



Request for Qualifications for Professional Services for a  
Comprehensive Plan for

## The City of Joliet

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Collaborative** 



# 01

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# 02

**Project Approach**

# Planning Approach

Our team will create a New Comprehensive Plan for the City of Joliet that serves as a foundational guide for future land use planning decisions. This document will be centered on the values and priorities of Joliet's residents and will be responsive to new opportunities and challenges. The New Comprehensive Plan - the first in over 50 years - will be future-focused and will shape the City for years to come. This document will provide direction and vision for:

- The City to effectively direct change and communicate positive impact for residents
- Physical planning grounded in market analysis with integrated, coordinated, and clear recommendations
- Equitable, catalyst improvement opportunities that can shape Joliet's physical development and trajectory forward as an emerging center of economic activity in the Chicago region
- Focused subarea planning to create a plan that elevates arts and culture integration, innovative eco-systems approach, and multi-modal transportation network connectivity
- A realistic and effective implementation strategy of priority plan elements and initiatives

## A TRANSFORMATIONAL APPROACH TO PLANNING FOR JOLIET

The LJC team includes a team of multi-disciplinary experts that represent 10 distinct areas of land economics including: urban planning and design, architecture, landscape architecture, ecological systems planning, economic development, infrastructure planning, branding, development and redevelopment strategies, stormwater and natural resource management, and multi-modal transportation planning. With a solid grounding in public and civic engagement, our team understands the value of empowering residents to shape the future of their communities.

This broad and deep expertise, working collaboratively with the City, will help to create a New Comprehensive Plan for a growing region. Our team has experience working with Joliet on a variety of projects and have worked together on multiple projects throughout the region – a level of comfortability and strong relationships that can benefit Joliet through efficiency and enhanced communication. Our team knows where to focus efforts and provide the best solutions to move Joliet forward. Our team understands many of the nuances and subtleties of the Joliet community and has demonstrated impact in diverse communities through capacity building, increased property values, business attraction, citizen engagement, housing stabilization, and placemaking economics.

We will bring our team's national knowledge and expertise to Joliet by creating a planning process that uncovers community need and is responsive to a variety of perspectives and positions. We will approach the New Comprehensive Plan with sensitivity and a level of detail that is transformative.

## RESULTS-FOCUSED IMPLEMENTATION

Our team prioritizes implementation of Comprehensive Plan recommendations. This approach means that we will describe a framework and context towards implementing the goals of the Plan in coordination with

Joliet's governing processes. It is critical to the process that individual departments within the City recognize how desired changes can be implemented through ongoing operations and budgeting.

The LJC team will outline implementation strategies for the major Plan goals. These strategies can be reviewed and adjusted by decision-makers annually in conjunction with the preparation of a capital projects plan. Specific implementing organizations or community partners and City departments will be identified along with potential funding sources for priority projects identified in the New Comprehensive Plan. Pilot projects will also be investigated to allow the City and its stakeholders to measure the benefits of the new offerings. Refinement based on lessons learned prior to full deployment can create greater success. Financing options may include local, state and federal sources.

This approach to the New Comprehensive Plan - starting with implementation from day one - will offer strategies for the City to leverage regional relationships to address current weaknesses, solidify strengths, expand economic opportunities and connectivity, and manage physical expansion responsibly. The Plan will include opportunities for regional cooperation and encourage regular assessment, monitoring and adaptive improvement over time.

A key element of the New Comprehensive Plan will be recommendations on how to most effectively navigate through this new post-pandemic landscape and leverage mutual objectives into economic benefits.

## KEY TOPIC AREAS

The City of Joliet has experienced significant growth in recent years and is poised for continued success as economic opportunities from recent and planned investments, demographic and economic trends, and lifestyle changes combine to produce high-functioning urban environments. Post- pandemic, residents



are re-evaluating their lifestyle choices, values, geographies, and priorities. Joliet can respond to these changing needs with evidenced-based solutions that empower residents and create value in the City. Key Topic Areas that address these elements will be developed with the support of the Advisory Committee and City staff.

The Key Topic Areas will then be validated in public workshops with City constituents. Each of the Key Topic Areas will focus on priorities of the City and will include geographic areas for application of these planning strategies. Key Topic Areas will be applicable to the City as a whole. Strategies and a planning framework will be developed for each Key Topic Area and physical plans will be developed to illustrate associated planning strategies, as applicable.

## PROJECT LEADERSHIP

### City Staff Collaboration

Throughout the process, the consultant team will collaborate with City staff on a variety of elements and tasks during the planning process. This partnership will build capacity for City staff and will enable the consultant team to focus on development of the planning framework and implementation strategies that will lead to plan success.



### Advisory Committee

An Advisory Committee will guide the planning process, champion the planning effort, share information with their respective social and professional networks, and catalyze recommendations to support priority project implementation. The Advisory Committee will be comprised of representatives that illuminate the proposed Key Topic Areas. It is anticipated that the Advisory Committee will meet monthly, with City staff facilitating the majority of these meetings. The consultant team will provide materials for Advisory Committee meetings and will facilitate five total meetings. City staff shall develop a process for committee selection with the following considerations:

- Diversity (including demographic and geographic)
- A goal of having no more than 12-15 members
- A transparent selection process

It is assumed that the Advisory Committee will be selected prior to commencement of the planning process.

