



VILLAGE OF OAK PARK, IL

# Proposal for Zoning Ordinance Update RFP

Proposal submitted  
**June 27, 2025**

Prepared by  
**Opticos Design, Inc.**



# Cover Letter

June 27, 2025

Craig Failor  
Development Services Director  
Village of Oak Park  
123 Madison St.  
Oak Park, IL 60302

Mr. Failor and the Selection Committee:

We are pleased to submit our qualifications and approach for the Village of Oak Park Zoning Update. We understand that the City is seeking to update its existing Zoning Ordinance in line with the recent Strategic Vision for Housing Plan, and hopes to evaluate and establish zoning opportunities for missing middle housing that respects the character of Oak Park's diverse neighborhoods and historic context. We also understand the desire to update the zoning standards to better reflect the Village's goals for equity and inclusion.

**About Us.** Opticos is a national-recognized urban design, planning, and architecture firm with a passion for creating vibrant, healthy, and sustainable places. For over 20 years, we have prepared downtown plans, revitalization strategies, zoning codes, and strategic advice for communities across the country. We maintain a consistent and highly-respected track record with private and public clients that come to us for quality design, fresh thinking responsive to local context, and a public process that is inclusive and effective in navigating complex local issues. Opticos is a California Benefit Corporation with offices located in Berkeley, California and Chicago, Illinois. Our work is reflective of our commitment to a triple bottom line of social, economic, and environmental sustainability. We are passionate about working in a variety of places, from small towns to big cities, and understand the importance of place-based approach that thoughtfully considers the unique needs of our clients and communities.

**Committed to Oak Park.** We are very familiar with the housing and zoning context and of Oak Park through our work with the Metropolitan Mayors Caucus on the 2025 *Missing Middle Housing Toolkit for the Chicago Region* and All Together's recent efforts on the *Explore Oak Park and Beyond* campaign for Visit Oak Park. We are mindful of the opportunity for adjustments to regulations that offer needed housing solutions and the need for thoughtful, transparent messaging to communicate these potential changes to municipal leaders and community members. Our Chicago team would be excited to continue building relationships with local staff and to help craft a code that is more reflective of the Village's goals, opportunities, and character.

We have assembled a team of national experts, all with local offices, to work with you:

- **Opticos Design.** Opticos will serve as the primary consultant, led by Principal Jennifer Settle (an Oak Park resident), to evaluate existing conditions, analyze current residential standards, and visualize potential code changes.
- **All Together.** Principal Marisa Schulz and her creative team will lead the community engagement and communication strategy, bringing their local knowledge and experience in messaging for zoning and planning efforts.

“Opticos is unlike any other consultant I have worked with. They have come up with creative ideas that provide the ‘game changers’ that Richmond needed.”

**Richard Mitchell**

*Richmond Planning Director*

“What I enjoy about working with Opticos is their commitment to true collaboration and the skills and positive energy they bring to ensure everyone's voice is heard. I really appreciate their fierce attention to ALL the details.”

**Peter J. Park**

*Director, Peter J. Park, LLC,  
former Denver Planning  
Director*



- **Sightline Planning.** Jacob Seid brings his regional zoning and planning experience to support Opticos in producing code and policy recommendations as well as guiding those amendments through the Planning Commission and approvals process.
- **SB Friedman.** Fran Lefor Rood and SB Friedman's economic experts are positioned to support the team in evaluating the financing and real estate implications of different housing and construction types that are being considered under potential amendments to the ordinance.

We bring unmatched national expertise with local experience to help prepare zoning amendments built from community consensus and rooted in the essential elements of Oak Park's built environment. Our distinguishing characteristics include:

- **Knowledge and experience in Missing Middle Housing.** As architects and urban designers, we bring our skills and understanding of buildings and the details that make buildings work. Foremost among this is our leadership in Missing Middle Housing—house-scale, multi-unit buildings that respond to the demand for walkable neighborhoods.
- **National expertise and thought leadership in Coding.** We are national experts on form-based and hybrid codes and are leaders in our industry's Form-Based Code Institute, serving on the board of directors and as instructors across the country in seminars on form-based coding and implementation.
- **Integrated approach to documentation, code testing, and code writing.** We provide strong graphic visualization skills that allow us to communicate on technical zoning issues in a way that is easy to understand. We understand what it takes to deliver effective and feasible projects for the development community. That experience informs our work on preparing zoning standards. We have led numerous citywide or neighborhood code updates for small and large communities, including recent ordinances for Columbus, OH, Cumberland, IN, and South Bend, IN - specifically geared towards removing policy, planning, and zoning barriers for Missing Middle Housing.
- **High-quality, effective communication.** We believe there is no one-size-fits-all approach to public engagement. You can expect fun, creative, and authentic approaches that thoughtfully address community concerns while focusing on education and listening. Our messaging will be clear about why these changes are needed, how they have responded to neighborhood feedback, and how they align with Oak Park's sustainability and diversity goals.

Our team has strong principles, yet we are flexible and creative in responding to each community's needs. Our proposal includes additional information on our firm and team, resumes of our team members, work samples of relevant projects, and a scope of work that we feel addresses the goals expressed in the RFP. We would welcome the opportunity to work with you to refine the scope and schedule for this project to best fit your needs and budget. Please do not hesitate to contact us with any questions or clarifications, we appreciate your time and consideration. As advocates for missing middle housing and walkable neighborhoods, we are grateful that Oak Park is embarking on this effort to update your zoning standards. We would be excited to help craft and communicate these regulations to ensure effective outcomes that enhance the incredible housing and livability that Oak Park is known for.

Best regards,



Jennifer Settle, Principal  
jennifer.settle@opticosdesign.com | 312.277.1185

*Opticos Design reserves the right to negotiate final contract terms depending final scope of services.*

# 1. Description of Approach

## Analyzing the Housing Landscape

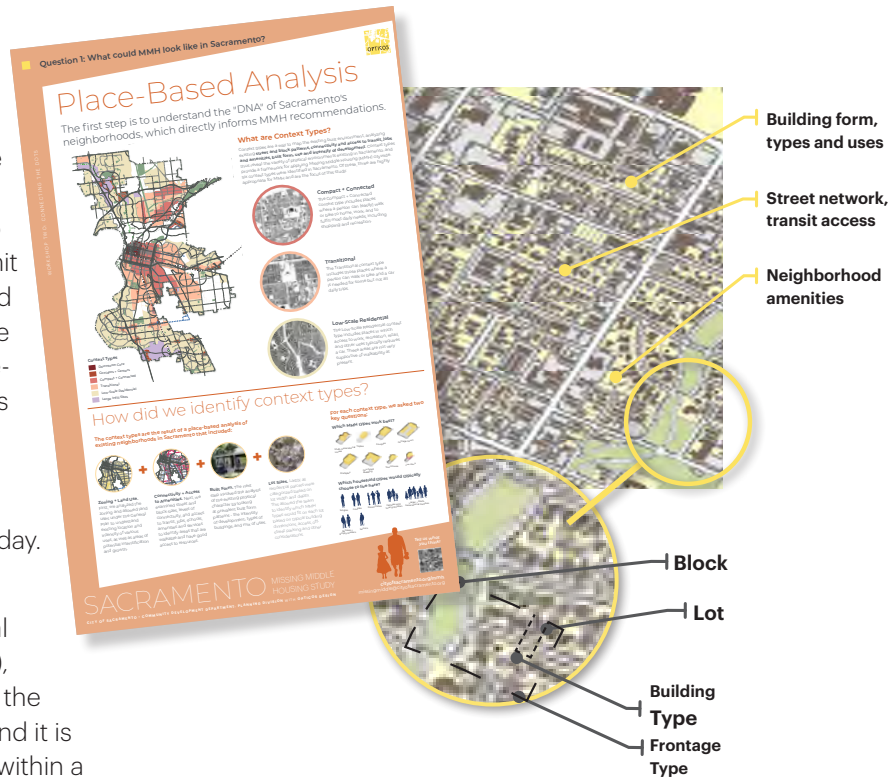
Updating the Village's Zoning Ordinance can enable beneficial change across Oak Park. The *Strategic Vision for Housing* (2024) lays a strong foundation to consider amendments that allow additional multi-unit development within Oak Park's business districts and small-scale middle housing types across more of the Village's neighborhoods. Opticos believes in a place-based approach that carefully crafts zoning changes to promote housing production while encouraging context-sensitive infill. We achieve this balance by looking to the existing context to understand which housing types fit on different lot sizes in Oak Park today.

A micro-scale analysis of Oak Park's existing neighborhoods and corridors will document typical housing types, frontage types (i.e. porches, stoops), architectural character, and building orientation on the lot. In addition to this qualitative analysis, we've found it is critically important to identify the existing lot sizes within a town using GIS analysis tools, then to use these typical lot sizes to complete 3D Test Fits that more effectively identify the barriers and opportunities within the applicable zoning districts. Our site analysis will include three components:

- **Physical Character Analysis.** Opticos will become familiar with the physical details of Oak Park, documenting the character, scale, and form that exist in different contexts around the Village.
- **Neighborhood Mapping.** Opticos will generate background maps to be used throughout the project to understand zoning, land use, building height, and lot size. Staff will provide all necessary GIS base map information as needed by Opticos.
- **Code Assessment.** Opticos will also conduct a review of the current ordinance to assess barriers in existing regulations and opportunities for middle housing and small-scale infill within key zoning districts.

## Local Feedback and Case Studies

The analysis phase will be further supported by listening sessions with a diverse group of stakeholders, municipal leaders, and planning staff that can speak to the needs, concerns, and barriers related to the Oak Park's development environment and entitlement process for new



housing. Our team will also bring a wide range of examples from our work with other communities, as well as regional case studies, to examine best practices and zoning strategies that could inform Oak Park's zoning amendments. All our zoning recommendations are tailored to the unique needs and characteristics of your community.

## Testing Code Outcomes

Rewriting design and development standards can bring uncertainty in terms of predictability and potential outcomes. We have found it is critically important to graphically assess existing and proposed zoning code metrics using typical lot sizes to complete **3D Test Fits** that effectively identify and communicate the existing barriers and desired outcomes. We test multiple lot sizes within each neighborhood or within different zoning district. This allows us to communicate to community stakeholders what existing standards actually produce and what the proposed standards can create. Code testing also creates an opportunity to beta-test different code recommendations. Simple graphics help ensure that this work is easy to understand and interpret to effectively communicate these results to all stakeholders and help with decision-making with the broader community



## Engaging the Community

Community engagement efforts often fall short because many stakeholders don't know that the process is happening, eyes glaze over when they see the "zoning," and schedules get busy... and the result? Not enough meaningful input from the community. To counter this, our team looks at community engagement through a communications and marketing lens—who are the target audiences, and how are we crafting engagement and promotional materials that relate to them?

All Together will lead the community engagement and communications strategy for the Village of Oak Park's Zoning Ordinance Update, directly supporting the implementation of the Strategic Vision for Housing Plan and advancing missing middle housing. Our approach centers on furthering racial equity, community affordability, and inclusive community engagement that uplifts all voices, especially those historically underrepresented. Here's how we do it:

### Variety of Scales & Styles

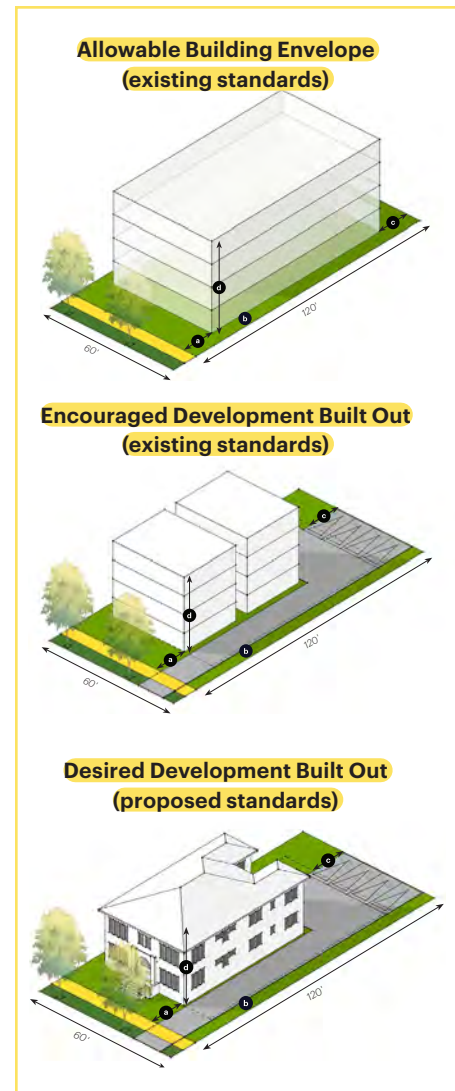
From the very beginning of a project, our team will design a fully inclusive engagement strategy that builds trust, understands the issues, and charts a course forward. This means creating spaces and opportunities that are accessible, culturally relevant, and welcoming, so every resident can participate meaningfully and influence decisions shaping their neighborhoods.

Gone are the days of only relying on evening community events over the dinner hour and hearing from the same thirty people. People are busy, and there's a lot of content out there, so we want to ensure that residents can engage with the project on their own timelines.

Our team will collaborate with partners to join existing community events to hear from more people, ensuring new voices of all ages and backgrounds are heard. We program both pop-ups and workshops to be fun and engaging, gamifying activities for families and oftentimes having kids make their parents to stop and participate because there are prizes, candy, and swag.

Alongside in-person outreach, we will facilitate opportunities for online engagement with a dedicated project website within the Engage Oak Park interface. We will explore the many media and communications resources available to the Village, such as the Wednesday Journal and the Chicago Tribune. It may be possible to work with the administrators of existing online groups, such as the Oak Park Development Watch on Facebook, to help get the word out about the Update. In Dane County, Wisconsin, our outreach and communications campaign garnered over 7,000 survey responses, demonstrating the impact of layered, well-coordinated communications.

Our team will implement an iterative series of stakeholder and technical discussions throughout the engagement to (1) identify community priorities, concerns, and aspirations; and (2) then test feasibility of various zoning strategies, identify unintended consequences, and refine approaches.



Example Community Input & Education Posters

## Break Down the Complexity

To make complex planning topics more approachable, we draw from creative methods—like in Boise, where we developed a graphic novel to convey zoning regulations into a compelling, easy-to-understand story. Our process humanizes issues to connect the dots between the process and people. This fosters a sense of empowerment, encourages engagement, and helps the City tell the stories of the stakeholders who also need to see themselves within this process.

## Crafting Regulations that Reflect Community Goals

The Village's Zoning Ordinance can serve as both a regulatory tool and an incentive for new development. Planners understand that in the past, zoning has been used to separate different types of people by location in order to protect land values. Today, forward thinking communities are using zoning to attract new investment while addressing issues of equity and inclusion in the community. The goal of this project is to communicate to residents and stakeholders how that history has shaped Oak Park and demonstrate that we have the tools to address the decisions of the past.

## Effective Implementation of the Strategic Vision

Oak Park can update its Zoning Ordinance to allow Missing Middle Housing, such as duplexes, triplexes, fourplexes, and townhomes in areas currently zoned only for single-family homes, helping to address housing affordability and promote diversity. This housing is compatible with existing homes and provide more options for older adults, young families, renters, and households of color. These housing typologies expand the variety of homeownership opportunities and provides more two- and three-bedroom rental opportunities for families. Zoning updates should be tailored to Oak Park's unique conditions, including its historic preservation districts, lot sizes, scale, and community values. One concept is to allow single-family homeowners to convert their homes to duplexes, which could be allowed in Historic Districts with an appropriate Historic Review process. We will ensure that various zoning requirements are evaluated together to avoid unintended barriers to new housing.

## Address Inherent Negative Impacts

Zoning has a long history of negative externalities that have particularly impacted minority groups in terms of race, gender, and class. The following are just a small portion of updates that can make the existing ordinance more

## Designing, Discussing, + Vetting Scenarios

*Translation and testing based on context: Site-specific design testing*



*Is intent of small mixed this scale?*



*Or this? How big is ok?  
What about the transitions?*

reflective of the Village's goals of diversity and inclusion:

- **Zoning Districts.** The new Ordinance can use new terminology for residential districts to de-emphasize the connection to certain housing typologies. For example, the R-1 through R-4 districts are referred to as single-family zoning districts. As part of the zoning update, these districts could allow for a greater variety of housing types and be known as the R-1 Residential District.
- **Public Hearings.** Public hearings for special use applications are a common step in the approval of uses that have unique characteristics and require individual consideration of their impact on neighboring properties. The update allows the Village to consider what types of uses genuinely require discretion in the application of zoning criteria. In the same vein, notice of public hearings are generally sent to property owners, who tend to be older, wealthier, and whiter than other parts of the community. In determining whether certain housing typologies are a permitted use or a special use, the





Village may want to consider if notice is being received by a disproportionate number of these households.

■ **Definitions.** The Village may want to consider removing the term family from the Zoning Ordinance since it is harder than ever to define this term. Building on this, the development regulations can replace the term single-family dwelling with single-unit dwelling, which avoids the use of the term family altogether.

This project has the ability to address some misconceptions and concerns that often arise in conversations about zoning, multi-family, and rentals. Updating the zoning code is an opportunity to align development regulations with the values of the community.

## Support Goals of *Climate Ready Oak Park*

Responding to climate change was one of the top issues raised through community input in the *Strategic Vision for Housing*. *Climate Ready Oak Park* seeks to reduce community-wide greenhouse gas emissions and achieve community-wide net-zero greenhouse gas emissions by 2050. The Zoning Ordinance Update can facilitate these goals with both practical and innovative zoning solutions by allowing more diverse housing types. Our team can help communicate that neighborhoods with greater housing choice support the development of compact, walkable neighborhoods where people live closer to jobs, schools, and services.

## Holistic Review of Parking Regulations

The zoning update is a golden opportunity to balance and align the Village's housing goals with its parking regulations in order to facilitate economic vitality and long-term environmental sustainability. Land dedicated to parking drives up development costs. It consumes land that could support housing, discourages walkability and transit investment, and reinforces lower-density patterns of development. The update allows the Village to explore the impact of its off-street parking regulations. Our team can also work with the community to examine the existing parking requirements, as well as current exemptions and reductions. The flexibilities of Section 10.5 provide an excellent foundation for the Village to potentially reduce parking requirements in highly walkable zoning districts that are well-served by transit.

