking transit. Made network recommendations which considered traffic vehicular volume, roadway configuration, MMLOS, destinations, delay, directness, and public perception.

TRAIL PLANNING AND ACCESS STUDIES: Lead planner and designer for the Fort Wayne Downtown/South Central Area Connectivity Plan. Planned a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to the regional amenities. The network is highlighted by an urban greenway linear park loop. A greenway extends the current Rivergreenway system as an armature linking neighborhoods and with shared recreational, cultural and commercial resources. Additionally, led design and access studies on the Des Plaines River Trail, the Illinois Prairie Path, and Chicago's world famous Lakefront Trail..

MULTI-MODAL TRANSPORTATION SYSTEM PLANNING AND DESIGN: Led multi-modal planning projects in Indianapolis and Carmel, Indiana, which initiated transportation systems to integrate bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors. Designed system to encourage development of a place-based transportation, principally pulling land use analysis, housing and neighborhood planning, economic development potential, and green infrastructure into the plan to assure a comprehensive approach to add value to residents.

SIGNS AND WAYFINDING SYSTEMS: Created wayfinding and identity signs in relation to urban design projects in Terre Haute, West Baden Springs, and French Lick, Indiana and bicycle sign systems in Midlothian, Palos Park, Berwyn, Schaumburg, and Mount Prospect, Illinois. These projects included the design of the graphic pieces and the coordination of sign manufacturing and wayfinding campaign plus an interpretive sign campaign for the National Road Scenic Byway Trail in Terre Haute, Indiana, managed the installation of MUTCD approved bicycle wayfinding signs in several Chicago suburbs.

COMPREHENSIVE AND SUBAREA PLANNING: Developed a Downtown Vision Plan for Terre Haute in partnership with the Office of the Mayor and DTH Inc. Used a steering committee and stakeholders to involve residents, local businesses, and City representatives in series of field inventories, focus groups and charrettes. Identified four goal areas by the public process to guide the downtown economy, place, sustainability, and transportation. Additional Illinois planning examples include the Oak Park, Comprehensive Plan and Evanston, Main Street Station Area TOD study.

HOUSING AND ENERGY EFFICIENCY: Created development visions for energy efficient affordable housing projects for the City County Department of Community Development. Created maps to illustrate affordable housing distribution comparative to low-moderate income census tracts. Evaluated feasibility and impacts of straw bale affordable housing development including a site plan, budget/cost estimates, and energy efficiency analysis comparing life cycle costing of straw bale with traditional development. Created an

Education

Master of Urban Planning
Taubman College of
Architecture + Urban Planning
University of Michigan

Bachelor of Arts
Hampshire College

Memberships

American Planning Association
American Institute of Certified Planners
Michigan Association of Planning
Association of Pedestrian and
Bicycle Professionals
Congress for New Urbanism

Honors and Service

Recipient,
2013 Implementation Award,
Illinois Chapter of American Planning
Association

Adjunct Professor of
Urban Planning and Policy,
University of Illinois Chicago, 2013

Recipient,
2012 Best Practices Award,
Illinois Chapter of
American Planning Association

Planning Commissioner,
City of Ypsilanti, MI, 2006-2007

economic analysis of feasibility of utilizing underperforming public land holdings to more create affordable housing.

ENVIRONMENTAL PLANNING: For Ann Arbor's "State of the Environment Report," created illustrations of environmental policy issues affecting the City, including, maps of the watersheds, floodplains, lighting usage, contaminant sources and sites; conducted data analysis and prepared illustrative graphs to address goals for phosphorus reduction and energy use. Developed Mitigation Plan that assessed flood impacts on neighborhoods and a comprehensive land use approach to floodplains with additional work on water protection activities and hazard mitigation planning.

URBAN DESIGN: Led the Indianapolis East 10th Street Urban Design and Gateway Plan to improve the pedestrian environment and promote walkable access and crossing areas. The plan defines parking and parking management for businesses and residences, as well as the creation of bicycle facilities. Plan recommends improved bus shelters and bus pull-offs and intersection traffic management and improved vehicular traffic flow. Developed design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destination functions; district identity elements; and public open space with design recommendations, construction budgets and implementation strategies.

COMMUNITY DEVELOPMENT: Managed the preparation of a Five-Year Consolidated Plan for a multi-jurisdictional HUD grant Consortium, including all project management and public engagement tasks. Responsible for document preparation, including submittal of Consolidated Plan using the eCon Planning Suite via HUD's Integrated Disbursement and Information System (IDIS).