### Interdepartmental Team

An interdepartmental City team (made up of plled by City staff will support the project throughout the process. The Interdepartmental team will identify key person interview stakeholders,

conduct stakeholder outreach, coordinate meeting logistics, and facilitate meetings. They will offer input on key issues, opportunities and challenges, prepare summaries of previous plans and reports to be identified in Phase 1 of the project, and will review project deliverables.

MUSE will coordinate with the interdepartmental team on engagement opportunities. MUSE will on-board and orient staff to share best practices for community engagement and public event management. The City staff will receive additional training and guidance from the consultant team in one meeting at the end of the planning process on how to use the Comprehensive Plan.

Joliet staff will facilitate all interdepartmental meetings.

### City Council

The City Council will be champions of this transformative plan. The consultant team and City staff will engage the Council throughout this project. The following meetings are included:

- One-on-one interviews during the first and last phases of the project.
- Monthly updates by staff at City Council meetings
- Notification of all engagement activities
- Presentations to the City Council at City Council meetings to review the findings of key deliverables.



### Key Topic Area Working Groups

Working groups will be created and engaged to provide input and expertise into development of Key Topic Areas and implementation recommendations. These working groups will be another method to engage residents and community partners with direct experience and / or expertise in the planning project. One or more Advisory Committee members will chair these working groups. It is anticipated that the working groups may meet monthly at the onset of this project. City staff will appoint the appropriate Advisory Committee member to chair each working group. The chair will appoint working group participants. City staff will coordinate and facilitate each working group meeting. The consultant team will provide appropriate materials for each meeting.





# 03

## Project Scope

# Scope of Work

Our team has created a five phase process to complete the City of Joliet New Comprehensive Plan. The planning process is iterative and each phase builds on the preceding. Each phase includes public engagement activities and associated deliverables.

The scope of work assumes City staff will support the consultant team with identification of stakeholders, stakeholder outreach, meeting logistics and coordination, and facilitation of meetings as described below.

## PHASE 1: EVALUATE

At the project’s onset, the LJC team will coordinate an initial Kick-Off Meeting with the City of Joliet to establish the foundation for the planning process. This portion of the planning process is essential in learning the past decisions the City of Joliet has made, understand the goals for the project and establishing protocols. The Advisory Committee will be confirmed at this time.

The analysis of existing conditions will allow our team to understand how Joliet’s policies, physical characteristics, transportation network, natural resources and economic development strategies are interconnected, how they are functioning, and determine potential improvements.

We will collect existing conditions data including: history and regional context, summaries of previous plans, demographic information, economic conditions, land use and zoning, housing, commercial development, transportation,

the natural environment, community services, and infrastructure. We will utilize available GIS data, AutoCad drawings, aerial photographs, surveys and other supporting information for analysis and to gain a base understanding of the City.

## Market Analysis

SB Friedman will identify the market potential of residential, retail, industrial, office and hotel uses, identifying the scale and type of supportable uses. We understand transformative trends shaping real estate, from demographic shifts impacting housing need, to the desire for walkable mixed-use communities, to the varied and complex impacts of the COVID-19 pandemic. We take a data-driven approach to uncovering market potential by carefully evaluating and reconciling supply and demand with insights from local “key informants” – brokers, developers, housing professionals, businesses and landowners. We use multiple subscription-based proprietary databases to quickly compile, analyze and synthesize demographic and market data to provide meaningful insights regarding market dynamics.

We will analyze real estate development at the local and county scales, evaluating the spatial distribution of new product, scale and form, location trends, pricing/rents, vacancy, absorption and other trends. Demographic analyses, regional household and employment forecasts, tourism trends and local buying power will inform future real estate potential by land use. The market analysis will be data-driven and communicate

information, where appropriate, through infographics and other data visualizations, with summary text. We will provide the draft deliverable to the City for review and will hold a conference call to discuss comments, questions and suggested revisions. Our budget assumes one round of substantive edits.

## Existing Conditions Report

Our analysis will include land use, zoning, market analysis for all land uses (retail/commercial, industrial, office, and residential), multi-modal mobility, infrastructure, utilities, natural resources, riverfront analysis, and sustainable strategies.

## Phase 1 Tasks Summary

Tasks to be completed in the first phase of the project include:

- 1.1 Kick-off Meeting and City Tour
- 1.2 Data Collection and Analysis of Previous Plans, Studies, and Reports
- 1.3 Market Analysis
- 1.4 Existing Conditions Report
- 1.5 Public Engagement, Communications and Branding Plan
- 1.6 Advisory Committee Meeting (1 meeting)  
Materials: Consultant team  
Facilitation: Consultant Team to facilitate one meeting.
- 1.7 City Council Roundtable Discussion (5 total)

City staff will schedule two elected officials per meeting per Open Meetings Act requirements plus a separate meeting with Joliet’s Mayor and City Manager at the beginning and end of the plan development process. Up to two consultant team members would attend each meeting.

## City Staff Responsibilities:

- Identify Advisory Committee members
- Identify Working Group participants
- Coordinate and co-facilitate City Council Roundtable Discussions
- Facilitate additional Advisory Committee

Meetings

- Summary of plans and reports including successes and accomplishments
- Coordinate public outreach and identification of community partners with Consultant team

## Deliverables:

Public Engagement Plan, Identification of Key Stakeholders, Base Data Collection and Analysis, Market Analysis, Existing Conditions Report

## Municipal Review Period (2-3 Weeks)

After the submission of the Phase 1 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received or information provided by the City and reviewed by our team. It will identify any potential gaps in information crucial to the development of the Comprehensive Plan. One round of revisions is included.