## Respecting Historic Districts

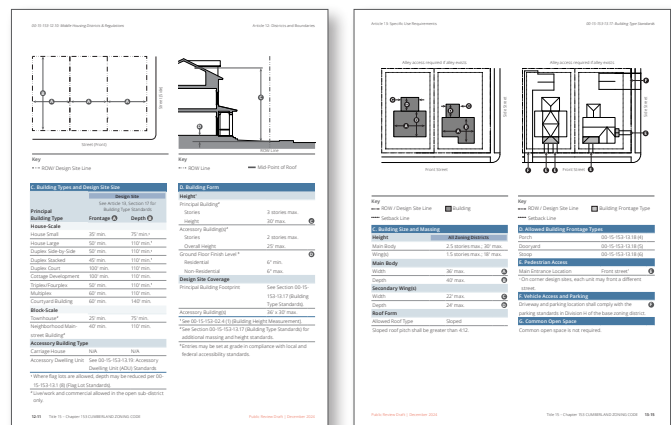
Approximately one-third of the Village is located within one of three Oak Park Historic Districts. These areas do not easily accommodate large development changes,

but could accommodate smaller scale development that does not disrupt the historic fabric of these areas. New housing and accessory dwelling units could be items for further exploration as long as they do not include demolition of historic materials or are visible from the street. Neighborhoods with greater housing choice support the development of compact, walkable neighborhoods where people live closer to jobs, schools, and services.

## Right-Sizing Regulations to Market Realities

The *Strategic Vision for Housing Plan* illustrates that additional housing in Oak Park's business districts would support the vitality of local businesses while enabling residents to live closer to a wide range of amenities. Over the last decade, the Village has made a concerted effort to add multifamily housing, but rents and condo prices continue to outpace incomes. The Village should explore changes to the maximum density requirements (square feet per dwelling unit) in these areas to allow more multi-family development by right. A number of recent developments in these zoning districts were allowed to build housing at densities roughly 2.5 times higher through the planned development process. Changes to density requirements in business districts could facilitate by-right mid-sized multifamily development that is either at or below the density of recent developments.

Accessory dwelling units (ADUs) are missing middle housing, but they are not affordable housing. In the Chicago area, the average construction cost for a detached accessory dwelling unit is in the vicinity of \$200,000. This is a considerable expense for a single unit of housing. Unsurprisingly, the Village has seen the development of 12



Highly-graphic Standards that consider the public realm



### Example ADU Guidebook

detached ADUs since 2022. Considering the economic obstacles of building ADUs, the Village may want to remove some of its regulatory hurdles to facilitate this type of housing.

## Understanding Local Construction Costs

Our team will evaluate the feasibility of ADU construction and conversion of single-family homes to two- or three-family homes to support consideration of related zoning changes. We will extract any available relevant cost, rent and sale price data from recent Village studies and discuss with Village staff and the project team key characteristics of prototypical ADUs and conversions to model. We will conduct interviews with local developers and homebuilders and compile data from available industry publications, past experience and available literature regarding typical construction costs. SB Friedman will prepare a prototypical stabilized model to then evaluate the relationship between expected costs of construction/conversion and achievable rents and sale prices, which will be generalized based on data for Oak Park overall. This analysis will also provide insight into the affordability of new construction ADUs and converted two- to three-family homes.

## A Deeper Dive into Feasibility

Adjustments to the zoning code should be calibrated to Oak Park's market realities and housing policy goals. As an add-on service, SB Friedman will evaluate the market feasibility of smaller-scale Missing Middle housing typologies being explored as part of the zoning update. Our team will leverage market data available from recent studies and information from the project team regarding unit size and density, and also interview residential developers, homebuilders and other real estate practitioners to identify key inputs. We will prepare a stabilized prototypical model accounting for development costs, rents and/or sales prices, and typical return thresholds for small multifamily, single-family attached and single-family detached prototypes.

SB Friedman will work with the client and project team to identify key factors being considered through the zoning update, and will evaluate the impacts of the changes on feasibility. Such factors could include typology, density, provision of on-site parking, allowable building height, and required setbacks. Our team will identify the incomes at which market-rate units would be affordable. We will also evaluate the impact of affordable set-asides on feasibility to assist in calibrating the inclusionary zoning policy. SB Friedman is available to evaluate additional sensitivities, including considering the rents and sales prices in different Oak Park subareas to identify which parts of Oak Park may be able to support Missing Middle housing types, and which areas may require public investment to meet policy goals.

### Attainability

### Feasibility

### Livability





# Work Plan

## Project Understanding

The following scope is meets project goals while providing targeted expertise based on our team's **local experience** and tested **best practices from our work across the country**. Optional tasks noted provide varying degrees of services. **Opticos looks forwards to working with Staff to develop the final scope** to meet project needs, timeline, and determined budget.

## Task 1: Project Initiation and Management

- **1.1 Project Startup & Kickoff Meeting.** The Opticos team will prepare for and facilitate an in-person meeting with Village staff to kick off the project and confirm project goals, finalize schedules and deliverables, establish protocols for communication, share project information, and coordinate project tasks. This can be an opportunity to refine the scope, consider optional/additional tasks, and discuss outreach goals.
- **1.2 Background Information Request & Review.** Opticos will coordinate with Staff to receive and review background documents, relevant zoning regulations, and GIS layers.
- **1.3 Engagement & Communication Plan.** Meaningful input from the community and decision-makers throughout the project process is key to the success of the project. All Together will design a fully inclusive engagement strategy (in-person and digital) that builds trust, understands community issues, and charts a course throughout the project.
- **1.4 Project Brand.** Create a recognizable project aesthetic tied to the Village's brand, including:
  - Easy-to-understand project name (non-jargony)
  - Visual identity with colors, typefaces, and graphics for continuity
  - Template development for presentations, memos, and reports
- **1.5 Bi-weekly Meetings with Staff.** Opticos will establish a schedule for regular team check-in calls using video conference (biweekly) with Village staff. These meetings will be used to track the timeline, discuss deliverable progress, and gather input from staff on ongoing or upcoming tasks.

### Task 1 Deliverables

- Kickoff meeting notes, refined scope and schedule
- GIS data and background information list
- Comprehensive Engagement Strategy & project identity

## Task 2: Communications

- **2.1 Project Messaging.** Develop messaging that communicates zoning impacts in approachable, inspiring, and accessible ways, specifically addressing:
  - Historical intersection of zoning and racial equity in Oak Park's context as a diverse community
  - Connection between zoning, housing affordability, and maintaining Oak Park's community character



### Educational Resources

Videos, posters, graphics, engagement tools to bring community into the conversation

- Benefits of missing middle housing types in a transit-oriented, built-out community
- Balancing parking regulations with housing needs and sustainability goals
- Relationship between historic preservation and economic vitality/housing goals
- Climate Ready goals within Oak Park's housing stock

■ **2.2 Project Website.** Create and maintain a custom website providing a platform for:

- Interactive maps and visualization tools
- Educational campaigns and resources
- Surveys and feedback collection tools
- Plan documents and meeting materials
- Multi-language accessibility as needed

■ **2.3 Media Relations.** Support press conferences and draft press releases/social media content in coordination with the Village's Office of Communications & Engagement. A target audience analysis will identify key stakeholder groups and craft promotional materials through a communications and marketing lens, including:

- Oak Park neighborhood organizations and resident groups
- Local business owners and property developers
- Historic preservation advocates
- Housing advocates and affordable housing stakeholders
- CTA Green/Blue Line and Metra commuters stakeholders
- Austin neighborhood residents and Chicago border community connections
- Underrepresented communities and voices not typically heard in municipal planning processes

■ **2.4 Zoning Education Materials.** Develop graphics paired with educational content to help the community understand:

- What zoning is and how it impacts daily life in a built-out, transit-oriented community like Oak Park
- Historical context of zoning's relationship to racial equity and exclusion, particularly relevant given Oak Park's diversity and border with Chicago's Austin neighborhood
- How the implementation of the Strategic Vision for Housing Plan through better zoning code can positively impact Oak Park now and in the future
- Missing middle housing types and their benefits in Oak Park's context as a 100% built-out community
- Relationship between planning and zoning roles in achieving Oak Park's six strategic priorities
- Balancing historic preservation, given that one-third of the Village is in a Historic District, with housing and economic goals



**Mapping a Citywide Code Update**

## Task 2 Deliverables

- Communications Packets & Media Relations
- Project Website
- Educational Content
- Assessment of zoning map and ordinance review memo



## Task 3: Existing Conditions Analysis

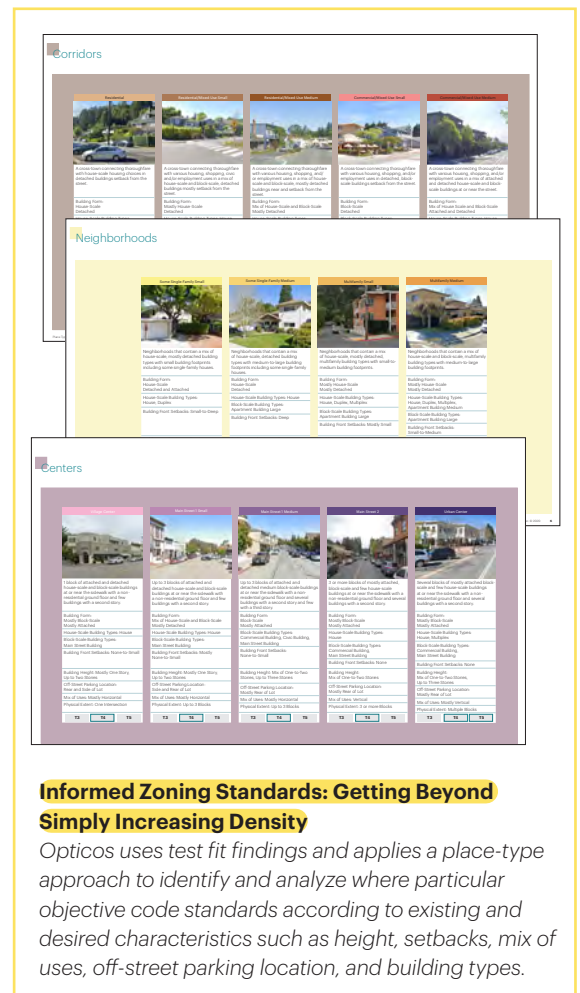
- **3.1 Stakeholder Discussions.** Conduct interviews with key stakeholders, including elected officials, nonprofit leaders, property owners, business organizations, and community representatives.
- **3.2 Technical Discussions.** Facilitate meetings with builders, architects, developers, and zoning experts familiar with Oak Park's development environment.
- **3.3 Site Analysis.** Opticos will conduct a microscale analysis and mapping to understand the physical attributes of different neighborhoods including documentation of typical lots sizes and building types. In addition, the consultant team will review the current ordinance to assess barriers in existing residential districts.
- **3.4 Code Testing and Visualization.** Opticos will test existing conditions and typical sites within up to five residential zoning districts to understand what the existing standards encourage. This testing informs how the revised standards need to be adjusted to better align with common site constraints, modern construction, and existing context. Opticos uses a highly graphic methodology of analyzing existing built forms and simulating development scenarios using our robust library of building types. These visualizations allow us to test, communicate, and refine the standards to ensure desired outcomes.

### Task 3 Deliverables

- Stakeholder Meeting Summary
- Physical Character and Site Analysis Memo
- Code Testing Visualizations

## Task 4: Public Process

- **4.1 Pop-ups.** (3-4) Strategic outreach at existing community events and high-traffic locations:
  - Oak Park Farmers Market and community festivals
  - CTA Green Line, Blue Line, and Metra stations
  - Oak Park Public Library and community centers
  - Madison Street and other commercial corridors
  - Gamified activities with prizes and branded materials to encourage participation from Oak Park's diverse population
- **4.2 Community Workshops.** (Up to 2) Design and facilitate educational workshops that are accessible, engaging, and family-friendly with following goals:
  - Explain the relationship between zoning and racial equity
  - Gather community input on development concerns
  - Present draft concepts for feedback
- **4.3 Presentations to Plan Commission and Board of Trustees.** The consultant team will participate in up to meetings with the Plan Commission and/or Village Board of Trustees to provide project updates, reviewing findings, and solicit feedback on the following key topics:



- Overview of the project and public engagement plan
- Findings of the existing site analysis and code testing
- Initial approach to code recommendations
- Proposed code amendments

In addition, project updates and materials will be provided to Staff to lead additional monthly meetings with the Commission.

#### Task 4 Deliverables

- Pop-up Engagement Program (3 events)
- Community Workshop materials
- Engagement Summary Reports
- Presentation Slide Decks (PDF)

### Task 5: Refining the Regulations

- **5.1 Approach Memo.** The approach memo will summarize findings of the code assessment and testing, outline potential approaches to code revisions; and summarize relevant case studies.
- **5.2 First Draft of Code Recommendations.** The first draft of Zoning Ordinance updates outlines proposed amendments that address housing and parking needs identified in the analysis and testing. Feedback from staff will be provided in a consolidated set of revisions.
- **5.3 Second Draft of Code Recommendations.** After making revisions in response to comments on the first draft, the second draft of the Zoning Ordinance will be refined for staff review. One round of revisions is included in this task. The draft code of recommendations will be presented at a meeting convened by the Village.
- **5.4 Meetings with Stakeholders.** Attend and participate in up to 3 meetings with key stakeholders to explain the details of the draft Zoning Ordinance in order to obtain further input and comments.

#### Task 5 Deliverables

- Approach Memo
- First Draft of Code Recommendations
- Second Draft of Code Recommendations

### Task 6: Approvals Process

- **6.1 Final Code Recommendations.** The consultant team will refine the code recommendations based on feedback from Task 5 and prepare the final Zoning Ordinance update. Up to two rounds of revisions to the Final Draft will be accommodated to incorporate feedback.
- **6.2 Public Hearing Presentation.** A formal presentations of the Zoning Ordinance update will be given to the Village of Oak Park's Plan Commission and the Village Board of Trustees.

#### Task 6 Deliverables

- Final Ordinance Update
- Presentation Slide Deck (PDF)

### Optional Tasks

Additional tasks listed as optional acknowledge the limitations of the proposed budget. The following add-ons are recommended to fulfill the project objectives:

- **Additional Workshops or Meetings.** Additional meetings, workshops, or presentations may be provided.
- **Feasibility Testing.** It is highly recommended to include an economic consultant to provide estimates of various construction types and financial feasibility testing of potential zoning change.
- **Policy Recommendations.** Detailed policy recommendations expand the approach to include





## 2. Team Expertise

Opticos is well versed in meeting the needs of clients across the country. With a combination of regular in-person and frequent virtual meetings, we've developed a reputation for successfully delivering high quality work with a hands-on approach. Recent projects span a broad range of locations including the cities of Columbus, OH; Charleston, SC; and Nashville, TN and smaller to mid-size towns including Xenia, OH; Bloomington, IL; and Cumberland, IN.

Every project we take on is a priority for us, so you can feel comfortable knowing we are committed to delivering the best process and products possible. We allocate a Project Manager for each project, and maintain the core team throughout the project duration for ensuring consistency, accuracy, effective coordination and high-quality deliverables.

### Office Location

#### Chicago, IL

In 2022, Opticos established a branch office in Chicago, Illinois. It is anticipated that this office would be the assigned team for this project.

#### Berkeley, CA

Our office in Berkeley, California is available in the case that additional staff is needed.

### A few places that we've worked



### Organizational Chart

#### Village of Oak Park

#### Opticos Design

Team Lead: Chicago Office

Jennifer Settle  
Principal

Megan Reineccius  
Senior Associate

Tony Perez  
Senior Associate

Daniel Grinspan  
Senior Designer

Dylan Rumsey  
Senior Designer

#### Sightline Planning Zoning

Jake Seid, AICP  
Principal

#### All Together Engagement

Marisa Shulz  
Principal

Kristian Gist  
Brand Strategist

Grace Li  
Planner

Tina Figueroa  
Planner

Robin Marquand  
Designer

#### SB Friedman Economics

Fran Lefor Rood, AICP  
Partner

Samantha Moscol, AICP  
Project Manager

## WHO WE ARE

We are urban designers and architects who believe in the transformative power of beautiful, sustainable, walkable communities for all.

Opticos approaches each project with innovation and creative problem solving in mind, we function just as much as a think tank as a consulting firm.

To us, architecture and planning must play a role in defining more sustainable, equitable, healthy, compact patterns of development that improve the quality of life for everyone. This starts with revitalizing existing urban places, but also must include the transformation of suburban places into more urban ones and the creation of thoughtful, new walkable urban communities.

As a group of like-minded designers looking to make an impact in the world, we strive to integrate social, environmental, and economic responsibility into all that we do. Professionally, we're one of the first B Corporations and a founding California Benefit Corporation, a revolutionary new kind of business dedicated to a triple bottom line. Outside of work, we shop locally, live small, and go car-free whenever possible. The only parking issue we experience in our office is a shortage of bike racks!



# 150+

projects across  
the United States  
addressing  
the increasing  
demand for  
walkable urban  
places

# 25

years of business

# 23

team members  
working across  
three offices



Certified



One of the first B Corporations,  
a business dedicated to a triple  
bottom line

“Our design solutions emphasize the creation of vibrant, sustainable communities, comfortable pedestrian environments, and memorable places that will withstand the test of time.”

**Daniel Parolek**  
*Principal, Opticos Design*





Innovative. Passionate. **Changemakers.**

Our work spans across the United States (and beyond!), with offices in:

- 📍 Berkeley, CA
- 📍 Los Angeles, CA
- 📍 Chicago, IL



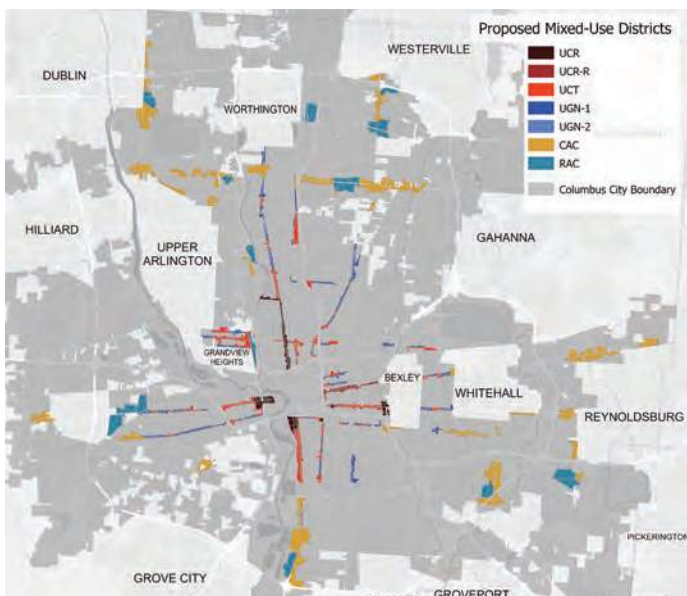
Our award-winning work at the architecture, neighborhood, and city-wide scales follows the principles inherent in the Charter of the New Urbanism. This work includes a Gold Nugget-winning and LEED-ND Phase 1-Certified Hercules Waterfront District, CNU Charter Award-winning Seaside Beachfront and Town Square Plan and L'Enfant Award-winning master planning work in Gabon, Africa.



# Code Audit Services

## 20+ years Evaluating + Writing Zoning Approaches and Standards

Opticos Design has learned much about how to improve zoning by preparing 15 code audits for all sizes of cities across the U.S. Some code audits have been focused on improving how a zoning code works for specific geographic areas or on certain zoning districts. Others have been aimed at communicating that the zoning code is broken and unresponsive to a community's needs across most or all the city and zoning districts. The experience and insights gained from this work provide Opticos with a broad understanding of the various zoning techniques and tools used across the U.S.