ORDINANCE AND REGULATORY REVIEW: Developed a Flood Mitigation Ordinance which involved public engagement, research of best practices, new ordinance drafting, and the evaluation of land use, infrastructure, and economic impacts. The project was vetted thoroughly with the Planning Commission, including public presentations.

Selected Presentations

"Decoding Complete Streets"

MAP Annual Conference, Mackinac Island, 2014

"Removing the Silos: Integrating Land Use & Transportation in Local Plans"

APA-CMA Conference, Chicago, 2013

"Complete Streets Implementation"

APA National Conference Session, Chicago, 2013

"The Boulevards and Beyond"

APA National Conference Session, Chicago, 2013

"Complete Streets: Tools to Move from Idea to Practice"

Tuesdays at APA/Chicago, Chicago, 2012

"Lessons in Completing Streets"

Complete Streets Forum, Toronto, 2012

"Complete Streets Implementation in Chicagoland"

APA National Conference Session, Los Angeles, 2012

"Creating Effective Bicycle Signage Systems"

The Change Institute, Rosemont, Illinois, 2010

Sarah E. Traxler, AICP, NCI

Vice President



Professional Experience

REDEVELOPMENT PLANNING AND MANAGEMENT: Managed urban and suburban redevelopment projects including project planning, land acquisition, relocation, citizen participation, budgeting and finance, grantsmanship, public improvements, site design, zoning, strategic planning, land disposition, and scheduling.

Successfully functions as project manager for municipality acquiring vacant, blighted 380,000 sq. ft. shopping mall using eminent domain. Prepared a brownfield reuse strategy for a Brownfield Redevelopment Authority. Created an inventory of probable brownfields; crafted reuse goals; developed criteria to target areas where brownfield redevelopment could best fulfill reuse goals; and created frameworks for reuse in areas with the highest redevelopment potential. Reuse strategy recipient of a state planning award.

REAL ESTATE DEVELOPMENT: Created redevelopment strategies for single and multiple sites in Michigan communities. Tasks included performing economic and political/social feasibility studies, researching and developing appropriate use concepts for the site, and guiding the design process to complement the surrounding areas.

NEIGHBORHOOD PLANNING: Managed and prepared Neighborhood Plans for Michigan and Indiana communities. Plan elements include housing and commercial market analyses, placemaking strategies, capital improvement prioritization, funding recommendations and implementation matrices.

COMPREHENSIVE AND MASTER PLANNING: Conducted analysis on future land use designations for rapid growth townships. Crafted recommendations for those areas to change incompatible existing uses to future land use designations. Researched and updated a parks and recreation plan for a suburban community. Collected and analyzed data to update an inner-ring suburb's master plan housing component.

ZONING: Researched and drafted zoning ordinance amendments for Michigan cities and townships. Advised planning commissions and elected officials on land use regulation of development and redevelopment in mature cities. Provided on-site administration of zoning and other land use and building regulations for a city of 30,000.

BUILDING DEPARTMENT ADMINISTRATION: Manages Building Department operations for two Midwest cities including reporting to City Manager and supervising clerical staff. Supervises inspection and compliance staff issuing permits for building, electrical, plumbing, mechanical, rental and code enforcement and business licensure processes.

AGRICULTURE AND OPEN SPACE PRESERVATION: Conducted a policy analysis, emphasizing equity and efficiency, of a Michigan city's open space and parkland preservation ordinance.

COMMUNITY DEVELOPMENT: Managed annual Community Development Block Grant programs for three inner-ring suburbs (two entitlement communities and one Urban County program sub-recipient). Responsibilities included preparation of annual Action Plans, Environmental Review Records (ERRs), Consolidated Action Plan Evaluation Reports (CAPERs), applications to County for funding, and administration of projects, including Housing Rehabilitation. Administered Neighborhood Stabilization Program with \$1.65 M budget, including preparation of ERR, program and policy design, managing other consultants and project implementation.

Education

Master of Urban Planning
University of Michigan

Bachelor of Arts (with honors)
University of California at Santa Cruz

Training Certification

MIplace Partnership Initiative
Placemaking Curriculum –

Module 1: People, Places and Placemaking

Module 3: Neighborhoods, Streets
and Connections

Module 5: Collaborative Involvement

Module 6: Applied Placemaking

Honors

Recipient,
2009 Excellence Award for Implementation
of the Buena Vista Charter Township
“Downtown Marketing and Strategic Plan”,
Michigan Association of Planning.