## PHASE 2: INVESTIGATE

During Phase 2, our team will utilize information collected during the data and analysis phase to create a Vision, Goals, and Objectives statement. The Existing Conditions Report will be shared with the public in a visioning workshop and input gathered on the community's vision. Conversations with community stakeholders will further support the creation of a vision statement that creates a foundational guide for the Comprehensive Plan.

During the second phase, Key Topic Areas will be proposed for discussion. Each Key Topic Area will be defined and a policy framework will be developed that identifies key goals for each topic. City staff will convene the Key Topic Area Working Groups in coordination with the Advisory Committee to discuss each topic's priorities and goals. At the completion of Phase 2 outcomes of the first public workshop will be shared with the Advisory Committee.

### Phase 2 Task Summary

The tasks to be completed during Phase 2 of the planning process include:

- 2.1 Key Person Interviews (12 over 2 days, 6-10 people per group)  
Materials: consultant team  
Interviews: consultant team
- 2.2 Interdepartmental Meeting  
Facilitation: City staff
- 2.3 Public Workshop 1#: Community Visioning Workshop  
  
One (1) workshop at a central location to be determined.  
Materials: Consultant team  
Outreach: City staff  
Facilitation: City/Consultant team
- 2.4 Vision and Goals Statement
- 2.5 Community Survey (online only)
- 2.6 Key Topic Area Definition and Policy Framework
- 2.7 Key Topic Area Working Group Meetings  
Facilitation: City Staff
- 2.8 Advisory Committee Meetings  
Materials: Consultant team  
Facilitation: Consultant team (1 meeting), City staff (additional meetings)

- 2.9 City Council Presentation  
Materials: Consultant team  
Facilitation: City staff

### City Staff Responsibilities:

- Outreach to community partners for key person interviews
- Phase 2 City Council Presentation
- Public Workshop logistics and outreach
- Facilitate Interdepartmental meeting to review Vision and Goals Statement
- Facilitate Key Topic Area Working Group meetings
- Coordinate and facilitate Advisory Committee Meetings

### Municipal Review Period (2-3 Weeks)

After the submission of the Phase 2 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One round of revisions is included.

### Deliverables:

The Key Topic Areas Definition and Policy framework, Vision and Goals Statement, meeting minutes from the Advisory Committee meeting, all presentation materials from the Community Visioning Workshop and workshop summary.

## PHASE 3: ENHANCE

The third phase of the project centers on socializing the Key Topic Areas with stakeholders to better understand priority issue areas for each. The Key Topic Area framework will embody the vision and goals for the project to ensure the Draft document (to begin in Phase 4) is built from a solid foundation and vetted with community stakeholders.

### Phase 3 Task Summary

The tasks to be completed in Phase 3 include:

- 3.1 Advisory Committee Meetings  
Materials: Consultant team  
Facilitation: Consultant team (1 meeting), City staff (additional meetings)



- 3.2 Public Workshop #2: Final Key Topic Area priorities

One (1) workshop at a central location to be determined.

Materials: Consultant team  
Outreach: City staff  
Facilitation: City/Consultant team

- 3.3 City Council Presentation  
Materials : Consultant team  
Facilitation: City staff

### City Staff Responsibilities:

- Outreach to community partners for Public Workshop 2
- Logistics for Public Workshop 2
- Phase 3 City Council Presentation
- Coordinate Advisory Committee Meeting

### Municipal Review Period (2-3 Weeks)

After the submission of the Phase 3 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One round of revisions is included.

### Deliverables:

Meeting minutes, meeting materials, and workshop summary.

## PHASE 4: EMPOWER

Phase 4 centers on development of Subarea Plans as well as the overall draft Comprehensive Plan.

### Subarea Plans

Up to four (four) subarea plans will be prepared as part of the overall Comprehensive Plan. The subarea plans will evaluate issues, opportunities and challenges that may be unique to particular areas in the City. The consultant team will work with City staff to develop a subarea plan framework and then confirm the framework with the Advisory Committee. The subarea planning framework will build on findings in the market analysis conducted in Phase 1.

The Subarea Planning Framework will embody the vision and goals for the project to ensure the draft subarea plans incorporate findings from the market analysis and support decision making for priority areas in the city for investment and development. The team will create policy recommendations with accompanying graphics that illustrate challenges and opportunities in each of the subareas. Key planning recommendations and associated graphics will be submitted for Advisory Committee review. These recommendations will be evaluated and included in the Draft Plan.

### Draft Comprehensive Plan

The Draft Comprehensive Plan will include the full text, graphics, findings and recommendations for the final plan. The draft will present preliminary opportunities that incorporate input gathered to date and highly developed recommendations. Our team prides itself on clear and consistent communications to create a highly graphic and user friendly document.

### Phase 4 Task Summary

The tasks to be completed in Phase 4 include:

#### 4.1 Subarea Roundtable Discussions

Up to four (4) meetings with representative subarea groups to understand challenges and opportunities for each of the 4 subareas.