## Comprehensive Zoning Update for a Mature Metropolitan Midwest City

Opticos developed a framework of place types, which included a detailed analysis of existing physical conditions, consideration of the underlying zoning and pattern of variances, and a study of policy direction from over 30 area plans to establish six new mixed-use zoning districts that consider varying desired degrees of change.

## Our Code Audit strategy is to first understand the symptoms:

- 1 Are workarounds typical?
- 2 Are variances typical?
- 3 Are planned unit development permits a common way to deal with unclear or unrealistic zoning standards?
- 4 Is the zoning code aligned with the community's vision and the future land use map?
- 5 How is the code serving the needs of the community and the development industry?
- 6 Does the code actually allow less than it says is allowed?
- 7 Is the code easy to use?

Depending on the answers to these types of questions, we recommend a certain focus on the audit to learn the causes of the symptoms, to best use your available funding, and to only fix what isn't working.

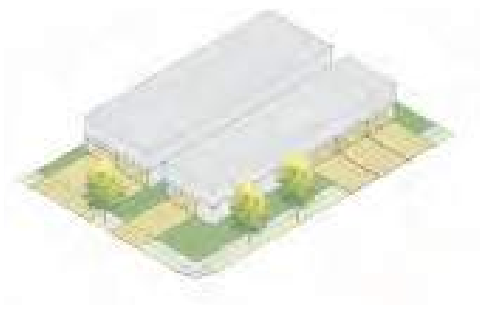




## What Does the Zone Currently Allow?



**Limiting Factors:** Required Off-Street Parking, Side Building Setbacks.



**Build-Out Assumptions:** Max lot coverage; 2 to 4 units on each lot; building can be located anywhere within Building Envelope; interior lot needs tandem parking to fit required parking.

**2,599+ Existing PUDs and SPUDs**

**Average of 84 per year or 7 per month**

Like many other cities, Oklahoma City was processing so many negotiated zoning ordinances for individual projects that it was costing high amounts of staff time and creating uncertainty and expense for the private sector.

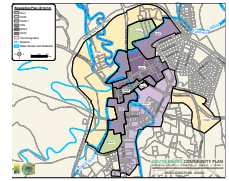
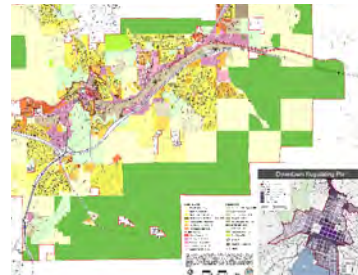
## Opticos has prepared over 15 code audits for all sizes of cities across the U.S including:

- OKC
- Austin, TX
- Greenville, NC
- Athens, GA
- Columbia, SC
- Greensboro, NC
- Vallejo, CA
- Knoxville, TN
- Memphis, TN
- Louisville, KY
- Cincinnati, OH
- Columbus, OH
- Flagstaff, AZ
- Iowa City, IA
- Mesa, AZ
- Boise, ID



# International Leaders in Zoning Reform and Form-Based Coding

## Diverse Scales of FBCs by Opticos



### NEIGHBORHOOD

*Downtown Plan and FBC, Benicia, CA*

*Central Petaluma Smart Code, Petaluma, CA*

*Sonoma Boulevard Specific Plan and FBC, Vallejo, CA*

*Richmond Livable Corridors Plan and FBC, Richmond, CA*

*Flagstaff Code Update and FBC, Flagstaff, AZ*

*Community Development Plans and FBC, Kaua'i County, HI*

**We are leading the zoning paradigm shift with our FBC applications.**

64

Total Codes by Opticos  
*Includes coauthoring and peer reviews*

Opticos Design architects and urban designers have been heavily influential in the development of form-based code techniques over these past 20 years. We wrote what has been called the definitive book on the topic in 2008, co-founded the Form-Based Code Institute in 2004 — a non-profit think tank that is now part of Smart Growth America — and continue to teach Form-Based Code techniques. We share our best practices and techniques through university courses, the FBCI training program, webinars for Planetizen, and at national conferences.

We have an unmatched depth of knowledge and experience with Form-Based Codes. Our FBC application evolved from small planning areas, neighborhoods, and downtowns to citywide zoning code updates, citywide corridor networks, multi-jurisdictional countywide applications, the creation of the first development code for a rapidly growing international city, and the integration of form-based bridges between FBCs and comprehensive/general plans. Why should this matter to you? It means that we have a track record to effectively tackle your coding project, whether it is small or large.

## Accomplishments and Awards

1999 Tony Perez writes his first FBC

2000

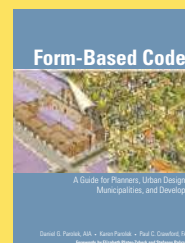
2000: Opticos proposes first FBC in Santa Barbara County, CA

2000: Opticos hired as extension of city staff to administer California's first FBC: The Central Hercules District

2002: Pleasant Hill BART Form-Based Code pro-forma Design Review

2005

2004: Karen and Daniel Parolek are Founding Board Members of the Form-Based Codes Institute

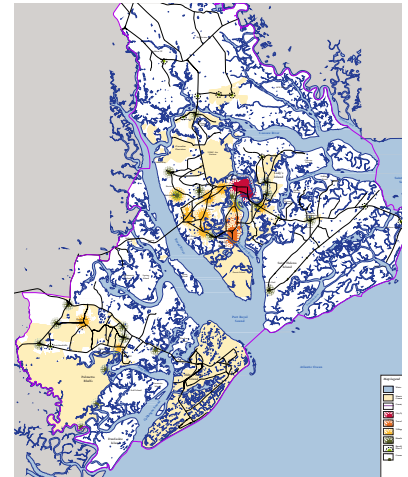
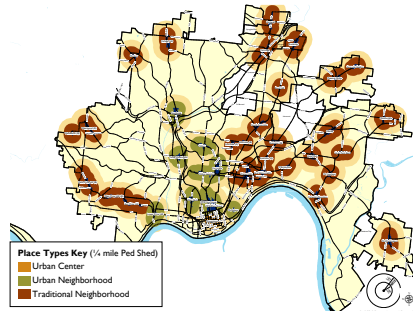


2008: Driehaus Form-Based Code Award for the Downtown Benicia Mixed-Use Master Plan & FBC

2008: Planetizen names Form-Based Codes in the Top 10 planning books of 2008

2008: Released Form-Based Codes, the first comprehensive book on the subject





REGION

Angondje New  
Town Plan and  
SmartCode,  
Gabon, Africa

Citywide FBC and  
Comp Plan Bridge,  
Cincinnati, OH

Citywide Land  
Development Code  
Update (CodeNEXT),  
Austin, TX  
(In Progress)

Multi-jurisdictional  
Land Development  
Code and FBC,  
Port Royal, Beaufort  
County, SC

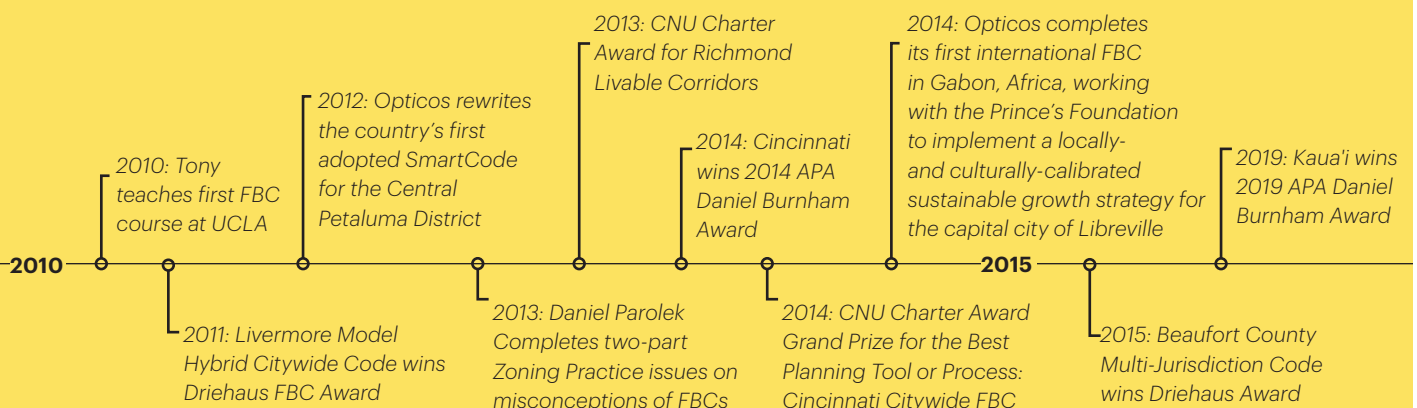
## Key Innovations by Opticos

- Established a user-friendly graphic format
- Created a model for hybrid citywide development codes
- Created first multi-jurisdictional Form-Based Code
- Created a place type-based bridge
- Developed codes tailored to deliver housing choices and Missing Middle Housing

“We do not write Form-Based Codes because they are the latest zoning fad, but rather because our experience shows that use-based zoning is an ineffective way to regulate walkable urban places.”

**Tony Perez**

Director of Form-Based Coding,  
Opticos Design



# Jennifer Settle

Chicago, IL



## Education

*Master of Urban Design*  
*University of California, Berkeley*

*Bachelor of Architecture*  
*University of Notre Dame*

## Relevant Project Experience

*Columbus Citywide Code Update*

*Pre-approved Building Plans and*  
*Residential Zoning Update,*  
*Kalamazoo, MI*

*Hanover Housing Opportunity and*  
*Regulatory Analysis,*  
*Town of Hanover, NH*

*Harvard Street Corridor FBC*  
*Town of Brookline, MA*

*Asheville Citywide MMH Study,*  
*Asheville, NC*

*Zoning Ordinance and*  
*Pre-approved Building Plans,*  
*South Bend, IN*

*Division United TOD and Land Use*  
*Initiative, Grand Rapids, MI*

*Zoning Code Update,*  
*Flagstaff, AZ*

*Beaufort County Community*  
*Development Code*  
*Beaufort County, SC*

## Principal

Jennifer brings over 15 years of experience in transforming the built environment to enhance people's everyday lives. In her career she has led numerous community design charrettes and played a critical role in neighborhood, city, and regional master planning projects. These visions formed the basis for innovative comprehensive and zoning plan overhauls, as well as the future buildout of important development sites. She holds the unique ability to craft projects from broad scale thinking to concrete built form.

With that approach, Jennifer leads the Opticos team's work on the zoning code update for the City of Columbus and provides oversight and public engagement for multiple Missing Middle Housing studies that guide regulatory recommendations for cities as diverse as Lake Bluff, IL to Asheville, NC or Hanover, North Carolina. Prior to rejoining Opticos, she led the zoning code update for the City of South Bend, winner of the 2021 Richard Dreihaus Form-Based Code award, followed by the innovative pre-approved building program to provide high-quality designs, cost estimation, and streamlined process for a range of infill housing types including a Carriage House, Duplex, and 6-plex.

Advocating for intentional communities and resilient neighborhoods, she seeks to enrich the lives of each individual within a model of diverse housing where everyone receives the support of and access to vibrant and beautiful places. Jennifer goal is to collaborate with cities seeking to make their regulations better align with the goals of their community, vision for the future, and realities of their place. As office lead and project manager, Jennifer balances an innovative design approach, a deep understanding of regulatory frameworks, and clear communication skills to deliver effective tools for change.



*Pre-approved Building Catalog for South Bend, Indiana led by Jennifer Settle.*  
*2025 CNU Charter Awards - Merit Award in The Region: Metropolis, City and Town Category*

# Megan Reineccius, RA, AICP

Chicago, IL



## Education

*Bachelor of Architecture &  
International Development Studies,  
University of Notre Dame*

*Master of Urban and Regional  
Planning, University of Minnesota*

## Licenses

*APA, American Institute of Certified  
Planners #356538*

*Licensed Architect, Minnesota,  
#58499*

## Relevant Projects

**Missing Middle Neighborhood Kit**  
[www.MissingMiddleHousing.com](http://www.MissingMiddleHousing.com)

*Columbus Citywide Code Update*

*Hanover Housing Opportunity and  
Regulatory Analysis,  
Town of Hanover, NH*

*Harvard Street Corridor FBC  
Town of Brookline, MA*

*Asheville Citywide MMH Study,  
Asheville, NC*

*Vallejo Citywide Code Update with  
Code Diagnosis, Vallejo, CA*

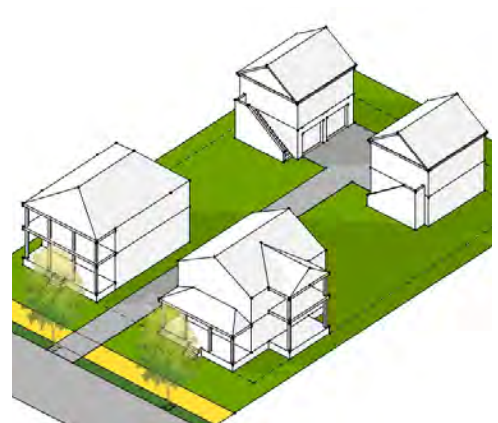
*Prairie Queen MM Neighborhood  
Master Plan and Architecture  
Omaha, NE*

## Senior Associate

Megan's love of walkable, complete neighborhoods began with walks around Saint Paul, Minnesota, admiring the lively and historic architecture of the Cathedral Hill Neighborhood. While her time in Saint Paul sparked the inspiration to become an architect, urban designer, and planner, it was her stints living in Rome, Washington D.C., and the Bay Area that cemented it.

Being passionate about place-making, as well as place-keeping, Megan believes that the road to creating something meaningful for communities starts with getting the right people in the room. Collaborating and listening, the process for creating great spaces for all becomes clear and attainable. With that vision, Megan's work with Opticos is extensive and varied. In her role as Associate, she's led multiple Missing Middle Housing analysis and code testing projects including in Hanover, NH and Asheville, NC to help cities understand how to overcome regulatory barriers to housing. Megan's experience in Form-based coding efforts range from leading the Brookline Harvard Street Form-based code to meet state housing requirements to a visioning and Form-Based Code in Rohnert Park to a city-wide zoning update in Austin, Texas. Her work as an architect and urban designer can be seen in an 80-acre development in Papillion, Nebraska, a 7-unit cottage court in Healdsburg, California, and the innovative Mews Units in Daybreak, Utah. Megan further served as project manager for the creation of Opticos Design's newly launched Missing Middle Neighborhood Kit which is a catalog of prototypes that make it easier for developers to deliver needed and desired housing choices efficiently.

When Megan is outside the office, you can find her running through various city parks, hiking in the wilderness, listening to local musicians, and searching for Missing Middle Housing.







## Education

*B.S. Urban and Regional Planning,  
Cal Poly Pomona*

## Teaching

*Instructor: PLAN 590 "Place-based  
Planning, Design, and Zoning", Spring  
2025*

*Instructor: UP 252 "Form-Based  
Planning + Coding" UCLA, Winter  
2015 and 2016*

*Instructor: URP 498 "Form-Based  
Planning + Zoning" Cal Poly Pomona,  
Spring 2013, 2017, 2018*

*Instructor: FBC 101 + 201, Form-  
Based Codes Institute*

## Relevant Projects

*Kauai County Form-Based Code  
Kauai County, HI*

*Citywide Zoning Code Update,  
Columbus OH*

*Missing Middle Housing Scans:  
North Carolina, South Carolina,  
Georgia, Tennessee*

*Iowa City South District FBC, Iowa  
City, IA*

*Objective Design and Development  
Standards, Santa Barbara, CA*

*Objective Design Standards  
Handbook for Residential and Mixed-  
Use Projects, Association of Bay Area  
Governments*

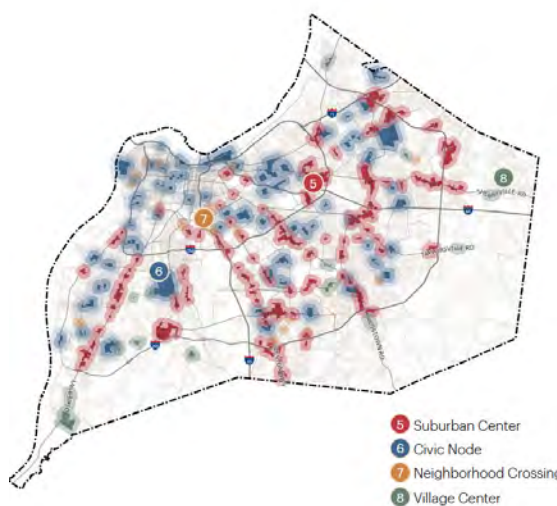
*Folsom Corridor Objective Design  
and Development Standards,*

## Senior Associate, Team Leader

Tony leads Opticos' Zoning Reform and Planning Team to focus on a variety of zoning work: Zoning audits, Missing Middle Housing Scans, Form-Based Code and Objective Design and Development Standards preparation, and citywide Zoning Ordinance Updates. With 36 years of experience, including 12 as a public sector planner, Tony Perez has spent the last 24 years helping communities improve their zoning codes with a focus on writing Form-Based Codes. An expert in translating policy direction into clear and implementable development standards, Tony works to enable the community's vision by identifying and addressing barriers and writing responsive standards.

A leader in advancing the implementation of Missing Middle Housing as well as the practice of Form-Based Codes, Tony is an energetic educator and enjoys working with public sector planners across the United States.

Tony is from the California Delta town of Isleton and lives with his family in Southern California.



# Daniel Grinspan

Chicago, IL



## Education

*Master of Arts in Public Policy,  
University of Chicago*

*Bachelor of Science in Urban  
Planning, Ball State University*

## Senior Designer

Daniel Grinspan is driven to design and plan cities and neighborhoods that are environmentally friendly, socially inclusive, and economically sustainable. This drive comes from Daniels experience living in a variety of different cities across the world such as Jerusalem, Israel, Tegucigalpa, Honduras and Reykjavik, Iceland. As rapid urbanization and population growth continues Daniel plans to manage this growth through a variety of strategies and effective plans.

Daniel has a diverse project experience ranging from urban design to neighborhood planning. With a degree in urban planning focused on urban design from Ball State University, and a Masters of Public Policy from University of Chicago, Daniel has developed a strong passion for his work from both a design and quantitative perspective. Daniel has worked in various communities in need across the United States by gathering community input to implement in comprehensive plans.

# Dylan Rumsey

Chicago, IL



## Education

*Bachelor of Public Administration,  
Rogers State University*

*Master of Architecture,  
University of Notre Dame*

## Senior Designer

Dylan is most interested in creating place-sensitive designs that respect and embrace communities. With a background in Public Affairs, complemented by a Master of Architecture, he possesses a unique blend of expertise that allows him to create healthy urban environments and foster walkable cities. He has first-hand experience in the public sector while he lived in Tulsa, Oklahoma where he worked for the public park known as Gathering Place: a major public infrastructure development that provides entertainment, education, exercise, and other programming elements to over one million visitors each year. Since his work here, Dylan has gone on to work alongside traditional brick-masons in Oklahoma City, and even study architecture and urbanism in New York City and Rome.