Recipient,
2005 Outstanding Student Project Award,
“New Directions for Vehicle City: a Framework
for Brownfield Reuse”,
Michigan Association of Planning.

Recipient,
Raoul K. Wallenberg Scholarship.
University of Michigan,
A. Alfred Taubman College
of Architecture and Urban Planning.

Professional Associations

Member, American Institute of Certified Planners (AICP)

Juror, Georgia Planning Association, Annual Excellence Awards, 2011

Past Board Member, Michigan Community Development Association, 2010-2013

Member, American Planning Association

Member, Michigan Association of Planning

Member, International Council of Shopping Centers

Member, Northville Planning Commission

Member, Northville Board of Zoning Appeals

Certification, National Charrette Institute – Charrette Systems and Management and Facilitation

Speaking

“Neighborhood Planning for Michigan’s Sustainable Communities” Michigan Municipal League Annual Conference, Detroit, Michigan, 2013

“Ethics for Community Planners” Michigan Association of Planning Annual Conference, Kalamazoo, Michigan, 2013

“Analysis of Impediments to Fair Housing Choice Panel” Michigan Community Development Association Annual Conference, Kalamazoo, Michigan, 2013

“How to Foster Entrepreneurship and Employ Tactical Urbanism” Michigan Association of Planning Annual Conference, Traverse City, Michigan, 2012

“Making Sense of the Census” Michigan Association of Planning Annual Conference, Grand Rapids, Michigan, 2011

“Take Back Your Neighborhoods - Turning Foreclosures Around” Michigan Townships Association, Grand Rapids, Michigan, 2010

“Using Eminent Domain to Spur Redevelopment” Michigan Townships Association, Grand Rapids, Michigan, 2010

“NSP Collaborative Service Delivery” Michigan Community Development Association, Lansing, Michigan, 2009

“Road Map to Redevelopment” Michigan Association of Planning Annual Conference, Kalamazoo, Michigan, 2008

“Give and Take: The Eminent Domain Debate” Brownfields 2008, Detroit, Michigan

“Eminent Domain and Blight Rehabilitation” Michigan Association of Planning Annual Conference, Traverse City, Michigan, 2007

“Eminent Domain in Michigan” Michigan Association of Planning Annual Conference, Detroit, Michigan, 2006

“Conditional Rezoning: Is Your Community Ready?” Lapeer County (MI) Planning Conference, Lapeer, Michigan, 2006

James Allen, RLA

Director of Design



Professional Experience

LANDSCAPE DESIGN: Provides consultation on effective landscape standards for all districts in zoning ordinances and also site plan approval, athletic field, parks, special land use subdivision and redevelopment landscape plans.

MASTER PLANNING: Provides design services to developers for single family residential, multi-family residential, urban infill, elderly housing, mixed-use, commercial, institutional, HUD, MSHDA and resort projects. Projects range from 1 acre to 2,500 acres throughout the upper Mid-west USA and Hawaii. Designed plans for conventional developments, neo-traditional, marinas and mining reclamation projects. Worked with community planners and planning commissions to develop new ordinances allowing for contextual development.

RECREATION PLANNING: Prepares park master plans for private and public clients. Prepared facility plans for water-related campgrounds, RV parks, and playgrounds, among others. Worked with community planners facilitating public input on parks and recreation plans and through workshops and focus groups. Developed long and short term park and recreation facility development goals, cost estimates and construction details used to acquire grant funding. Designed amenities include gathering places, playgrounds, pocket parks, detailed landscaping, gardens, passive activities and natural features.

SUSTAINABLE SITE PLANNING / ENVIRONMENTAL DESIGN: Creates environmentally sensitive designs for public and private clients. Extensive experience working with the MDEQ, EPA and the Army Corps of Engineers to obtain environmental permits. Design projects include rain gardens, LEED compliant landscape and irrigation plans, interpretive programs, nature centers, large wetland mitigation and habitat restoration plans throughout southern Michigan.