Materials: Consultant team  
Facilitation: City/Consultant team

#### 4.2 Subarea Plans

#### 4.3 Draft Comprehensive Plan

#### 4.4 Advisory Committee Meeting #4

Materials : Consultant team  
Facilitation: Consultant team (1 meeting),  
City staff (additional meetings)

#### 4.5 Interdepartmental Meeting

Facilitation: City staff

#### 4.6 City Council Meeting

Materials: Consultant team  
Facilitation: City staff

#### 4.7 City Council Roundtable Discussions (5 total)

City staff will schedule two elected officials per meeting per Open Meetings Act requirements plus a separate meeting with Joliet's Mayor and City Manager at the beginning and end of the plan development process. Up to two consultant team members would attend each meeting.

#### City Staff Responsibilities:

- Coordinate and co-facilitate subarea roundtable discussions
- Coordinate and co-facilitate city council roundtable discussions
- Facilitate Interdepartmental Meeting to review Draft Plan
- Coordinate Advisory Committee Meetings (consultant to prepare materials)

#### Deliverables:

Draft Comprehensive Plan, Four (4) Subarea Plans

### Municipal Review Period (2-3 Weeks)

After the submission of the Phase 4 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One revision is included

### PHASE 5: EXAMINE

The Final Comprehensive Plan will be inclusive of all public input, analysis and data collected, key policy recommendations, and implementation matrix. The Final Plan will be highly graphic and user friendly, with the ability to communicate planning concepts in a straight forward manner. The plan will be organized by chapter with easy reference to its contents, purpose, and use.

The last phase of the project will include the implementation plan with short-, mid- and long-term timeframes identified for each policy in the Comprehensive Plan.

To ensure there is sufficient community outreach of the final plan, our team will prepare a Plan Executive Summary in the form of a graphically rich condensed version of the final document. It is not intended to contain as much detail as the full plan, but will have enough information to share the concepts, intent, and implementation of the plan with the casual reader, who can be directed to the City website for further detail in the full plan.

### Phase 5 Task Summary

Tasks to be completed in the final phase of the plan include:

- 5.1 Final Comprehensive Plan
- 5.2 Implementation Plan
- 5.3 Public Workshop #3: Final Plan Open House

One (1) workshop at a central location to be determined.

Materials: Consultant team  
Outreach: City staff  
Facilitation: City/Consultant team

- 5.4 Advisory Committee Meeting #5  
Materials : Consultant team

- Facilitation: Consultant team (1 meeting),  
City staff (additional meetings)
- 5.5 Interdepartmental Comprehensive Plan Training  
Facilitation: City Team
- 5.6 Final Revisions
- 5.7 Public Hearing  
Materials: Consultant team  
Facilitation: City staff
- 5.8 City Council Adoption Presentation  
Materials: Consultant team  
Facilitation: City staff
- 5.9 Executive Summary

#### City Staff Responsibilities:

- Presentation to Council on Phase 5 of project
- Facilitate Interdepartmental Meeting to review Final Plan
- Share meeting minutes and documentation of meetings with consultant team

#### Deliverables:

Final Comprehensive Plan, Executive Summary, Implementation matrix, meeting minutes, all presentation materials

### PROJECT MEETINGS SUMMARY

Advisory Committee Meetings (monthly meetings, 5 meetings facilitated/attended by consultant team)

City Council Presentations (5 meetings facilitated by City staff, consultant team to prepare materials only)

Public Workshops (3 meetings facilitated by consultant staff)

City Council Updates - monthly by City staff

Key Person Interviews (12 groups, 2 days facilitated by consultant staff)

Working Group Meetings (10 meetings facilitated by City staff)

City Council Roundtable Discussions (10 total meetings facilitated by City staff, consultant team in attendance)

Subarea Roundtables (4 meetings facilitated by consultant team)

Interdepartmental Meetings (3 meetings facilitated by City staff)

Interdepartmental Implementation Training (1 meeting facilitated by City staff)

Adoption Meetings (2 meetings, 1 co-facilitated by City staff and consultant team, 1 facilitated by City staff)



# 04 Public Engagement and Communications

# Plan Branding

Our team will deliver a more effective planning effort through project branding, public engagement and project communications. Successful planning projects align stakeholders behind common goals, engage the entire community, and cast a shared vision to plan forward. Project branding needs to elevate the planning process by reaching and inspiring stakeholders to get involved. The intended “Brand” through which the plan should be recognized will engage five distinct strategies:

- 1. Build Trust and Connections throughout the Joliet’s Communities:** Investing time and resources to know the “makers”, “keepers” or organizational structures of current neighborhood spaces is fundamental, as well as to identifying those community leaders that bring different perspectives to the design process. To create a process that allows for inclusiveness we start by

acknowledging local efforts and cultures that are in place, learning from them, and building connections. The goal is to turn those connections into partnerships as a form of empowerment through the plan development process.

- 2. Promote Accessible and Meaningful Dialogue** by facilitating open and accessible conversations within the community and allowing for broader and meaningful input to inform the planning process. This means doing away with jargon, using graphics to illustrate technical concepts when possible, and setting aside our assumptions as facilitators.
- 3. Create Transparency and Common Ground** by negotiating diverse perspectives and priorities which requires the development of a transparent decision-making process—a public process does not mean everyone gets what they ask for, however, everyone needs to understand how their input is taken into consideration (or not) and why. Building a common ground includes carefully enabling a common language and designing the communication tools that allows everyone to have a voice and opinion.