Driven by a curiosity about architecture, and the environment, Dylan finds joy in exploring new cities, learning about their intricacies, and uncovering innovative urban solutions. His design process is marked by constant exploration, seeking the best solutions to new challenges.

# All Together.

*is a creative agency focused on community engagement, branding, and placemaking. Our engagement results in joyful experiences for communities and their stakeholders through the built environment, branded communications, and programming that captures the spirit of a place and its people.*



## COMMUNITY ENGAGEMENT

*From the very beginning of each project, we craft a strategic and fully inclusive **engagement process**—from one-on-one conversations to engaging group conversations to broad-reaching digital platforms.*



## BRANDING & COMMUNICATIONS

*We work to instill pride in a sense of place and ensure all project deliverables capture the essence of a place and its people through powerful narrative, **creative messaging and beautiful design**.*



## PLACEMAKING & STORYTELLING

*We ensure communities **tell their story** through programming and the built environment.*

We engaged the Odawa Tribal Nation to create a vision for economic prosperity and housing...



... and help shaped the future of Chicago with the City's first master plan since the 1960s.



We engaged an entire County to address affordability for a resort destination...



... and are bringing electeds, municipal staff, nonprofits, developers, and philanthropists together to tackle Lake County's housing challenges.





AND WHILE EACH PROJECT IS DIFFERENT, HERE'S WHAT WE'VE DONE THAT'S CREATED A BUZZ:

- **We break down complex planning initiatives into easy-to-digest communications.** This leads to excitement around our processes and lots more participation.
- **We meet people where they are with campaigns and QR codes to capture input on the go.** In Madison, we received over 6,400 responses and extensive media coverage of the Dane County planning initiative.
- **We pair colorful placemaking activations with calls-to-action.** For Evanston Thrives, we received over 1,000 survey responses in the first day thanks to custom storefront window installations featured throughout the city.
- **We design eye-catching visuals and highly interactive websites.** In our Clark Street Crossroads corridor study, we launched digital activities (like a crowd-sourced corridor soundtrack) to get people engaged and excited about the project. The result? Over 7,100 project website unique views, 1,800 survey responses, 1,200 community contacts, 500 workshop attendees, and 175 pins on the interactive corridor map.
- **And while we love digital, we value the importance of convenient, in-person engagement.** We've hosted workshops and pop-up workshops, tagged onto festivals and community events, and logged miles in boots-on-the-ground conversations around the country.

**All  
Together.**



## EAST BOULDER ZONING UPDATE

**“If I could afford to stay in Tosa, stay close to my friends and family, I would. But the housing I need isn't available for me.”**

- RESIDENT  
SINCE 1979



# All Together.



## MARISA SCHULZ

LEED NC1

PRINCIPAL

### Contact

- 847.261.4047
- mschulz@alltogetherstudio.com
- /marisaschulz
- alltogetherstudio.com
- Evanston, Illinois

### Education

University of Texas - Austin  
Master of Community  
and Regional Planning

University of Michigan - Ann Arbor  
Bachelor of Arts in English  
Minor in Spanish

### Affiliations

- Adjunct Faculty Member —  
DePaul University, Sustainable  
Urban Development Program
- Lambda Alpha International —  
Ely Chapter
- Congress for New Urbanism
- American Planning Association
- Urban Land Institute
- CNU Central Texas —  
Former Board Member

### About

Marisa is an urban planner and writer with 20 years of experience working on a broad range of planning, communications, and outreach projects within the public, private, and political sectors. From Detroit to Austin to Santiago, Chile, Marisa has worked closely with communities to ensure the public plays a vital role in shaping the design and policies of places. Her work has been featured in Bloomberg, the New York Times, USA Today, and Next City. Marisa has taught both undergraduate and graduate courses in engagement, planning, and design in Chicago. She is a certified facilitator through the National Charrette Institute.

### Relevant Project Experience

- Boise Illustrated Zoning Guide** | City of Boise, ID 2025  
*Stakeholder Interviews, Storyboarding & Graphic Novel Creation*
- Lake County Housing Coalition** | Lake County, IL Ongoing  
*Housing Facilitation, Engagement, Branding + Communications*
- Uplift Cook 2025-29 CON Plan & CEDS** | County County | Cook County, IL Ongoing  
*Multi-jurisdictional Planning, Affordable/Workforce Housing, Branding & Messaging*
- Chicago Central Area Plan (Phase 1-2)** | City of Chicago | Chicago, IL Ongoing  
*Downtown Planning, Multicultural/Bilingual Engagement*
- Sun Prairie Zoning Update** | City of Sun Prairie | Sun Prairie, WI Ongoing  
*Multicultural/Bilingual Engagement, Branding + Communications*
- Moline Riverfront Plan** | City of Moline | Moline, IL 2025  
*Downtown Planning, Multicultural/Bilingual Engagement, Adaptive Reuse*
- Cabrini NOW** | Chicago Housing Authority | Chicago, IL 2025  
*Multicultural/Bilingual Engagement, Branding + Communications*
- Downtown Durham Blueprint 2035** | Downtown Durham, Inc. | Durham, NC 2025  
*Downtown Planning, Multicultural/Bilingual Engagement, Storytelling*
- LaSalle Reimagined** | City of Chicago | Chicago, IL 2024  
*Downtown & Corridor Planning, Multicultural/Bilingual Engagement, Adaptive Reuse*
- Evanston Thrives Retail Action Strategy** | City of Evanston | Evanston, IL 2023  
*Storytelling, Corridor Planning, Multicultural/Bilingual Engagement*
- Dane County Regional Housing Strategy** | Dane County Department of Planning and Development | Dane County, Wisconsin 2023  
*Affordable/Workforce Housing, Multicultural/Bilingual Engagement*
- Clark Street Crossroads Corridor Study** | City of Chicago Department of Planning and Development (DPD) | Chicago, Illinois 2023  
*Corridor + Transportation Planning, Branding + Communications*
- We Will Chicago Master Plan** | City of Chicago | Chicago, IL 2022  
*Citywide Planning, Multicultural/Bilingual Engagement*
- Wauwatosa Equity Plan - Zoning For All** | City of Wauwatosa, WI 2021  
*Storytelling, Branding + Communications, Engagement*
- Pullman National Monument Brand** | Historic Pullman Foundation 2021  
*Storytelling, Branding + Communications*



# All Together.

## KRISTIAN GIST

BRAND STRATEGIST | STORYTELLER

### Contact

✉ [kristian@kristiangistcreative.com](mailto:kristian@kristiangistcreative.com)

in [/linkedin.com/in/kristiangist](https://linkedin.com/in/kristiangist)

🌐 [www.kristiangistcreative.com](http://www.kristiangistcreative.com)

### Education

DePaul University  
Bachelor of Science in Business  
Management and Entrepreneurship

### About

Kristian is a brand strategist and copywriter focused on bringing the authentic story of brands to life. After a decade years of working in marketing, sales, and strategic planning across industries, Kristian took her passion for connecting people with the things they love and merged it with helping businesses go from an idea to a million dollar brand.

With a focus of working on minority-owned and women-owned businesses, her work has formed first-time deals for clients with major retailers, gained media spotlights for clients on the Today Show and People Mag, and positioned brands to secure millions of dollars in grants and fundraising.

Throughout her work, Kristian has had the opportunity to manage media relations, crisis management, and marketing talent to rewrite the narrative of any brand.

### Relevant Project Experience

- **Lake County Housing Coalition** | Lake County, IL *Ongoing*  
*Housing Facilitation, Engagement, Branding + Communications*
- **Downtown Evanston Communications** | Downtown Evanston | Evanston, IL *Ongoing*  
*Branding + Communications, Collateral Design, Signage + Wayfinding, Downtown Placemaking*
- **Lemont Downtown Social Media + Blog + Newsletter** | Lemont, IL *Ongoing*  
*Branding + Communications*
- **Park Ridge Rebrand** | City of Park Ridge | Park Ridge, IL 2024  
*Branding + Communications*
- **WEDC Racine Placemaking** | Wisconsin Economic Development Corp | Racine, WI 2024  
*Placemaking, Public Realm Installations, Storytelling, Training Workshops*
- **Beck Park Redesign** | City of Evanston | Evanston, IL 2023  
*Storytelling, Multicultural/Bilingual Engagement*
- **We Rise Together** | Chicago Community Trust | Chicago, IL 2022-2025  
*Event Management | Branding + Communications*
- **Adventures in Stockton** | Village of Stockton + Galena Country Tourism | Stockton, IL 2023  
*Engagement, Branding + Communications*
- **Relentless Achiever Branding + Product Dev.** | Relentless Achiever | London, UK 2022  
*Storytelling, Branding + Communications*
- **Global Girls Foundation, + Christina Nairobi Branding + Website** | NYC, NY 2023  
*Storytelling, Branding + Communications*
- **SPACE Branding + Creative Direction** | Miki Clayton Talent | Washington, DC | 2024  
*Storytelling, Branding + Communications*
- **High Impact Moments Branding + Product Dev.** | New York, NY 2022  
*Storytelling, Branding + Communications*
- **Today I Did It Right Branding + Product Development** | T/D/R | Lund, Sweden *March 2021*  
*Storytelling, Branding + Communications*
- **Play Like a Girl Rebrand + Email Marketing + Lead Generation** | Nashville, TN 2021  
*Storytelling, Branding + Communications*










# All Together.

## GRACE LI

PLANNER

### Contact

-  224.795.9363
-  gli@alltogetherstudio.com
-  /gracewli
-  alltogetherstudio.com
-  Chicago, Illinois

### Education

University of Illinois Chicago  
Master of Urban Planning & Policy

Jack, Joseph and Morton  
Mandel School of Applied  
Social Sciences at CWRU  
Master of Science in  
Social Administration, Community  
Practice for Social Change

Case Western Reserve University  
Bachelor of Arts in Sociology

### Affiliations

- American Planning Association

### About

Grace is an urban planner with a background in social work. She's passionate about breaking down the pervasive barriers to participation, forging meaningful partnerships with communities, and ensuring her work is grounded in restorative justice. She also loves baking cookies, volunteering as a mentor for high schoolers, and biking on the Chicago Lakefront Trail.

### Relevant Project Experience

- Sun Prairie Zoning Update** | City of Sun Prairie | Sun Prairie, WI *Ongoing*  
*Multicultural/Bilingual Engagement, Branding + Communications*
- Guiding DG** | Village of Downers Grove | Downers Grove, IL *Ongoing*  
*Multimodal & Village Planning, Engagement, Branding + Communications*
- Uplift Cook 2025-29 CON Plan & CEDS** | County County | Cook County, IL *Ongoing*  
*Multi-jurisdictional Planning, Affordable/Workforce Housing, Branding & Messaging*
- Lake County Housing Coalition** | Lake County, IL *Ongoing*  
*Housing Facilitation, Engagement, Branding + Communications*
- Cabrini NOW** | Chicago Housing Authority | Chicago, IL 2025  
*Multicultural/Bilingual Engagement, Branding + Communications*
- Nassau Florida Vision 2050** | Nassau County | Nassau, FL 2025  
*Vision-based Strategy, Multi-jurisdictional Planning, Countywide Engagement*
- Green Bay Comprehensive Plan** | City of Green Bay | Green Bay, WI *Ongoing*  
*Multicultural/Bilingual Engagement, Neighborhood Brands + Communications*
- Hoffman in Motion Transportation Plan** | Village of Hoffman Estates, IL *Ongoing*  
*Multimodal Planning, Multicultural/Bilingual Engagement, Branding + Communications*
- Our Way Forward 2050 Long-Range Transportation Plan** | Will County, IL *Ongoing*  
*Multimodal Planning, Multicultural/Bilingual Engagement, Branding + Communications*
- Central Area Plan (Phase 1+2)** | City of Chicago | Chicago, IL *Ongoing*  
*Downtown Planning, Multicultural/Bilingual Engagement*
- Madison Parks & Open Space Plan** | City of Madison | Madison, WI 2024  
*Multicultural/Bilingual Engagement, Branding + Communications*
- Madison Sustainability Plan** | City of Madison | Madison, WI 2024  
*Graphic Design, Communications, Sustainability Planning, Multicultural/Bilingual Engagement*



# All Together.

## TINA FIGUEROA

BILINGUAL PLANNER

### Contact



787.467.6005



tfigueroa@alltogetherstudio.com



/juliet-tina-figueroa



alltogetherstudio.com

### Education

University of Illinois Chicago  
Master of Urban Planning & Policy  
*Ongoing*

Loyola University  
Master of Arts in Digital Humanities

Seton Hall  
Bachelor of Arts in History

### Affiliations

- Spanish Fluency
- Proficient in HTML/CSS, XML/TEI
- Career Development Committee for Shirley Ryan AbilityLab's Diversity Council

### About

Tina is a digital specialist and urban planner whose interests focus on accessibility and equity. She believes in community-centered decision making to design physical and digital spaces beneficial to all. She enjoys playing volleyball, using public transit, and petting every dog or cat she meets.

### Relevant Project Experience

- **Sun Prairie Zoning Update** | City of Sun Prairie | Sun Prairie, WI *Ongoing*  
*Multicultural/Bilingual Engagement, Branding + Communications*
- **Central Area Plan (Phase 1-2)** | City of Chicago | Chicago, IL *Ongoing*  
*Downtown Planning, Multicultural/Bilingual Engagement*
- **Downtown Durham Blueprint 2035** | Downtown Durham, Inc. | Durham, NC 2025  
*Downtown Planning, Multicultural/Bilingual Engagement, Storytelling*
- **WEDC Racine Placemaking** | Wisconsin Economic Development Corp | Racine, WI 2024  
*Placemaking, Public Realm Installations, Storytelling, Training Workshops*
- **Green Bay Comprehensive Plan** | City of Green Bay | Green Bay, WI *Ongoing*  
*Multicultural/Bilingual Engagement, Neighborhood Brands + Communications*
- **Madison Sustainability Plan** | City of Madison | Madison, WI *Ongoing*  
*Graphic Design, Communications, Sustainability Planning, Multicultural/Bilingual Engagement*
- **Moline Riverfront Plan** | City of Moline | Moline, IL *Ongoing*  
*Downtown Planning, Multicultural/Bilingual Engagement, Adaptive Reuse*
- **Our Way Forward 2050 Long-Range Transportation Plan** | Will County, IL *Ongoing*  
*Multimodal Planning, Multicultural/Bilingual Engagement, Branding + Communications*
- **Cabrini NOW** | Chicago Housing Authority | Chicago, IL 2024  
*Multicultural/Bilingual Engagement, Branding + Communications*
- **LaSalle Reimagined** | City of Chicago | Chicago, IL 2024  
*Downtown & Corridor Planning, Multicultural/Bilingual Engagement, Adaptive Reuse*
- **Dane County Regional Housing Strategy** | Dane County Department of Planning and Development | Dane County, Wisconsin 2023  
*Multi-jurisdictional Planning, Affordable/Workforce Housing, Multicultural/Bilingual Engagement*
- **Beck Park Redesign** | City of Evanston | Evanston, IL 2023  
*Storytelling, Multicultural/Bilingual Engagement*
- **Moline Centre Form-Based Code** | Moline Centre + City of Moline | Moline, IL 2023  
*Downtown Planning, Multicultural/Bilingual Engagement, Communications*
- **We Will Chicago Master Plan** | City of Chicago | Chicago, IL 2022  
*Citywide Planning, Multicultural/Bilingual Engagement*



# All Together.

## ROBIN MARQUAND

DESIGNER

### Contact

✉ [rmarquand@alltogetherstudio.com](mailto:rmarquand@alltogetherstudio.com)

in [/robin-marquand](#)

🌐 [alltogetherstudio.com](http://alltogetherstudio.com)

### Education

Maryville University of Saint Louis  
Bachelor of Fine Arts,  
Graphic Design

Saint Louis Community College  
Associates of Architecture

### Awards

2025 St. Louis ADDYs:

Gold, Social Media  
Single Execution  
Parks in Your Palm  
Enterprise Holdings

Judges Citation,  
Hand Craft Work  
Parks in Your Palm  
Enterprise Holdings

Silver,  
Art Direction  
Parks in Your Palm  
Enterprise Holdings

### About

Robin is a multidisciplinary designer with a background in both architecture and visual communication. She brings a systems-thinking approach to branding, combining thoughtful strategy with bold, inclusive design. Her work is rooted in storytelling and community engagement, often using illustration and playful visual language to create accessible, people-centered identities.

At All Together, Robin contributes to the development of brand systems that are flexible, meaningful, and visually cohesive—always with an eye toward equity and authenticity. Her interest in disability justice and mutual aid shapes her design values, and her curiosity about place makes her a natural fit for projects like where history, identity, and future vision intersect.

### Project Experience

#### BRANDING + COMMUNICATIONS

- **Lake County Housing Coalition** | Lake County, IL *Ongoing*  
*Housing Facilitation, Engagement, Branding + Communications*
- **Lemont Downtown Social Media + Blog + Newsletter** | Lemont, IL *Ongoing*  
*Branding + Communications*
- **Lake Plain Brand Positioning** | Lake County Forest Preserves | Lake County, IL *Ongoing*  
*Branding + Communications*
- **We Rise Together** | Chicago Community Trust | Chicago, IL 2022-2023  
*Branding + Communications*
- **Visit Oak Park Rebrand** | Oak Park Area CVB 2025  
*Branding + Communications*
- **Digital Farming Sustainability Identity Design** | Bayer | St. Louis, MO 2024\*  
*Branding + Communications*
- **Parks in Your Palm Social Execution** | Enterprise Holdings | St. Louis, MO 2024\*  
*Branding + Communications*
- **National Parks Week Concepts + Execution** | Enterprise Holdings | St. Louis, MO 2024\*  
*Branding + Communications*
- **Terrain Identity Expansion** | Terrain | St. Louis, MO 2023\*  
*Branding + Communications*
- **New Business Models New Identity Expansion** | Bayer NBM | St. Louis, MO 2023\*  
*Branding + Communications*
- **Food Security Campaign** | Bayer | St. Louis, MO 2022\*  
*Branding + Communications*

\*Completed while at a former agency



# SIGHTLINE

## PLANNING AND ZONING



**Established in 2023, Sightline Planning and Zoning is an urban planning consulting firm focused on better development regulations for communities large and small.** We envision a future with balanced land uses, greater opportunity, and paths to economic development. With a strong foundation in land use planning, we help implement your community goals through zoning, subdivision, and land development codes that are easy to use and understand.

Sightline Planning and Zoning has quickly established itself as an innovative and reliable urban planning consulting firm since its founding in 2023. The firm is built on the experience of Jake Seid AICP, Founding Principal, who has nearly two decades of public and private sector practice working with communities in the Midwest and across the country.

Our firm offers a unique combination of deep local collaboration and national perspective. We work alongside staff to build on their institutional knowledge while bringing in innovative ideas from projects near and far. Our user-friendly ordinances are crafted in clear, legally sound language, and are supported by illustrations and thoughtful design to make regulations understandable for all users – from residents to developers.