PUBLIC IMPROVEMENTS / DESIGN: Project manager for streetscape design and construction management projects. Guided design development throughout the process including public workshops with public officials and stakeholders to identify project goals and opportunities and constraints. Successful projects include "blueprints" for long term corridor improvement implementation, detailed streetscape designs and pedestrian amenity improvements for a variety of local and county roads and State highways.

LANDSCAPE DESIGN: Provides landscape architectural services for public and private clients including, designs using native plants, indigenous materials and both formal and naturalistic appearances. Projects include gateways, entryways, greenways, streets, streetscapes, open spaces, rain gardens, landscape restorations, natural features enhancement and parks.

Education

Bachelors of Landscape Architecture
Michigan State University

Licenses and Certificates

Registered Landscape Architect
State of Michigan; #1166

Affiliations and Public Service

Mayor Pro-tem, 2007 to present
Northville, MI

Member, City Council 2005 to present
Northville, MI

Vice Chair
Parks and Recreation Commission
Northville, MI

Chair
Planning Commission
(1998 - 2000) Northville, MI

Member
Michigan Historic Preservation Network

SEMCOG Representative
Northville, MI

Carrie Wakulat

Senior Graphic Designer



Professional Experience

PLANNING DOCUMENT DESIGN AND LAYOUT: Designed and produced the layouts for documents including community master plans, zoning ordinances, and urban design plans.

Performed lead and collaborative roles for all aspects of print design projects including, branding, book layout, publication design, poster series, photo retouching, project and print management. Produced mock-ups with a superior level of craftsmanship and detail.

WEB DEVELOPMENT FOR PUBLIC ENGAGEMENT: Planned the site architecture to successfully organize understandable content for stakeholder use under simplified navigation for 50+ page web sites. Designed web graphics for optimal screen display, and coded sites to perform on multiple platforms for draft and adopted municipal master plans.

Coded business web sites with an emphasis on user experience and usability standards for public engagement on master plans, neighborhood plans, and CDBG projects.

DOWNTOWN AND RETAIL CORRIDOR BRANDING: Created brands and identities for private firms and Michigan downtowns and corridors. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, banners, brochures, and wayfinding signage.

HAND RENDERINGS AND ART WORK: Created privately-commissioned portraits in pencil and charcoal. Created the first annual Charlevoix (MI) Venetian Festival poster in oil pastel. Appeared in the Charlevoix Waterfront Art Fair exhibiting pen and watercolor paintings of local street scenes and building sketches. Rendered several site and landscape concept plans with pen and marker.

ILLUSTRATION AND VISUALIZATION: Produced graphic ideas quickly and successfully conveyed the clients' vision. Rendered detailed zoning graphics, facade improvements, and corridor and neighborhood visualization using Adobe Photoshop.

IMAGE EDITING AND PRODUCTION: Edited complex photographic and illustration graphics using Photoshop and Illustrator for zoning ordinances and master plans. Managed elaborate projects including color correction, recreation plan renderings, and branding for municipal electrical energy use education.

ART DIRECTOR: Created initial design and messaging concepts for a multitude of high profile municipal clients, capital campaigns and annual giving initiatives.

Education

Bachelor of Fine Arts in Graphic Design;
University of Michigan.

Web Coding, Internet Professional
Curriculum Courses;
Washtenaw Community College

Software Expertise

Adobe Indesign

Adobe Illustrator

Adobe Photoshop

Microsoft Office

HTML/CSS

Sabah Aboody Keer

Senior GIS Specialist



Professional Experience

GIS MAPPING: Compiled, designed and produced maps, including those produced with GIS (geographic information systems), AutoCAD (computer aided design software), ArcView 9.1, and Adobe Illustrator and Photoshop CS.

DESIGN PREPARATION: Prepared conceptual plans and maps, renderings and other graphics for broadest range of master plans, parks and recreation plans, and other project graphics.

REPORT DESIGN: Designed and prepared report graphics, including charts, tables, covers and incorporation of photography.

PARK DESIGN: Prepared park site designs, utilizing color rendering.

PRESENTATION GRAPHICS: Prepared presentation boards for master plans community development and other planning projects.

ADMINISTRATION GRAPHIC RESOURCES: Organized and administered firm graphic resources and maps library and graphic archives.

Education

Certificates in CAD/CAM, AutoCAD, ASG CORE, Oakland Community College.

Diploma (Bachelor of Science), Technical High Institute, Baghdad

Memberships

Michigan Association of Planning

American Association of Planning