This planning process is also an opportunity to create and/or strengthen relationships between stakeholders and community leaders – by integrating advisory and work groups this plan will enable cross conversations and discussion that will provide stronger feedback including different perspectives.

- 4. Empower Local Leaders and Plan Champions** by adopting their priorities and sharing authorship. the LJC team will draft a community vision based on feedback received through public engagement activities. At the core of the comprehensive planning effort is the desire to hear and incorporate the voice of the people. This could include pop-up workshops, key person interviews, surveys, and online input. We have found success in similar communities



by empowering residents and activating community to fulfill the plan after the formal planning process is complete.

- 5. Develop the Community Vision through the Eyes of the Local Residents.** A clear and community-driven vision will guide all recommendations in the Comprehensive Plan. An interactive Community Visioning Workshop will be organized to craft this community vision. Activities may include an image preference survey, mapping exercises, and small group work. Planning and organization of this meeting will be coordinated with identified community representatives and the City of Joliet.

## PLAN BRANDING PROCESS

To create an effective brand for the project, our team proposes the following process:

Task 1: Create up to four (4) options for a plan name and visual brand. These options will be presented at an Advisory Meeting for discussion.

Task 2: Revised visual brand and plan name to two options. A preferred option will be selected at the second Advisory Meeting.

Task 3: Coordinate social media content with plan brand and develop communication structure to be shared with City staff to support promotion and connection with the Plan's brand.



# Public / Stakeholder Engagement Strategy

We will develop public engagement strategies to appropriately align with the diversity of the greater Joliet community. Our process will seek to eliminate communication barriers and de-professionalize the process to welcome all community members to participate. Our team believes strongly that no one holds a monopoly on good ideas, certainly not consultants. We will look to community members to identify how they would like to see their city grow and flourish.

For the new Comprehensive Plan to be effective, residents, the business community and property owners must feel that the Plan will positively impact their everyday lives. This is possible with a thoughtful public engagement plan that goes beyond the “Tuesday night workshop” where attendance is typically low.

Through online and face-to-face events, our approach depends upon real community input through creative and meaningful engagement. The success of planning processes highly depends on the level of ownership and

accessibility that community members feel—moreover, any public planning and design process in the 21st century should be an opportunity for community empowerment and increased capacity. Communities in areas of revitalization have an opportunity to invest in equitable and integrated development processes where everyone feels welcome and empowered from the beginning.

## OUTREACH STRATEGY

Outreach efforts will be comprehensive and will include distribution of materials in both English and Spanish to reduce the barriers of participation in the planning process. Residents will be engaged as resident leaders and encouraged to become liaisons in their communities for agreed-upon priority issues revealed during the Visioning Workshop. Self-selected and engaged residents will work with the consultant and City staff to facilitate the community-led public engagement throughout the planning process.

Our team will work in partnership with the City to create strategies to actively include those not traditionally involved in the planning process including youth, students, non-native English speakers, shift workers, and more

Our team prioritizes accessibility and ease of participation during the planning process. Our team will create bi-lingual marketing materials as well as multi-language capabilities for the project website. Translation of deliverables will be the responsibility of the City of Joliet and its vendors.

## COMMUNICATIONS

MUSE will generate content and conduct outreach in partnership with the City of Joliet. Our team will reach out to people where they are across both digital and traditional channels. Project communication will include: social media, print, SMS and email. Each communication with the public will carry the Joliet Comprehensive Plan brand from kick off to final report..

## Virtual Engagement and Social Network Connections

We will support the City of Joliet to identify and connect to existing social networks in the City. Using proven virtual communications methods, we will create an on-line presence for the project that supplements and expands the ability to reach residents, business owners and property owners beyond traditional methods of outreach. This tool can also be used to allow public comment on plan recommendations before they are finalized.

Existing social media channels will be used to disseminate information and collect input throughout the course of the project in addition to surveys or other in-person opportunities. It will incorporate the posting of meeting announcements, periodic project updates, and workshop meeting results.

Our engagement philosophy is to go to people rather than expecting them to come to us. In the case of social media, this may mean focusing efforts on a project Facebook page and updates to the City’s website. In addition, utilization of existing publications, will help communicate the project’s process to the public.

## Community Participation

MUSE will lead community participation in coordination with City staff. The following engagement activities will be conducted by phase:

**Phase 1:** Create public engagement and communications plan.

**Phase 2:** Provide a framework for key person interviews to be co-facilitated by consultant team and City staff, and manage stipends for participants. Provide guidance on structure and co-facilitate Public Workshop #1.

**Phase 3:** Review recommendations from the key person interviews in Phase 2. Provide guidance on structure and co-facilitate Public Workshop #2.

**Phase 4:** Provide support as necessary on Final Comprehensive Plan. Provide guidance on structure and co-facilitate Public Workshop #3.

**Phase 5:** Provide support as necessary on Final Comprehensive Plan.

## Public Workshops

The community workshops will communicate the important themes and principles of the Joliet Comprehensive Plan. Each workshop will focus on promoting and encouraging resident leaders and plan champions as it moves towards adoption and implementation. The goal of the workshops is to build resident capacity for implementation and continue the momentum and excitement created throughout the comprehensive planning process. The culmination of process is a call to action for all participants and contributors to the plan to continue the momentum through implementation.