With a small-firm structure, clients receive hands-on attention directly from our Founding Principal throughout our projects. We tailor our work to meet each community where it is, while helping local leaders stay ahead of the curve. Above all, we focus on zoning as a tool for thoughtful community development, housing accessibility, and economic development.

**Location:**  
Chicago, IL

**Ownership Structure:**  
Single Member  
Limited Liability  
Company.

**Firm Size:** 1



## SIGHTLINE

PLANNING AND ZONING

### Education

Master of Urban Planning and Policy,  
University of Illinois at Chicago

Bachelor of Arts in History,  
Rutgers University – Summa Cum Laude

### Professional Affiliations

American Planning Association (APA)

### Certifications

American Institute of Certified Planners (AICP)

### Professional Volunteer Service

American Planning Association, Illinois Chapter:

Past President 2022  
President 2020-2021  
President Elect 2019  
Treasurer 2013-2018

### Awards and Honors

Notable Leader in Community Development  
Crain's Chicago Business, 2022

Top Ten Episode of the Year  
GovLove Podcast, 2021

### Contact

jseid@sightlineplanning.com  
312.339.7992

## Jake Seid AICP

### Founding Principal

For the better part of two decades, Jake has partnered with communities large and small on a wide array of planning and zoning projects. Jake's work focuses on zoning ordinances, land use planning, and authentic community outreach and engagement.

During the course of his career, Jake has honed unique skills and abilities in zoning and land use regulations. He has made a significant impact by crafting easy-to-use zoning codes that implement community goals and provide greater land use flexibility and housing choice.

Jake is dedicated to his community and to his profession, serving for ten years on the Executive Board of the Illinois Chapter of the American Planning Association, including two years as President. Throughout his career, he has been a frequent speaker on topics around modernizing and improving zoning with engagements at the national, state, and local level.

### Work Experience

Chicago Metropolitan Agency for Planning (CMAP), Chicago IL  
>> Senior Planner, 2017-2023; Associate Planner 2013-2017

Camios, Chicago IL, Associate Planner 2008-2012

City of Highland Park, Highland Park IL, Planning Intern 2007-2008

**Project Experience:** Work completed at Sightline, CMAP, and Camios.

### Land Development Ordinances

#### >> As Project Lead

Alsip, IL: Zoning Analysis  
Bensenville, IL: Zoning Ordinance  
Berwyn, IL: Zoning Ordinance  
Elburn, IL: Zoning Ordinance  
Elmwood Park, IL: Zoning Analysis  
Montgomery, IL: UDO  
Norridge, IL: Zoning Analysis  
North Aurora, IL: Zoning Ordinance  
Oswego, IL: UDO  
Park Forest, IL: UDO  
Rolling Meadows, IL: Town Center Ordinance  
South Elgin, IL: UDO  
Wheaton, IL: Corridor Ordinance

#### >> As Project Team Member

Baltimore, MD: Zoning Ordinance  
Buffalo, NY: Green Code  
La Grange Pk., IL: Zoning Ordinance  
Mundelein, IL: Zoning Ordinance  
New Orleans, LA: Zoning Ordinance  
Waukegan, IL: UDO  
Wilmette, IL: Zoning Ordinance  
Winnebago County, IL: UDO

### Comprehensive Plans

Cook County, IL: Maine-Northfield Township Comp Plan  
North Chicago, IL: Comp Plan

### Regional Planning Liaison to Consultant Team

Carol Stream, IL: UDO  
Harvard, IL: UDO  
Richton Park, IL: Zoning Ordinance  
Sugar Grove, IL: Comp Plan  
Summit, IL: Zoning Ordinance

### Additional Planning Projects

Chicago, IL: 107<sup>th</sup>/Halsted TIF Eligibility Study  
Chicago, IL: Roseland Medical District Existing Conditions Report  
Chicago Ridge, IL: Comprehensive Plan Amendment  
La Grange, IL: Special Events Ordinance Analysis  
Rockford, IL: Ellis Heights Choice Neighborhoods Plan





**SB Friedman Development Advisors, LLC (SB Friedman)** is a specialized real estate, community and economic development, and public-private finance advisory firm in Chicago. Now in our 35th year of operation, we develop and assist in implementing strategies to revitalize communities, downtowns, corridors and sites. We have established a reputation for producing ambitious but achievable strategies that are rooted in market reality, financial feasibility and effective implementation.

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

SB FRIEDMAN DEVELOPMENT ADVISORS, LLC  
70 W MADISON ST, SUITE 3700  
CHICAGO, IL 60602  
312-424-4250  
INFO@SBFRIEDMAN.COM  
WWW.SBFRIEDMAN.COM

## EXPERTISE IN HOUSING ANALYSIS & STRATEGIES

SB Friedman brings in-depth experience in conducting citywide, regionwide and site-specific housing needs analyses, formulating housing strategies, and leading policy planning assignments. Our clients include, among others, the Cities of Chicago, IL, Naperville, IL, Wauwatosa, WI, Kansas City, MO, and Sun Prairie, WI, the Berkeley-Charleston-Dorchester Council of Governments, SC, Dane County, WI, and Pinellas County, FL. Our work builds upon our experience in analyzing the market and financial feasibility of all types of residential development, including demand for market-rate and affordable housing. We have conducted residential market assessments throughout the country and in various locational contexts.

Our firm is proud of our broad housing-related experience, which includes:

- » Residential market feasibility analyses, for both market-rate and affordable product, for sites, corridors, communities, counties and regions;
- » Financial analysis and structuring to support affordable housing transactions, evaluation and tailoring of inclusionary zoning/affordable housing set-aside policies, and structuring of a loan fund to preserve naturally occurring affordable housing; and
- » Implementation assistance for communities seeking to develop action plans, policies, programs and strategies to address housing challenges and unmet needs.

## FOCUS ON FEASIBILITY & IMPLEMENTATION

We bring a unique approach to market and financial feasibility analysis from our extensive experience in working on the entire predevelopment process from vision to deal. This experience allows us to function as a “proxy developer,” evaluating and understanding the impacts of policies and market shifts on prototypical developments from the developer perspective. This helps ensure policies and strategies are financially feasible.

## DEEP EXPERIENCE IN HELPING COMMUNITIES CRAFT POLICIES

SB Friedman excels in researching and analyzing various urban economic issues to inform public policy and decision-making. We have conducted numerous studies and developed strategies to help structure policies and programs that support public policy goals related to affordable housing and other economic development priorities. Our work incorporates sophisticated geographic information systems analysis and quantitative data modeling to forecast future scenarios based on various public and private data sources. Our forecasts of future scenarios help municipal and regional policy makers make informed decisions on many pressing issues.





## FRAN LEFOR ROOD, AICP

### PARTNER

Fran guides clients nationwide in reaching their community, economic and real estate development goals. Her in-depth understanding of housing from national housing market dynamics to project-level feasibility allows her to provide creative and implementable solutions to improve communities. Fran has led citywide residential needs analyses and housing action plans/policies to address affordability and other key housing issues. She recently assisted the City of Naperville, IL, in evaluating a potential inclusionary zoning ordinance to address housing needs. She is currently directing Uplift Cook, a planning process that includes the preparation of a Consolidated Plan and Comprehensive Economic Development Strategy for Cook County, IL.

### EDUCATION

Master's in Urban Planning and Policy  
University of Illinois at Chicago

Bachelor of Arts in Public Policy  
University of Chicago

### PROFESSIONAL ORGANIZATIONS

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

Lambda Alpha International  
*Chicago Region Chapter*

Urban Land Institute (ULI)  
*ULI Chicago Advisory Board Member*

### SELECT PUBLICATIONS

"The Nexus Between Land Use and Fiscal Balance"  
APA Zoning Practice, 2019

### SELECT PRESENTATIONS

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

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

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

### SELECT PROJECT EXPERIENCE

#### **Housing Needs Study, Toolkit & IZO Policy Development • Naperville, IL**

Directed a data-driven housing assessment, identified housing-related issues and unmet needs, and identified programs and policies to address housing issues; evaluated and modeled alternate inclusionary zoning ordinance (IZO) scenarios and structured a voluntary IZO policy

#### **Affordable Housing Set-Aside Sensitivity Analysis • Kansas City, MO**

Led a review of market conditions and evaluated the impact of a proposed affordable housing set-aside ordinance on a subset of multifamily projects that have received public assistance to determine the ordinance's impact on the financial feasibility of multifamily developments

#### **Coalition for Housing Solutions • Lake County, IL**

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

#### **Home Ownership Affordability Model • Chicago, IL**

Led the development of a dynamic model to evaluate the feasibility of affordable for-sale homes at various levels of area median income (AMI) on the South and West Sides of Chicago, including testing ability of policy tools to close the financing gap, as part of the Chicago Community Trust's Connecting Capital and Community initiative

#### **Elevated Chicago Feasibility Scan • Chicago, IL**

Led policy research and development of recommendations regarding community control and affordable housing preservation as part of a multi-partner community planning effort to promote equity and resilience around seven transit stations

#### **Uplift Cook: Consolidated Plan and CEDS • Cook County, IL**

Directing the preparation of the 2025-2029 Consolidated Plan and Comprehensive Economic Development Strategy (CEDS) for Cook County; includes countywide housing needs, market and industry cluster analyses and engagement to create informed housing & economic development goals and strategies

#### **Regional Housing Strategy • Dane County, WI**

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

#### **Citywide Housing Policy & Action Plan • Wauwatosa, WI**

Led a comprehensive housing study and needs analysis and formulated policies and strategies to leverage housing opportunities and address challenges for the City of Wauwatosa

#### **Affordable Housing Financial Structuring • Chicago, IL**

Led or managed the structuring of affordable housing transactions for several non-profit developers in Chicago; projects include Lazarus Apartments in North Lawndale, Lucy Gonzalez Parsons Apartments in Logan Square, and Casa Queretaro in Pilsen



## **SAMANTHA MOSKOL, AICP**

### **PROJECT MANAGER**

Samantha brings expertise in real estate market analysis and land use economics. At SB Friedman, she is dedicated to providing municipalities with nuanced technical and qualitative insights to inform their decision-making process. Her select projects include: a housing study that identified housing production and preservation targets for La Porte, IN; a regional housing strategy for expediting the production and preservation of affordable housing, and increasing housing diversity within Dane County, WI; and a study to identify key indicators related to economic and land use trends to support the Chicago Metropolitan Agency for Planning's ongoing initiatives.

### **EDUCATION**

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

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

### **PROFESSIONAL ORGANIZATIONS**

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

### **SELECT PRESENTATIONS**

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

### **SELECT PUBLICATIONS**

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

### **PREVIOUS EXPERIENCE**

Strategic Economics  
Senior Associate, 2021 – 2022  
Associate, 2018 – 2021

### **SELECT PROJECT EXPERIENCE**

#### **Regional Housing Strategy • Dane County, WI**

Provided technical expertise to develop a countywide, multi-jurisdiction, multi-stakeholder regional housing strategy for expediting the production and preservation of affordable housing; facilitated monthly Housing Advisory Committee meetings with 80 stakeholders, and researched existing housing policies, programs and resources available to identify gaps that should be addressed

#### **La Porte Housing Strategy • La Porte, IN**

Assisted the Health Foundation of La Porte and the City of La Porte in identifying housing production and preservation targets and implementation strategies to improve housing conditions and affordability for households across incomes; currently developing a reinvestment strategy and program to preserve and produce housing in La Porte's downtown neighborhoods

#### **Marin Inclusionary Housing Study • Marin County, CA**

*(Completed while at Strategic Economics)* Reviewed the effectiveness of affordable housing inclusionary requirements, identified the housing affordability gap for prototypical housing developments at a range of income levels to calibrate an in-lieu fee, and recommended inclusionary policy refinements

#### **Missing Middle Feasibility Study • San Jose, CA**

*(Completed while at Strategic Economics)* Analyzed the feasibility of over 10 Missing Middle prototypes in San Jose, ranging from townhomes to eightplexes, and for both tenures; findings informed the City's decision to allow Missing Middle housing types by-right within transit station areas

#### **Housing Tools and Strategies Evaluation • Eugene, OR**

*(Completed while at Strategic Economics)* Assessed the feasibility outlook for four residential prototypes and accessory dwelling units, culminating in recommendations to support the development of these prototypes

#### **Commercial Corridors Framework Analyses • Chicago, IL**

Managed assessments of the existing market conditions of commercial corridors on Chicago's North, West and Northwest Sides to determine opportunities for strategic public interventions

#### **Regional Existing Conditions Report • Chicago Region, IL**

Managed a study to identify key indicators related to economic, demographic, land use and fiscal trends for the Chicago metropolitan region, and developed infographics and narratives for each indicator, to support Chicago Metropolitan Agency for Planning's ongoing regional planning initiatives

#### **Livable Centers Initiative (LCI) 25-Year Impact Report • Atlanta, GA**

Managing an effort to identify, obtain and analyze regional housing and economic development metrics to measure the impacts of the Atlanta Regional Commission's LCI program

## 3. Comparable Products

# South Bend Zoning Ordinance

South Bend, Indiana



### Project Area + Context

Citywide

### Products

Form-Based Code

### Status

Complete + Adopted

### Team

Carlson West Povondra  
Architects

### Reference

Tim Corcoran  
Director of Planning +  
Community Resources  
tcorcora@southbendin.gov

## Place-based approach creates more predictable outcomes for both the City and local developers

The South Bend Zoning Ordinance is a form-based code covering the entire city. The local planning staff initiated a process to replace its outdated zoning code after recognizing that the current ordinance was not achieving the community's desired goals of walkable neighborhoods and diverse housing nearby amenities. Broadly organized around the urban transect, South Bend's new zoning ordinance promotes fiscally and environmentally sustainable development, encouraging the re-use of existing properties and urban infill. The code looks to support housing choice and a proper integration of land uses, it eliminates all off-street parking mandates, allows ADUs by right on every parcel of the city, and promotes stronger urban design principles. The code specifically introduced a new zoning district (U2) focused on allowing the lower end of missing middle housing to be easily integrated into neighborhoods. Following the code update, the City continues to look at innovative ways of lowering the cost to deliver new types of housing, offering pre-approved building plans as well as a tax abatement program for new home construction citywide and a program helps cover sewer hook-ups for new infill housing. These incentives have been a key step in implementing MMH and the new zoning code.

### Highlights

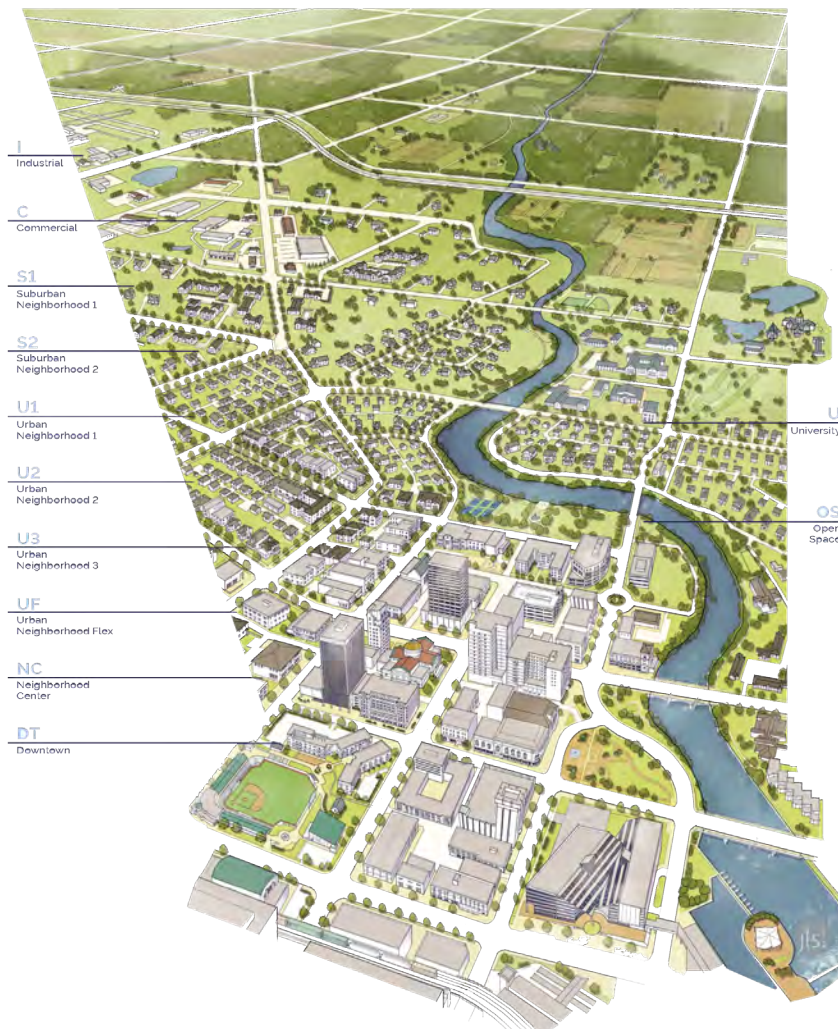
1. Replaced single-family zoning with **mixed housing zones** in targeted areas.
2. **Removed parking requirements** to enable residential infill on existing small lots.
3. Organized as a **living document that can be regularly tested** and readily updated as need and demands of the market change.



“The new code encourages the re-use of historic and other existing spaces and the **creation of new multi-family housing**, a key to ensuring that all our residents—regardless of race or income—can remain in our city.”

**James Mueller**  
Mayor, City of South Bend

ZONING DISTRICT OVERVIEW								Standard Districts
MORE SUBURBAN								MORE URBAN
S1	S2	U1	U2	U3	UF	NC	DT	
<b>Intent</b> The S1 District is established to provide for a mix of medium-density residential development in outlying areas of the City.	The S2 District is established to provide for medium-density residential development in outlying areas of the City.	The U1 District is established to provide for medium-density residential development in outlying areas of the City.	The U2 District is established to provide for medium-density residential development in outlying areas of the City.	The U3 District is established to provide for medium-density residential development in outlying areas of the City.	The UF District is established to provide for medium-density residential development in outlying areas of the City.	The NC District is established to provide for medium-density residential development in outlying areas of the City.	The DT District is established to provide for medium-density residential development in outlying areas of the City.	
<b>Typical Characteristics</b> Primarily single-unit residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	A full range of residential development, including single-unit detached, townhomes, and duplexes. Larger lot buildings, including detached single-family homes and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	Primarily single-unit residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	Primarily single-unit residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	Primarily single-unit residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	A mix of single-unit, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	A mix of single-unit, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	A mix of single-unit, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes. Medium-density residential development, including single-unit detached, townhomes, and duplexes.	
<b>Building Types</b> ■ Single-Family Detached ■ Single-Family Attached ■ Duplex	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	■ Single-Family Detached ■ Single-Family Attached ■ Duplex ■ Townhome ■ Apartment House ■ Second Floor	



## Predictable Tools lead to Implementation and Infill

For ease of use, each zoning district is set up as a 6-page mini code that summarizes the key regulations so that the intent and requirements are clearly expressed and organized in the order a developer, builder, or resident would think about them when building from a blank slate.

In the first 18 months after adoption of the new zoning ordinance, the City saw over \$262 million of approved project valuation while the annual number of rezoning and special exception petitions was reduced by 52% and the number of variance requests dropped by 66%. The City now offers a catalog of 8 building types to help spur development of infill properties.



**SOUTH BEND NEIGHBORHOOD INFILL**  
Pre-approved, ready to build housing

# Middle Housing Zoning for a Growing Midwestern Town

Town of Cumberland, Indiana



Middle Housing Residential Small Zone District



Middle Housing Residential Medium Zone District

## Project Area + Context

Townwide

## Opticos Products

Middle Housing Zone Districts;  
Large Site Design Standards

## Status

Completion in March 2025

## Team

Opticos Design

## Reference

Christine Owens  
Assistant Town Manager  
317-894-6202  
Cowens@cumberland.in.gov

## Small Town, Big Opportunities for Missing Middle Housing

The Town of Cumberland, located just outside of Indianapolis, is anticipating rapid growth due to recent job creation in the region. While welcoming new development, the town desires to protect its small-town character and rural context. Currently, 95% of the existing residential parcels in Cumberland (Hancock County) only allow single-unit housing by right. Town staff and leadership identified a need for zoning tools that could better support additional housing types that align with Comprehensive Plan goals to “encourage diverse housing choices for all levels of the market.” As a result, the Town engaged Opticos to lead a zoning and community engagement process to create two middle housing zoning districts that allow both single-unit and “house-scale” multi-unit options while streamlining the design and development process. In addition, Opticos created walkable neighborhood standards that address numerous undeveloped sites and offer an alternative to the PUD process. To administer these code updates, Opticos created an education toolkit for staff.

## Highlights

1. Two residential **middle housing districts** of low and medium intensities that are inserted into the town's existing ordinance.
2. **Building type and frontage type objective standards** to ensure quality outcomes in line with existing neighborhood character.
3. Walkable neighborhood plan standards to ensure sustainable, walkable and vibrant greenfield development with **a mix of housing, open space, and retail.**
4. **Staff input and community surveys** drove the direction of the code standards.
5. **Robust training sessions** with Planning Commission and Town Staff to support smooth implementation of new standards.







# ADU Guidebooks + Pre-Approved Plans

## Multiple Jurisdictions



### Project Area

Pittsburg, CA; Yuba City, CA; Richmond, CA; design competition in Tucson, AZ

### Products

Lot Analysis Memos, ADU Guidance Documents, Pre-Approved ADU Permit Sets

### Team

Structural Engineer, Energy Consultant

## Streamlining ADU Production for Cities and Homeowners

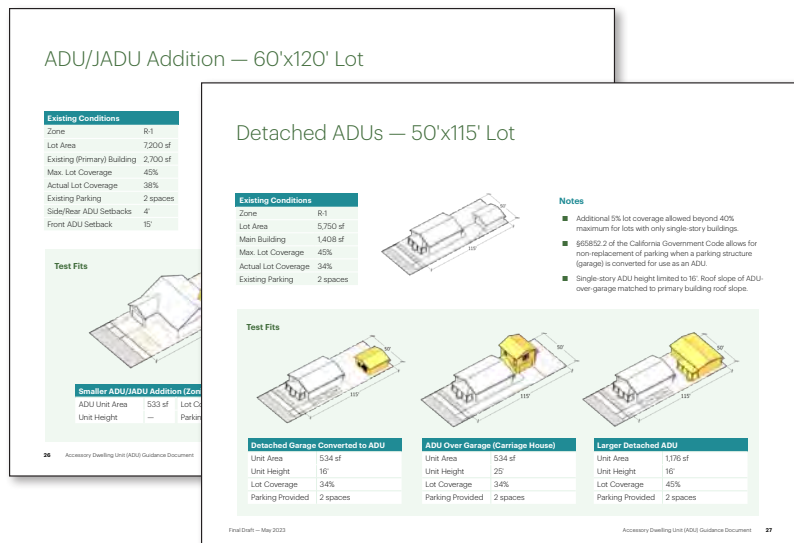
Cities throughout the United States recognize ADUs as a promising tool to meet housing demand, but many cities find ADU production lagging. Opticos Design helps cities develop a variety of tools to address common barriers to ADU production including lot analysis to understand typical lot conditions, guidance documents to help homeowners understand and execute the construction of an ADU on their property, and pre-approved ADU plans. These pre-approved plans help remove some of the barriers to building an ADU by saving homeowners both the soft costs of design and application fees as well as time and effort otherwise spent on the city's standard building permit approval process.

### Highlights

1. Lot analysis ensures that ADU recommendations and pre-approved plans are **applicable to a wide range of prototypical lot conditions** in a particular place.
2. Pre-approved plan sets offer a **fast, easy, and cost-effective** permitting process that expedites built results.
3. Opticos's ADU plans provide a compact, livable unit **designed for flexibility** on diverse lot sizes and orientations.
4. **Graphically-rich, approachable ADU guidebooks** demystify complex regulations for homeowners

## Lot Analysis

Opticos begins with **rigorous lot analysis** to understand typical lot conditions citywide. This analysis informs the **dimensions of model ADU plans** meant for citywide application as well as **zoning and policy recommendations** to ensure that ADU standards reflect conditions on-the-ground.



## Pre-Approved ADU Plans

Opticos creates model plans for ADUs, bringing decades of design experience in compact housing types to create **adaptable, climate-responsive and accessible unit plans** that can serve a broad range of residents within the community.



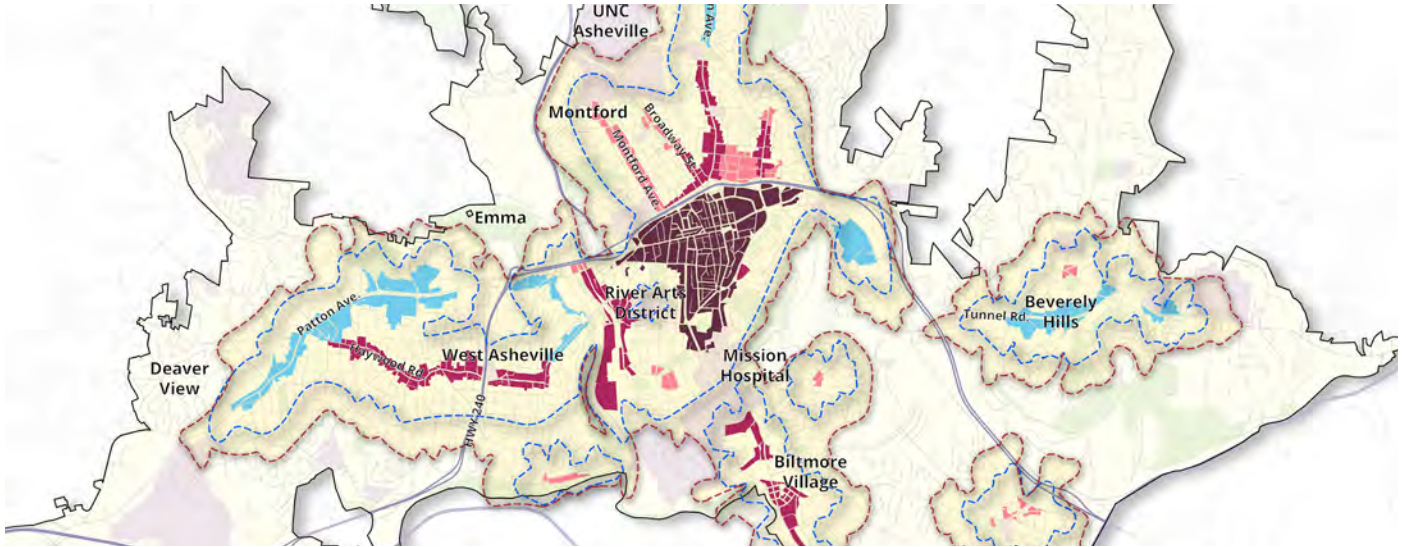
## ADU Guidebooks

Opticos creates guidebooks that educate community members about ADUs, **demystify ADU regulations**, and walk homeowners through a **step-by-step process** to **design, permit, and build** an ADU in their city.



# City of Asheville Missing Middle Housing Study

Asheville, North Carolina



## Reference

Vaidila Satvika  
City Planner, City of Asheville  
vsatvika@ashevillenc.gov

## Project Area + Context

51.2 sq miles

## Products

Missing Middle Housing Report

## Status

Complete

## Team

Opticos Design, Inc.

## Examining Barriers to MMH in Asheville

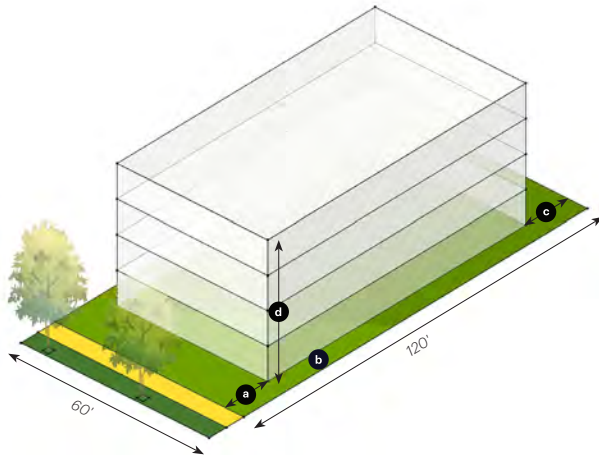
Increasing access to more attainable, lower-cost housing has become a priority for many cities and City's across the US, including the City of Asheville, North Carolina. Asheville's Planning Department hired Opticos Design to perform a regulatory audit of the City's zoning districts. A thorough scan of the existing regulations revealed barriers the City's zoning code placed on housing development. Given these findings, a series of recommendations were made by Opticos to give Asheville a path forward to expanding housing choice. Throughout the process, Opticos worked with the City to engage local housing advocates and community members.

## Highlights

1. Modeled test fits on typical lot sizes, **conducted financial feasibility analysis**, and tested development capacity based on feasibility with opportunity sites.
2. Examined existing policies and standards to **identify barriers to housing production**.
3. Identified existing context types to **guide future housing type selection and zoning reforms**.
4. **Recommended zoning, and entitlement changes** to create greater housing diversity across various income levels.
5. Modeled baseline and development scenarios to illustrate potential housing outcomes to **help the City in decision-making**.



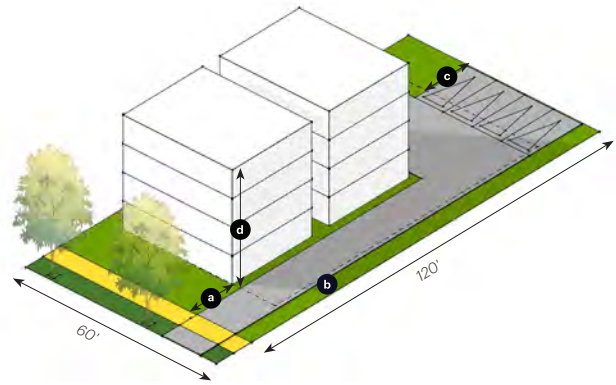
## Allowed Envelope per Existing Standards



Allowed Envelope per RM-6 Standards for 60' x 120' Lot	
Lot Metrics	
Min. Lot Area	6,000 sf + 1,000 sf for each additional unit over 2
Min. Lot Width	60'
Lot Area of Tested Lot	7,200 sf
Density	
Max. Units Allowed	3 units max. for lot size tested (Up to 12 units per building)
Max. Resultant Density	18.2 du/ac for lot size tested
Parking	
Min. Parking Spaces	1 sp/unit for 2 beds or less 2 sp/unit for 3 beds or more
Max. Parking Spaces	2 sp/unit for 2 beds or less 3 sp/unit for 3 bed or more
Open Space for Multi-Family	
Min. Open Space	8-19 units: 5%-10% 20-49 units: 10%-15%



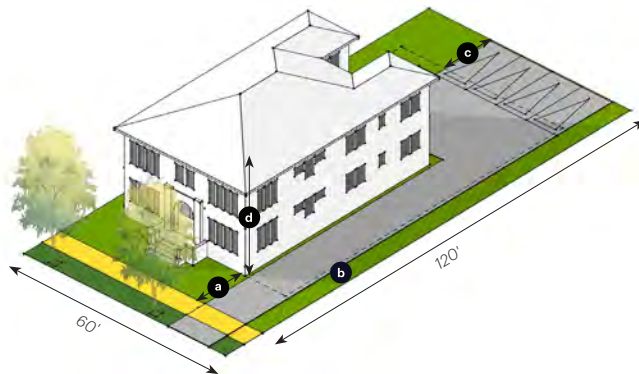
## Potential Development per Existing Standards



Potential Development per RM-6 Standards		
Lot Metrics	Shown Above	Allowed per RM-6
Lot Area	7,200sf	6,000 sf min. for 2 units
Lot Width	60'	60' min.
Density		
Number of Units	2 units detached	3 max. per lot size; (up to 12 per bldg)
Density	12.1 du/ac	18.2 du/ac for lot size tested
Building Form		
Height/ Stories	40' / 3.5	40' max.
Avg Unit Size	3,200 gsf	-
Total GSF	6,400 gsf	-
Building Footprint	940 sf each	-
Parking		
Parking Spaces	4 provided	4 min.; 6 max.
Open Space		
Open Space	-	none required



## Missing Middle Fourplex Alternative



Test Fit Buildout		
Lot Metrics	Shown Above	Allowed per RM-6
Lot Area	7,200 sf	8,000 sf min. for 4 units
Lot Width	60'	60' min.
Density		
Number of Units	4 units	3 max. per lot size; (up to 12 per bldg)
Density	24.2 du/ac	18.2 du/ac for lot size tested
Building Form		
Height/ Stories	22' / 2 stories	40' max.
Avg Unit Size	1,005 gsf	-
Total GSF	4,020 gsf	-
Building Footprint	2,010 sf	-
Parking		
Parking Spaces	4 provided	4 min.; 8 max.
Open Space		
Open Space	-	none required



## Targeted Zoning and Policy Changes to Support Missing Middle Housing

Existing standards were tested on actual lots to understand **what the current zoning allows versus what it yields**. Opticos then showed how MM types could fit on the same lot, with slight zoning changes, and analyzed its feasibility, attainability, and livability.



### Attainability

This MMH prototype was tested as a **rental product**.

- Estimated rent: **\$2,308 - \$2,476** per unit; 121% AMI.

The Fourplex scenario is **more attainable** compared to the two single-family home scenario encouraged by existing standards which is out of reach for most Asheville households (386% AMI). The smaller units in the MMH option create more numerous and affordable housing options.



### Feasibility

A Fourplex development would likely be feasible as a for-rent product, but could also be an option as for-sale condominium units. The Fourplex scenario would also now be allowed by International Residential Code which is recognized by North Carolina state law, increasing overall feasibility. The allowed scenario showing two single-family homes under existing standards is also likely to be feasible if sold as condominiums.



# Missing Middle Housing Scan and Opportunity Sites

Lake Bluff, Illinois



## Reference

Drew Irvin  
Village Administrator  
dirvin@lakebluff.org

## Project Area + Context

Village Size: 4 square miles  
Village-wide study

## Products

Missing Middle Housing Study

## Status

Complete

## Team

Opticos Design, Inc.

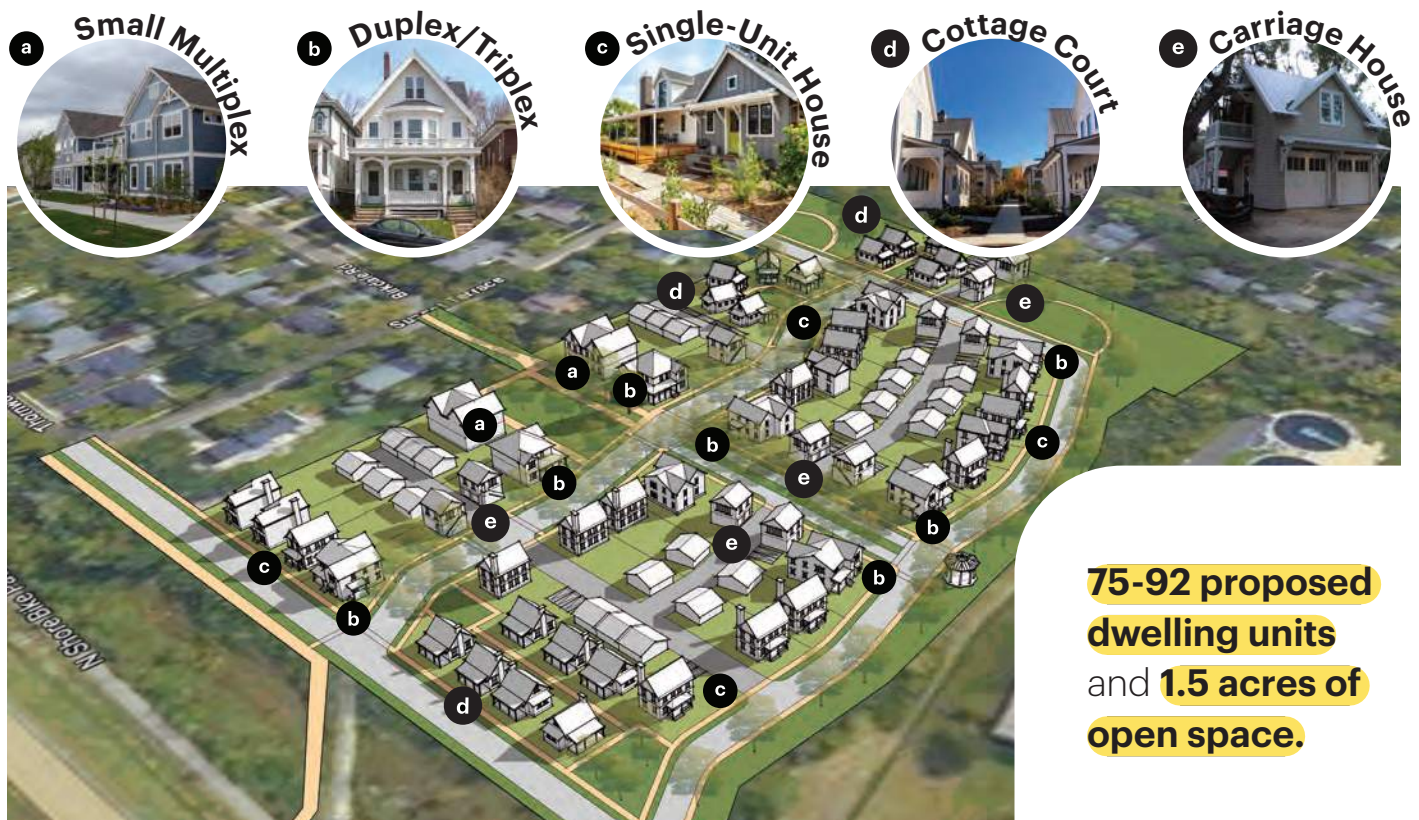
## Small-Scale Missing Middle Housing

Lake Bluff, Illinois (a village with a population of nearly 6,000 people and 30 miles north of Chicago) maintains a charming downtown and a reputation as a highly desirable place to live, driving the average sale price for a detached house above the county average. It doesn't adequately serve the demographic shift towards an aging population (52% of households have one person over 60 years old) and smaller households (56% consist of one or two persons). As a mitigation strategy, the Lake Bluff Strategic Plan aims to "encourage diverse housing implementation for residents in all stages of life." In this study, Opticos used key sites to test the potential for Missing Middle Housing options that could meet this goal. Two infill sites within the downtown core and an 11-acre greenfield site explored low and high-intensity concepts that offered housing types that fit within the small-town scale and character of the Village. Accompanying these opportunity site studies, Opticos recommended adjustments to two zoning districts and several zoning tools that would enable the proposed development scenarios.