## Meeting Residents Where They Are

Pop-up workshops extend the community engagement process by bringing the workshops to where people already are. The final format, location and timing during the planning process for pop up workshops will be determined and coordinated with City staff and the Advisory Committee but may include Concerts in the Park, Taste of Joliet, kiosk at the Metra Station, Farmer’s Market, and other community events/ locations. MUSE will provide materials for these events and City staff will facilitate.

Participants in engagement activities will be compensated for sharing their lived experience and knowledge of the community. This will be done through incentives and direct compensation. MUSE will administer stipends to individuals and organizations at a variety of engagement activities. The total budget for stipends is located in the fee section of this proposal.





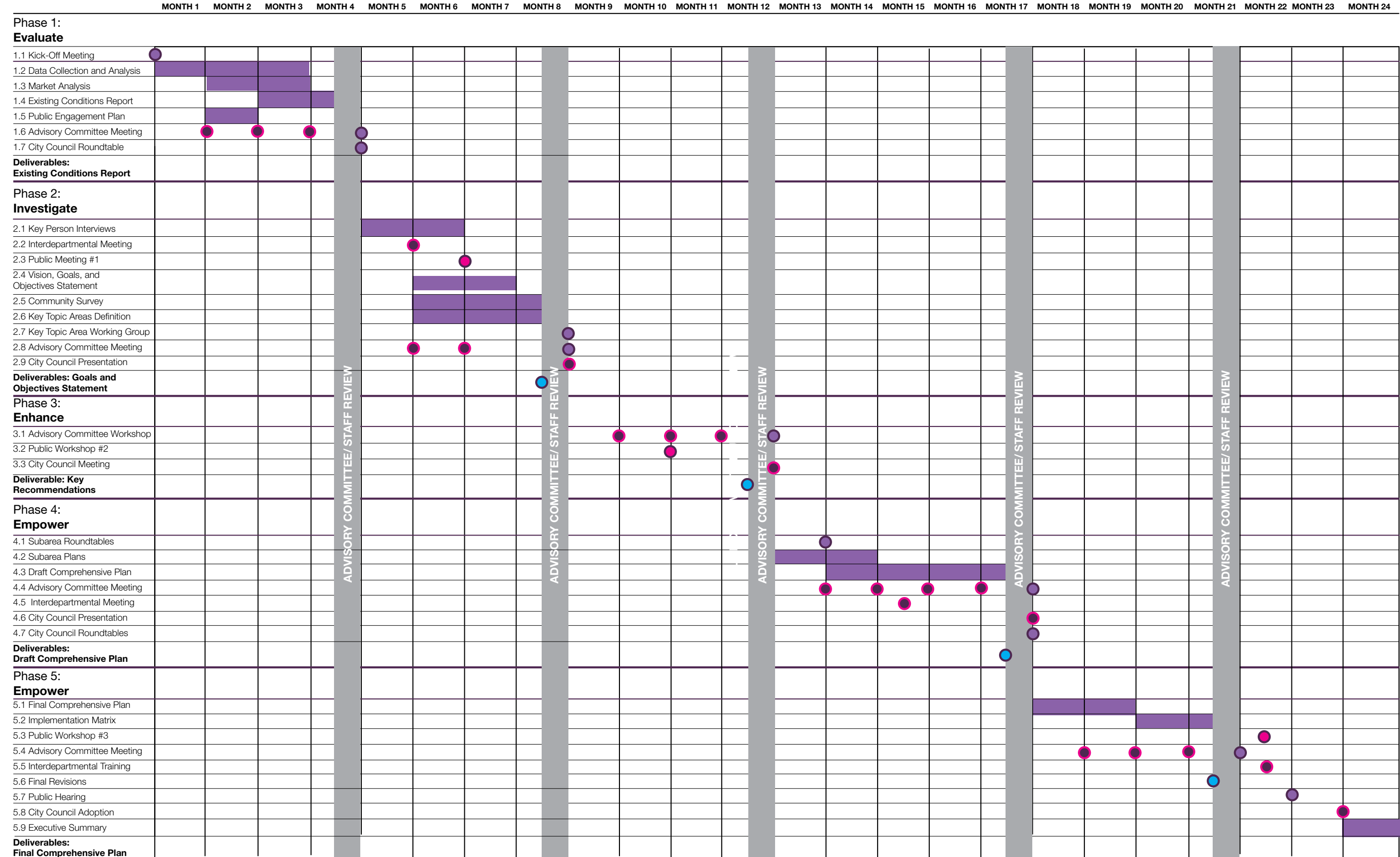
# 05

**Project Timeline**

# Project Timeline

Our team proposes an 18-24 month schedule to complete the City of Joliet Comprehensive Plan including its adoption.

- Project Meeting (by city staff)
- Tasks
- Project Meeting (by consultant)
- Public Meeting





# 006

## Project Fee



# Staff Hours & Fees

	Total	Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis				SB Friedman Economic Development			MUSE Community + Design Public Engagement				Bio Habitats Ecological Design			Ruettiger, Tonelli & Associates Transportation Planning		Total Fee by Task
		Lesley Roth PIC	Eli Lechter Project Manager	Prayag Bagde Urban Designer	Yashasvi Tulchiya Urban Planner	Geoff Dickenson PM	Caitlin Johnson VP	Staff Associate	Courtney Kashima President	Kelsey Zlenor Urban Planner	Sydney VanKuren Associate	Lizbeth Caruzco Associate	Jessica Hardesty Norris Biologist	Kevin Grieser Landscape Biologist	Aiman Duckworth	President	Michael Dahmf Sr. Planner	
Hourly Rate		\$275	\$150	\$140	\$110	\$300	\$245	\$180	\$200	\$170	\$150	\$135	\$165	\$180	\$165	\$250	\$125	
<b>Phase 1: Evaluate</b>																		<b>\$110,830</b>
1.1 Kick Off Meeting	57	4	4	8	4	2	2		2	7	8	8	2	2		2	2	\$9,660
1.2 Data Collection and Analysis/Review of Previous Plans	54	2	4	8	8	2	2		2	2	4	4	2	4	4	2	4	\$8,830
1.3 Market Analysis	192	8	4	20	20	20	40	80										\$38,000
1.4 Existing Conditions Report	212	8	8	40	40	4	8	8	4	4	4	4	16	16	16	16	16	\$34,780
1.5 Public Engagement Plan	34	4	4						2	8	8	8						\$5,740
1.6 Advisory Committee Meeting	32	4	4	4	4				4	4	4	4						\$5,320
1.7 City Council Roundtable Discussion	40	20	20															\$8,500
<b>Deliverables: Existing Conditions Report, Public Engagement Plan, Market Analysis</b>	<b>621</b>																	
<b>Phase 2: Evaluate</b>																		<b>\$98,890</b>
2.1 Key Person Interviews	80	8	8	16	8		4	4	8	8	8	8						\$13,460
2.2 Interdepartmental Meeting	20	4		4	4				4	4								\$3,580
2.3 Public Meeting #1	92	4	4	12	12		4		8	16	16	12	4					\$14,680
2.4 Vision and Goals Statement	132	4	8	36	36	2	2		4	4	4	4	4	4	4	8	8	\$20,050
2.5 Community Survey	48	4	4	8	8				4	8	4	8						\$7,540
2.6 Key Topic Area Definition	192	12	16	32	40				8	16	16	16	8	8	4	8	8	\$29,880
2.7 Key Topic Area Working Group	24	4	4	4	4				4	4								\$4,180
2.8 Advisory Committee Meeting #2	16	4	4	4					4									\$3,060
2.9 City Council Presentation	12	4		4					4									\$2,460
<b>Deliverables: Key Topic Area Definition and Framework, Vision and Goals Statement, meeting minutes, workshop materials</b>	<b>616</b>																	

# Staff Hours & Fees

	Total	Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis				SB Friedman Economic Development			MUSE Community + Design Public Engagement				Bio Habitats Ecological Design			Ruettiger, Tonelli & Associates Transportation Planning		Total Fee by Task
		Lesley Roth PIC	Eli Lechter Project Manager	Prayag Bagde Urban Designer	Yashasvi Tulchiya Urban Planner	Geoff Dickenson PM	Caitlin Johnson VP	Staff Associate	Courtney Kashima President	Kelsey Zlenor Urban Planner	Sydney VanKuren Associate	Lizbeth Caruzco Associate	Jessica Hardesty Norris Biologist	Kevin Grieser Landscape Biologist	Aiman Duckworth	President	Michael Dahmf Sr. Planner	
Hourly Rate		\$275	\$150	\$140	\$110	\$300	\$245	\$180	\$200	\$170	\$150	\$135	\$165	\$180	\$165	\$250	\$125	
<b>Phase 3: Enhance</b>																		<b>\$22,380</b>
3.1 Advisory Committee Meeting #3	68	4	8	16	8				4	8	4	4	4			4	4	\$10,880
3.2 Public Workshop #2	58	4	4	8	8				2	8	8	8				4	4	\$9,240
3.3 City Council Meeting	12	4	4	4														\$2,260
<b>Deliverables: Meeting minutes</b>	<b>138</b>																	
<b>Phase 4: Empower</b>																		<b>\$181,110</b>
4.1 Subarea Roundtable Discussions	156	16	16	24	24	8	8	8	4	8	8	8	8	8		8		\$27,800
4.2 Subarea Planning Framework	468	24	24	144	80	8	16	32	8	16	12	8	8	16	24	8	40	\$73,600
4.3 Draft Comprehensive Plan	372	16	24	80	80	2	6	12	4	12	16	16	8	24	24	8	40	\$56,230
4.4 Advisory Committee Meeting #4	32	4	4	4	4	4	4		4	4								\$6,360
4.5 Interdepartmental Meeting	32	4	4	4	4	4	4		4	4								\$6,360
4.6 City Council Meeting	12	4	4	4														\$2,260
4.7 City Council Roundtable Discussion	40	20	20															\$8,500