## Highlights

1. The lower end of Missing Middle Housing types best matched the scale and character of the existing neighborhood while still providing **needed housing diversity**.
2. Design scenarios were accompanied by **simplified zoning recommendations that would encourage Missing Middle Housing Development**.
3. This study was initiated as part of the Village's **Comprehensive Plan update**, which integrated zoning and housing recommendations from the study.





Aerial image of the 11-acre opportunity site in Lake Bluff that was studied for its capacity to house a range of small Missing Middle Housing types.

**96% of housing Lake Bluff is Single-Unit**, compared to 66% in Lake County.

Only **0.2% of land in Lake Bluff allows Multi-Unit housing "by-right."**

### Using Test Fits to Illustrate Barriers and Opportunities



**Maximum Yield and Form:** Existing zoning standards such as parking requirements, large setbacks, and lot size minimums yield a low threshold of development that isn't feasible on this valuable site in downtown Lake Bluff.



**Adjusted Zoning Standards:** Proposed standards specifically calibrated for this downtown site enable a range of context-appropriate buildings with pedestrian-oriented frontage and smaller housing options near local businesses and the Metra station.



# Citywide Land Development Code Diagnosis-Housing Focus

Louisville, KY



## Identifying Policy Barriers to Housing Affordability

### Project Area + Context

398 sq mi, consolidated city-county government

### Products

Slide deck containing analysis and recommendations

### Status

Complete.

### Reference

Emily Liu  
Director, Louisville Metro  
Planning + Design Services  
444 South 5th Street, Suite 300  
Louisville, KY 40202  
(502) 574-6678

### Budget



\$185,000

Seeking to deliver new housing that their growing populace could afford—and inspired by Dan's walking tours of local Missing Middle Housing during CNU 27—the City of Louisville enlisted Opticos for analysis and recommendations in order to make their Land Development Code friendlier to these housing types. Opticos pointed out the difficulties developers would encounter in entitling a Missing Middle project and proposed specific solutions for alleviating the barriers. Even well-intended, staff-driven, Form-Based Code efforts had metrics that did not enable a broad range of housing choices as intended.

## Highlights

1. Ongoing consultation and final presentation to planning staff conducted via **web conference**.
2. Analysis covered **seven zones** as well as their intersection with context-based form standards.
3. Deliverable designed to be a **living document for staff to share** with other stakeholder groups.
4. Assessed effectiveness of existing incentives for **diverse housing**.
5. Careful consideration of **context-sensitive** recommendations.

## R-7 Suburban vs. R-7 Traditional – separate zones?

Suburban: 7031 Culver Ln	Traditional: 2621 Virginia Ave
 <ul style="list-style-type: none"> <li>Large parcel (36.8 acres)</li> <li>Residential neighborhood; fenced off from nearby retail</li> <li>Parking in dedicated lots</li> </ul>	 <ul style="list-style-type: none"> <li>Small parcels (0.2 acres)</li> <li>Mixed-use neighborhood; connected to nearby retail</li> <li>Parking on street</li> </ul>

Opticos' context-aware analysis helped reveal ways that Louisville's LDC could better serve distinct areas of the city.

## 3 Standards Limit Delivery of Housing Choices

Current code does not permit full range of types

**Densities too low**

**Lot sizes too high**

**Parking minimums too high**

**Recommendation:**  
\$ / High Priority

Embed full range of types into new single-tier zones.

Full Range of Missing Middle Housing Types and Necessary Densities



Residents and city staff would like to see a greater range of housing choices in the Louisville metro. Opticos recommended specific ways to enable these types by right.

## 1 Two-Tiered Zoning System is Overly Complicated

- What Louisville calls form standards are typically identified as "development standards"
- Split creates an unnecessary level of complexity, especially since there may be multiple zones within each Form District

**Recommendation:**  
\$ / High Priority

These should be compressed into integrated/single-tier zones containing all applicable standards and appropriate metrics calibrated to the context.

**Recommendation:**  
\$ / High Priority

These should be compressed into integrated/single-tier zones containing all applicable standards and appropriate metrics calibrated to the context.

## Next Steps

Specific recommendations were highlighted in the document, and each was identified with a priority level and a rough estimate of the budget required to rework that aspect of the code.

Zone	Use	Max FAR	Max Density	% of County Mapped
R-4	SF	0.5 (1.5 ADI; additional for CS)	4.84 (6.05 MRDI)	53.50
R-5	SF	0.5 (1.5 ADI; additional for CS)	7.26 (9.07 MRDI)	10.51
UN	SF	0.75 (3.0 with PD option)	1 per lot (58.08 with PD option)	0.08
R-5A	MF	.5	12.01	1.32
R-5B	Duplex	.5	2 per lot	0.08
R-6	MF	.75	17.42	3.12
R-7	MF	1	34.8	1.53
R-8A	MF	3	58.08	0.02



### Potential barriers

to Missing Middle Housing and affordability.

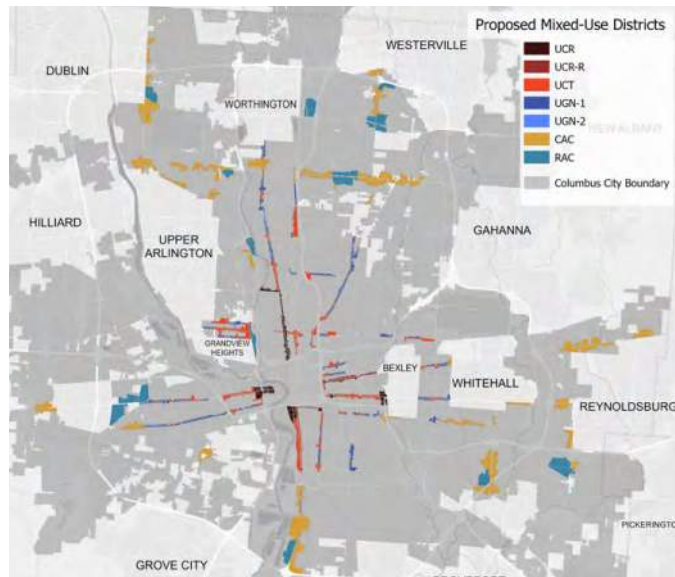
## Obstacles in Zone Standards

Opticos' experience with the types and their requirements helped to demonstrate how Louisville's regulations unintentionally prohibited Missing Middle Housing.

R-4 Zoning District	Traditional Neighborhood Form District	(Suburban) Neighborhood Form District
Max Density	4.84 du/acre (9000 sq ft/du). Up to 6.05 du/acre using MRDI (Section 4.3.20)	
Allowed Uses	SF	
Max FAR	0.5 (Can go up to 1.5 on reduced size lots created in accordance with the Alternative Development Incentives regulations: Chapter 4, Part 5)	
Lot Area	9,000 sq ft	9,000 sq ft
Lot Width	60' min.	60' min.
Front Setback	15' min., 25' max.	30' min.
Side Street Setback	15' min.	30' min.
Side Setback	5' min.	5' min.
Rear Setback	5' min.	25' min.
Building Height	35' max.*	35' max.
Parking Requirements	SF/Duplex min.: 1 sp./du SF/Duplex max.: N/A MF min.: 1.5 sp./du MF max.: 2.5 sp./du	SF/Duplex min.: 2 sp./building SF/Duplex max.: N/A MF min.: 1.5 sp./du MF max.: 3 sp./du

# Citywide Zoning Code Update for Corridors

Columbus, Ohio



## Project Area + Context

Citywide

## Opticos Products

Atlas of Existing and Future Place Types; Microscale Analysis; Form-Based Zones for Corridors + Neighborhoods; Updated Zoning Map

## Status

Corridor Zoning Adopted July 2024. Neighborhood Zoning to start in 2025.

## Budget

\$2,602,000

## Team

Lisa Wise Consulting (Lead), Opticos Design (Form-based Code), Peter Park (Strategic Advising), Patrick Siegman (Parking), Cascadia Partners (Capacity)

## Reference

Kevin J. Wheeler  
Assistant Director for Growth Policy  
614-645-6057  
KJWheeler@Columbus.gov

## Comprehensive Zoning Update for a Mature Metropolitan Midwest City

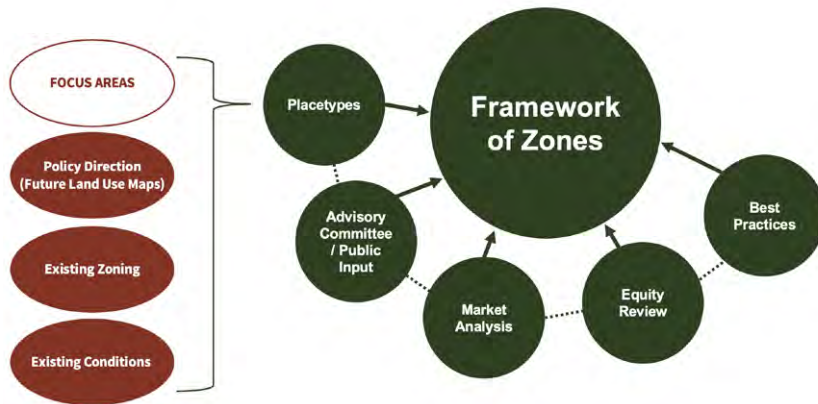
The City of Columbus, Ohio selected a multi-disciplinary team to complete a comprehensive update of the City's 70-year-old zoning code to align with their housing and transportation goals. Following a 2021 code assessment by Lisa Wise Consulting and Opticos, Phase One (ongoing) focuses on the City's mixed-use corridors. Phase Two will address residential zoning for the City's neighborhoods. Opticos developed a framework of place types, which included a detailed analysis of existing physical conditions, consideration of the underlying zoning and pattern of variances, and a study of policy direction from over 30 area plans to establish six new mixed-use zoning districts that consider varying desired degrees of change. The palette of zones leverages the development capacity along transit routes and neighborhood main streets with predictable standards to support equitable economic vibrancy, enable affordable housing options, and streamline administrative procedures.

## Highlights

1. Without a citywide future land use map, **Opticos used a Place-Type approach to translate local area plans** and articulate the community's desired degree of change in a consistent language.
2. Identifying neighborhood and regional centers along mixed use corridors to focus intensity in order to **prioritize development** efforts.
3. Phase I consists of analysis of **140 linear miles of corridor** and nearly 11,500 parcels, 32 Area Plans, and nearly 1,000 existing variances.
4. Robust **education and listening sessions** with the Advisory Committee, City Staff, and community members.



## A Place Type Approach to Zoning



## Testing Standards for Compatibility and Feasibility

Zone standards were tested on both small and large sites to understand the impact of the proposed Building Form standards. Existing built examples throughout the City were carefully studied to calibrate Frontage types and Massing and Articulation standards. Balancing flexibility and design control was the main focus of the iterative process with City Staff and key stakeholders.

## Ensuring the Pedestrian Experience

<b>Key</b> 	<b>Key</b> 
<b>C. Building Placement</b> <b>Setback</b> Front (Facade Zone) 5' min.; 25' max. Side (Facade Zone) 5' min.; 25' max. Side Abutting Residential Districts 5' min. Abutting All Other Districts 5' min. Rear (No Alley) 10' min. Abutting Residential Districts 10' min. Abutting All Other Districts 5' min. Rear (Abutting an Alley) 5' min. <b>Facade Zone</b> Front St., Side St. Total length of facade required within or abutting facade zone 50' min.; 30' min. <b>Footprint</b> Building Coverage 80% max. <b>Open Space</b> On-Site Open Space per Unit (Private or Common) 25' min. (Where applicable, front setbacks must be adjusted to match the average building setback on a block-face. See Section 8.30.05D (Measuring Contextual Setbacks).)	
<b>D. Building Form</b> <b>Height</b> Principal Building 4 max. Stories 48' max. Height Allowed with Bonus Roof Access/Parapet 10' max. Ground Floor (Floor-to-Floor) Residential 9' min. Non-Residential 12' min. Depth, Ground Floor Space Accessory Structure 20' max. <b>Agency Requirements for Buildings Abutting a Residential or Apartment District in a 35' Height District</b> Building Height (stories/feet) Distance from Rear Side Parcel Line* Above 3 stories/30' 20' min. *See Section 8.30.03D (Measuring Buildings and Site Features). *For the purposes of adjacency, properties across an alley must be considered abutting. *See Section 8.30.07D (Measuring Agency Requirements).	

**Building form:** Objective zone standards were graphically articulated to ensure predictable outcomes for a range of mixed-use contexts of different intensities. Building form, height, transparency, parking, and frontages ensure a quality pedestrian experience.

<b>C. Module Standards</b> Each module is required to differentiate from adjacent modules(s) with at least one of the following features. <b>Major Wall Plane Shift</b> 1. Wall plane to shift (i.e. project or recess) from the adjacent facade; 2 feet min. 2. Length of module wall plane projection or recession: Entire Module length. Refer to Table F.20.03D.8. 3. A wall plane is required to extend vertically throughout the module's base, middle, and top. <b>Minor Projection or Recession</b> 1. Depth of projection or recession from the adjacent facade; 2 feet min. 2. Width of projection or recession: 6 feet min.; 12 feet max. 3. A projection or recession may be located at the edge of a module or between modules. 4. A recession is required to extend vertically through the module's middle and top; it is allowed to extend through the base. 5. A projection is required to extend vertically through the module's middle; it is allowed to extend through the top and/or base. <b>Upper Floor(s) Setback</b> 1. Setback from facade plane of main body; 10 feet deep min. 2. Length of setback: 20 feet min. 3. When there is an upper-floor setback, the story directly below the setback must then be required to provide a top per the requirements of Section F.20.04D (Base, Middle, and Top Design).	

**Massing and Articulation:** Providing standards to regulate building massing and articulation was a tricky balance of providing enough definition to prevent long monotonous facades, but allow for diversity of styles and development feasibility.

## Defining Place Types

Columbus does not have a comprehensive future land use map to direct future zoning, therefore, Opticos used a Place Type approach that cataloged existing lot sizes through GIS, studied existing building form, and compiled the future land use direction from over 30 area plans as well as recent transit planning efforts. Opticos used this analysis to define and map a spectrum of auto-oriented to urban places that informed the zoning designations.

ZONING FRAMEWORK FOR COLUMBUS CORRIDORS				
Menu of Place Types				
Regional Activity Center	Urban Center	Urban Center	Urban Center	Urban Center
 Lot Width: Large to Extra Large Attached or Detached Buildings: Attached or detached buildings, widely spaced Building Height: up to 10 stories Building Placement: Versus buildings set back moderately set back from sidewalk Parking Placement: on the side, or rear Use Type: Mixtures of commercial, professional offices, and multi-family residential mixed horizontally or vertically	 Lot Width: Medium to Large Attached or Detached Buildings: Attached or detached buildings, closely spaced Building Height: up to 6 stories Building Placement: Buildings set back from the sidewalk or moderately set back Parking Placement: on the side, or rear Use Type: Mixtures of commercial, professional offices, and multi-family residential mixed vertically	 Lot Width: Medium to Large Attached or Detached Buildings: Attached or detached buildings, closely spaced Building Height: up to 6 stories Building Placement: Buildings set back from the sidewalk or moderately set back Parking Placement: on the side, or rear Use Type: Mixtures of commercial, professional offices, and multi-family residential mixed vertically	 Lot Width: Medium to Large Attached or Detached Buildings: Attached or detached buildings, closely spaced Building Height: up to 6 stories Building Placement: Buildings set back from the sidewalk or moderately set back Parking Placement: on the side, or rear Use Type: Mixtures of commercial, professional offices, and multi-family residential mixed vertically	 Lot Width: Medium to Large Attached or Detached Buildings: Attached or detached buildings, closely spaced Building Height: up to 6 stories Building Placement: Buildings set back from the sidewalk or moderately set back Parking Placement: on the side, or rear Use Type: Mixtures of commercial, professional offices, and multi-family residential mixed vertically

Table F.40.03D.C. Procedure for Framework Plan for Development Sites ≥ 10 Acres	
Steps	Example Site (equal to or greater than 10 acres)
<b>Step 1: Identify the Development Site</b> The development site is the entire site within the scope of the development, which may include one or more parcels. The overall development site is delineated through a survey and must identify the existing public realm including indication of the primary street(s).	
<b>Step 2: Identify and Extend the Public Realm to Create New Blocks</b> Extend the public realm into the development site to create new blocks per the standards of Division F.40.04D.A. The Framework plan must depict all streets, internal circulation or alleys, sidewalks, open spaces, and multi-use trails at the block level. --- Pedestrian Connection --- Alley Connection	
<b>Step 3: Locate Open Space</b> On the Framework Plan, indicate one or more common open space(s) that meet the standards of Division F.40.04D.C.	

**Large Site Standards:** Many large development sites along the corridor are ready for transformational redevelopment. Opticos provided site design standards to guide the transformation of large sites into walkable development patterns.



# CITY OF BOISE ILLUSTRATED ZONING GUIDE

BOISE, IDAHO

*Making zoning not just accessible, but actually engaging for everyday people.*

We all know Zoning Codes are highly technical documents and can be very tough for people unfamiliar with development or law to navigate.

The City of Boise modernized their zoning code and anticipate increased interest from neighborhood residents, first-time developers, and even educators who are looking to wrap their heads around the physical design of their city and how these new regulations will contribute to that design.

All Together is designing a graphic novel that:

- + tells the story of zoning.
- + helps ground critical elements of the code in the reality of the city's built environment.
- + utilize storytelling and illustration to communicate key planning concepts.
- + bring more people into planning efforts.
- + create an educational tool for City staff and developers to use when communicating with the public.