# Staff Hours & Fees

	Total	Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis				SB Friedman Economic Development			MUSE Community + Design Public Engagement				Bio Habitats Ecological Design			Ruettiger, Tonelli & Associates Transportation Planning		Total Fee by Task
		Lesley Roth PIC	Eli Lechter Project Manager	Prayag Bagde Urban Designer	Yashasvi Tulchiya Urban Planner	Geoff Dickenson PM	Caitlin Johnson VP	Staff Associate	Courtney Kashima President	Kelsey Zlenor Urban Planner	Sydney VanKuren Associate	Lizbeth Caruzco Associate	Jessica Hardesty Norris Biologist	Kevin Grieser Landscape Biologist	Aiman Duckworth	President	Michael Dahmf Sr. Planner	
Hourly Rate		\$275	\$150	\$140	\$110	\$300	\$245	\$180	\$200	\$170	\$150	\$135	\$165	\$180	\$165	\$250	\$125	
<b>Phase 5: Empower</b>																		<b>\$83,920</b>
5.1 Final Comprehensive Plan	188	8	16	40	40	4	8	8	4	4	4		4	8	8	8	24	\$29,700
5.2 Implementation Plan	80	8	8	16	24	6	8		4	4			2					\$13,850
5.3 Public Workshop #3	54	4	4	8	8				2	6	8	8	4			2		\$8,560
5.4 Advisory Committee Meeting #5	20	4	4		4				4	4								\$3,620
5.5 Interdepartmental Training (by staff)	14	4							4	6								\$2,920
5.6 Final Revisions	75	8	8	16	24	1	2	4	4				4			4		\$12,250
5.7 Public Hearing	431	4																\$1,100
5.8 City Council Adoption Meeting		4	4	4		4	4		4									\$5,240
5.9 Executive Summary		8	8	8	16				2									\$6,680
<b>Deliverables:</b> Final Comprehensive Plan, Executive Summary, Implementation Plan, meeting minutes	862																	
<b>TOTAL HOURS</b>		<b>250</b>	<b>260</b>	<b>580</b>	<b>512</b>	<b>71</b>	<b>122</b>	<b>156</b>	<b>120</b>	<b>169</b>	<b>136</b>	<b>128</b>	<b>78</b>	<b>90</b>	<b>84</b>	<b>82</b>	<b>150</b>	
<b>TOTAL HOURS</b>		<b>\$68,750</b>	<b>\$39,000</b>	<b>\$81,200</b>	<b>\$56,320</b>	<b>\$21,300</b>	<b>\$29,890</b>	<b>\$28,080</b>	<b>\$24,000</b>	<b>\$28,730</b>	<b>\$20,400</b>	<b>\$17,280</b>	<b>\$12,870</b>	<b>\$16,200</b>	<b>\$13,860</b>	<b>\$20,500</b>	<b>\$18,750</b>	<b>\$497,130</b>
<b>Team/City Coordination Meetings</b>		48				48			48				48			48		\$57,120
<b>Project Participant Stipends</b>																		\$10,000
<b>TOTALPROJECT COST</b>																		<b>\$564,250</b>

# Fee Clarifications/ Reimbursable Expenses

## DELIVERABLE ESTIMATED DIRECT COST/ EXPENSES

The proposed costs are estimates for anticipated deliverables:

- 20 copies Adoption Version of Plan (full bleed, full color, double sided) up to 100 pages: \$3,500
- Workshop materials (up to 15, 24x36 boards per workshop): \$3,000
- Flyers, hand outs and other materials: \$1,000
- Paid content (social media) (18-24 months): TBD
- Translation of Draft and/or Final Documents: \$1,000
- Project branded collateral: \$5,000

## REIMBURSABLE AND/OR ADDITIONAL EXPENSES

In addition to compensation for the Design Services, LJC and its Consultants shall be authorized and reimbursed for out of pocket expenses in connection with the project and are anticipated to be up to 3% of the project costs.

These expenses include:

- Expense of transportation in connection with the Project; limited to expenses in connection with authorized out-of-town travel; and fees paid for securing approval of authorities having jurisdiction over the Project.
- For assignments where the compensation is on an hourly rate basis, postage and handling of Drawings, Specifications and other documents; and expense of long distance telecommunications.
- Expense of reproduction of all documents for scheduled progress printings when incurred by Lamar Johnson Collaborative, postage for shipping progress print documents to City of Joliet and/or Contractor.
- Expense of photography, professional renderings and illustrations, and physical models.
- City of Joliet shall pay directly for the above types of expenses. Lamar Johnson Collaborative will arrange for billing such expenses directly to City of Joliet in so far as is practical. All other expenses are included in Compensation.
- Reimbursable Expenses - In addition to compensation for the Design Services, LJC and its Consultants shall be

authorized and reimbursed for out of pocket expenses in connection with the project. These expenses include:

1. Expense of transportation in connection with the Project; limited to expenses in connection with authorized travel.
  2. Expense of reproduction of all documents for scheduled Progress Printings when incurred by LJC, postage for shipping progress print documents to the CLIENT and/or Contractor.
  3. Expense of photography, professional renderings and illustrations, and physical models.
  4. Refreshments for meeting participants
- Should the City of Joliet chose to direct invoice a printer of their choosing for agreed deliverables, LJC will create print-ready files and coordinate with the printer to ensure the deliverables meet expectation.
  - Project-related expenses shall be reimbursed at 1.10 times the actual amount if paid within 30 days of invoice receipt otherwise there will be a 1% per month handling carry charge. The compensation and reimbursable expenses are net of all taxes.
  - Meetings in addition to those specifically identified in the scope of work will be changed an hourly rate.

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