## Details:

**Start Date:** August 2024

**Completed:** June 2025

## Reference:

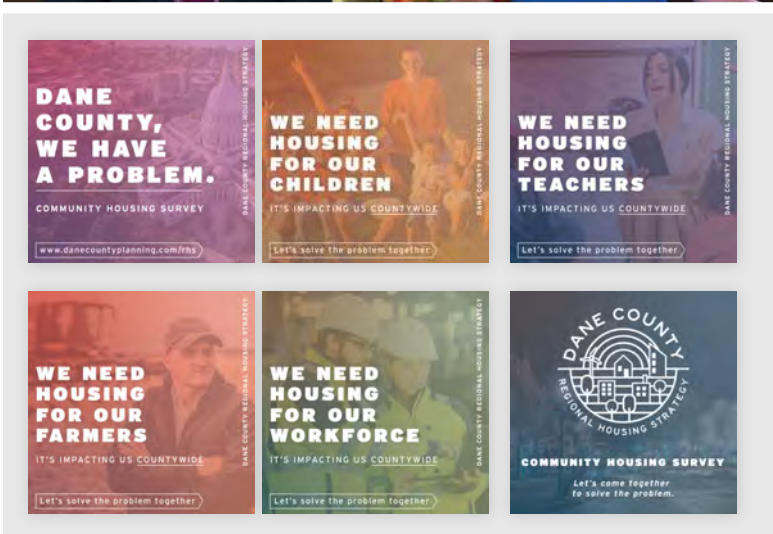
**Lena Walker**

City of Boise Planning & Development Services

[lwalker@cityofboise.org](mailto:lwalker@cityofboise.org)

**All  
Together.**





# DANE COUNTY REGIONAL HOUSING STRATEGY

DANE COUNTY, WISCONSIN

*Coming together to take the next step in affordable and workforce housing.*

Dane County is home to Madison and a number of other cities, towns, and villages ranging in size and character. All Together, SB Friedman, and partners were engaged to help the County lead communities through a strategic planning process to address the affordable housing crisis. The Dane County Regional Housing Strategy (RHS) is bringing together over 70 partners from across the region, including elected officials; municipal staff; and housing, transportation, and social service organizations for a year of visioning and implementation planning to take the next steps to expedite the development and preservation of affordable and workforce housing.

From creating a custom playing card game to an interactive voting paddle exercise, All Together is fostering an engaging environment for community leaders to build on local and regional efforts, strengthen collaboration, and create a vision for the future of housing in Dane County for the next 10-20 years. We are also leading project communications, creating education campaigns around the housing crisis and why this initiative is so important.

## Details:

**Start Date:** August 2022

**Completed:** April 2024

## Reference:

**Olivia Parry**

Senior Planner

Dane County Planning & Development Department

Parry@countyofdane.com

608.266.4270

**All Together.**





# WE WILL CHICAGO + DOWNTOWN PLAN

CHICAGO, ILLINOIS

*A vision for the Windy City rooted in equity, resiliency, and community input.*

**First came the citywide plan.** All Together has led and been a part of engagement and policy development for Chicago's first citywide planning process completed since the 1960s. In coordination with our clients, we designed the planning phase workshops to engage a cross-sector group of 80 stakeholders from Chicago, including community-based organizations, civic institutions, private and philanthropic sectors, and government.

All Together led the engagement process, organizing and facilitated 90 "pillar" conversations that include over 250 participants, including City departments, sister agencies, artists, organizations, and stakeholders. The result? A post-pandemic vision for the Windy City rooted in equity, resiliency, and community input. Review [the Plan](#).

**And then came the Downtown Plan** which came out of the We Will process. We have engaged thousands of voices and are crafting strategies and development concepts around growth scenarios for the nation's fastest growing downtown in the nation.

## Details:

**Start Date:** September 2020

**Completed:** We Will (2022) + Downtown Plan, Phase 1 (2023)  
Downtown Plan, Phase 2 (ongoing)

## Reference:

**Cindy Chan Roubik**

Deputy Commissioner, City of Chicago

Cynthia.Roubik@cityofchicago.org

312.744.0012

**All Together.**

## Oswego, IL Unified Development Ordinance (UDO) Adopted 2024 – [Click here to view the ordinance](#)



### Project Summary

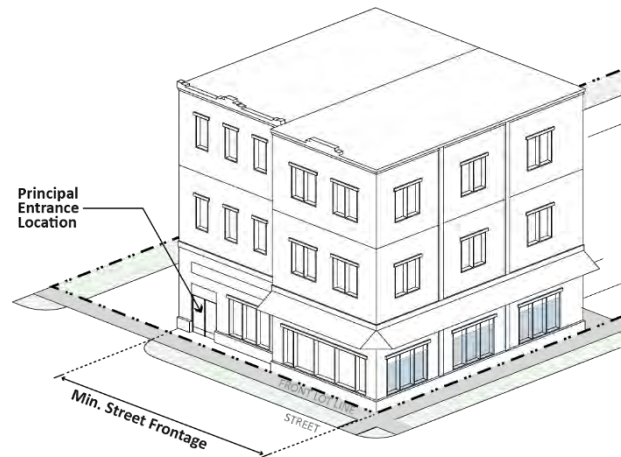
Oswego is one of the **fastest growing communities in Illinois**, but its zoning and subdivision regulations **had not kept pace with the rate of growth**. The old ordinances had become so outdated that nearly all development was approved through the planned unit development (PUD) process.

The new UDO facilitates more by-right development to provide consistent development outcomes. Single-family residential districts will allow duplexes, townhomes, and accessory dwelling units to provide greater housing choice.

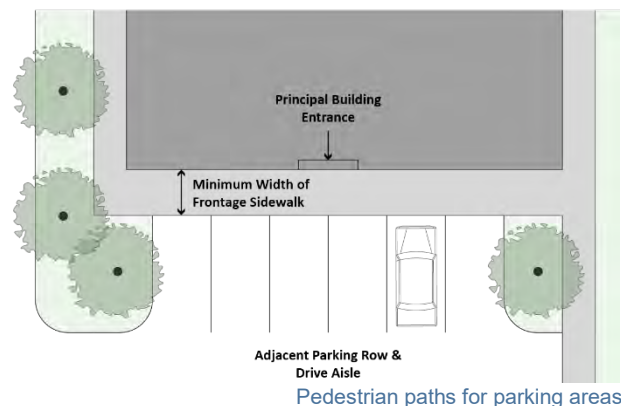
The UDO also includes Oswego's **first ever downtown zoning district to balance the historic character of existing development, recent residential growth, and proximity to the Fox River**. In addition, the UDO right sizes minimum parking requirements and includes maximum parking requirements so parking areas do not take up valuable land for development.

### Reference

Rod Zenner  
Development Services Director  
Village of Oswego  
100 Parkers Mill, Oswego, IL 60543  
(630) 554-3622 | [rzenner@oswegoil.org](mailto:rzenner@oswegoil.org)



Commercial district design standards





## Elburn, IL Zoning Ordinance Adopted 2024 – [Click here to view the ordinance](#)



### Project Summary

When Elburn's leaders are evaluating land use and community development decisions their mantra is **better, not just bigger**. Sightline worked with Elburn to create a **new zoning ordinance that implements this vision**. The Village had not comprehensively revised its zoning regulations since 1993. The community wanted to ensure that new development **implemented its updated comprehensive planning and transportation goals**. A major part of this effort is Elburn's new Downtown zoning district, which will enhance the historic character of Main Street and forge connections to the Elburn Metra Station.

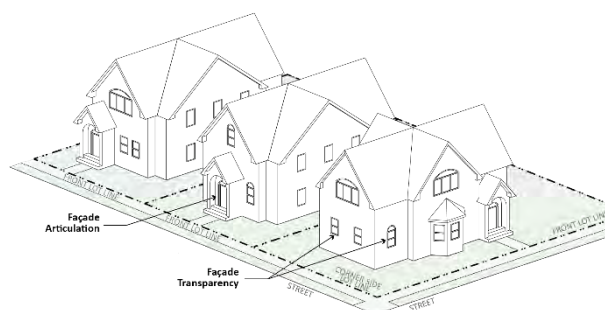
With development pressure building, the Village was committed to completing the project in under a year. **Sightline was able to provide Elburn with a new zoning ordinance in 10 months**. In addition, the firm provided a comprehensive review of the Village's subdivision ordinance, sign ordinance, and comprehensive plan based on the updated zoning standards.



Community outreach at the Elburn Christmas Stroll

### Reference

Chris Ranney  
Village Administrator  
Village of Elburn  
301 E North Ave, IL 60119  
(630) 365-5060 | [cranney@elburn.gov](mailto:cranney@elburn.gov)



Residential district design standards



## South Elgin, IL Unified Development Ordinance (UDO) Adopted 2018 – [Click here to view the ordinance](#)



### Project Summary

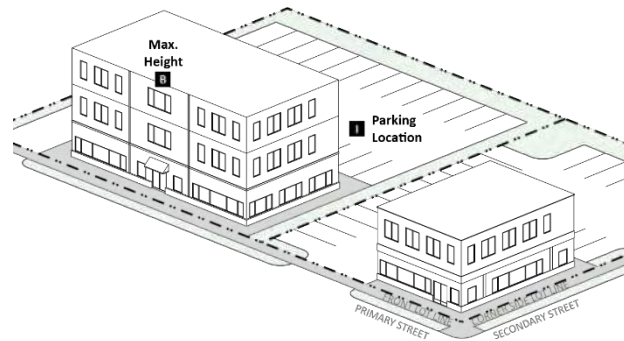
Nestled along a crook of the Fox River, South Elgin is a community that seeks to improve connectivity, provide for a greater range of housing options, and protect the Village's natural resources.

The UDO facilitates community-wide connectivity through a variety of regulations, including new standards for sidewalks, bicycles lanes, and parking lot pedestrian walkways, all with an **emphasis on safe travel for all users**. **Compact housing types** are facilitated by revisions to the Village's single-family bulk regulations by allowing **smaller homes on smaller lots with narrower yards and setbacks**.

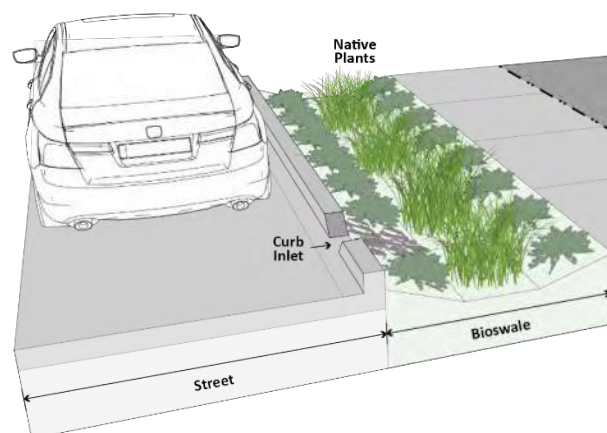
The UDO protects South Elgin's natural resources through a new floodplain overlay district as well as **integrated landscape, parking lot, and street design standards that help manage stormwater onsite**.

### Reference

Marc McLaughlin, AICP GISP  
Former Director of Community Development,  
Village of South Elgin  
Current Director of Community Development,  
Village of Villa Park  
11 W Home Ave, Villa Park, IL 60181  
630-433-4315 | [mmclaughlin@invillapark.com](mailto:mmclaughlin@invillapark.com)



Commercial district setback and bulk standards



Integrated stormwater management facilities

## Bensenville, IL Zoning Ordinance Adopted 2018 – [Click here to view the ordinance](#)



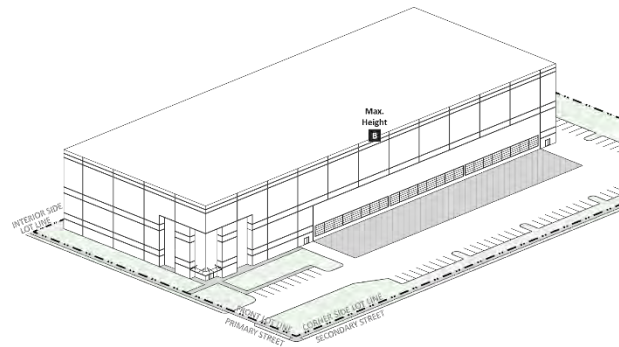
### Project Summary

Due to its proximity to O'Hare International Airport and several major transportation corridors, Bensenville has a dynamic mix of commercial, manufacturing, and residential land uses. **The updated Zoning Ordinance supports economic development and greater housing choice by addressing outdated zoning districts and land uses.**

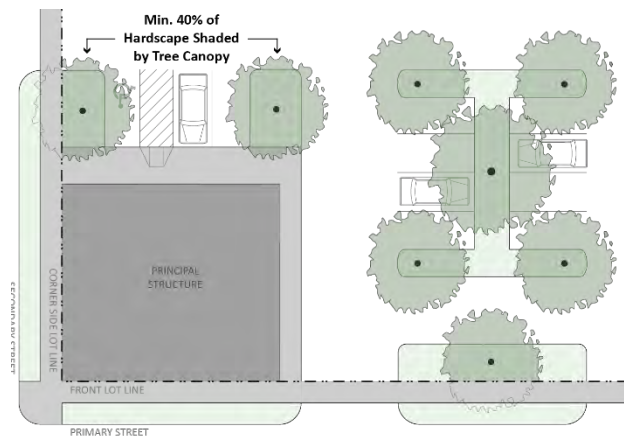
The Ordinance also facilitates the transit-oriented nature of Downtown Bensenville with more dense housing types, pedestrian-friendly signs, and the removal of off-street parking requirements. The outreach process embraced residents old and new with **hands-on workshops and Spanish-language meetings that helped highlight the connections between recent land use plans and proposed zoning standards.**

### Reference

Kurtis Pozsgay, AICP  
Former Director of Community and Economic Development, Village of Bensenville  
Current Director of Community Development, Village of Itasca  
550 W Irving Park Rd, Itasca, IL 60143  
(630) 228-5671 | [kpozsgay@itasca.com](mailto:kpozsgay@itasca.com)



Manufacturing district setback and bulk standards



Tree canopy coverage standards



## Berwyn, IL Zoning and Sign Ordinances

Adopted 2017 – Click here to view the [zoning](#) and [sign](#) ordinances



### Project Summary

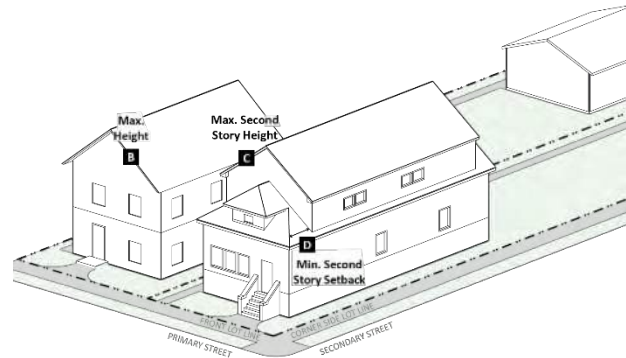
The City of Berwyn is a historic community less than a mile from the western edge of Chicago. Berwyn is renowned for its arts community, dining options, and historic bungalows. Despite the city's vitality, its zoning ordinance was outdated and had become an ineffective tool when it came to economic development and preserving community character.

**The completely revamped Zoning Ordinance incorporated more flexible land use categories in commercial corridors as well as commercial district design requirements to ensure that new development preserved and enhanced the look and feel of the community.**

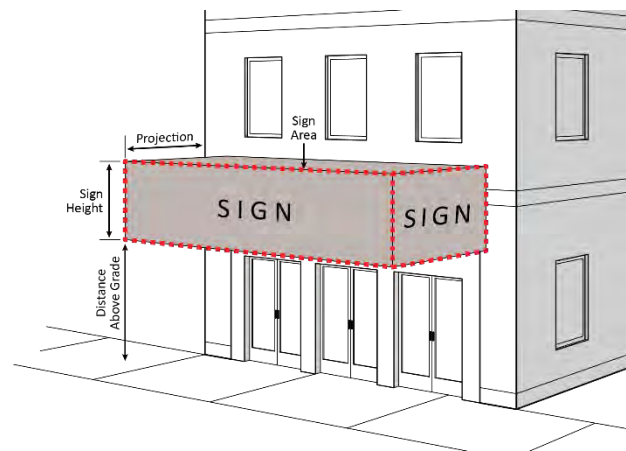
In order to ensure that bungalows evolved with the community, the Zoning Ordinance includes standards for second story additions that allow for an increase in development area while requiring that additions retain historic building materials, and rooflines.

### Reference

Kurtis Pozsgay, AICP  
Former Planner, Berwyn Development Corporation  
Current Director of Community Development,  
Village of Itasca  
550 W Irving Park Rd, Itasca, IL 60143  
(630) 228-5671 | [kpozsgay@itasca.com](mailto:kpozsgay@itasca.com)



Bungalow district setback and bulk standards



Commercial district sign standards





## TOD PLAN & LAND USE MANAGEMENT ORDINANCE (LUMO) UPDATE TOWN OF CHAPEL HILL

### LOCATION

Chapel Hill, NC

### DATES OF SERVICE

Jan 2022 – Dec 2024

SB Friedman provided market-driven insights to the Town of Chapel Hill as it undertook two parallel planning processes focused on shaping future growth. Our work informed the policy framework through which new development is evaluated, with an emphasis on creating new affordable housing.

The Transit-Oriented Development (TOD) Plan established principles for development and urban design that would enhance ridership in the proposed north-south bus rapid transit corridor, while the LUMO update will determine a physical vision and set of community values that can be translated into new development regulations for Chapel Hill. As part of a planning team, we conducted detailed market and affordable housing analyses to inform both projects. Our work included:

- » Evaluating the existing housing supply and recent trends and forecasting the future housing needs by product type and price point;
- » Conducting a housing affordability analysis to identify the number and composition of cost-burdened households, and the number of income-restricted housing units required to meet unmet needs;
- » Analyzing the relationship between market and physical characteristics of new residential development throughout the region;
- » Creating a financial feasibility model for prototypical rental and for-sale residential development projects;
- » Evaluating the market feasibility of a voluntary density bonus program to create on-site affordable housing; and
- » Evaluating the financial impact of parking reductions, setback reductions and other zoning changes on residential and mixed-use development.

**Results:** Town Council officially adopted the TOD Plan in 2023. In 2024, we worked with the Town and lead planning consultant to evaluate the financial impact of zoning and policy incentives on affordable housing production.

## KEY PROGRAM PARAMETERS



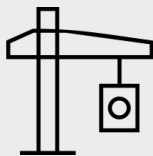
INCOME TARGETS &  
AFFORDABLE UNIT SET-ASIDE  
TIERED SYSTEM



PROJECT  
TYPE  
RENTAL & FOR-SALE



GEOGRAPHY  
CITYWIDE, WHERE  
ZONING ALLOWS  
5+ UNITS



DENSITY BONUS &  
ADDITIONAL INCENTIVES  
AUTOMATIC, MENU  
TO CHOOSE BY RIGHT



AFFORDABILITY  
TERM  
30 YEARS



COMPLIANCE &  
MONITORING  
REQUIRED

## AFFORDABLE HOUSING INCENTIVE PROGRAM IMPLEMENTATION CITY OF NAPERVILLE

**LOCATION**  
Naperville, IL

**DATES OF SERVICE**  
Mar 2021 – May 2023

The City of Naperville engaged SB Friedman to assist in the formulation and implementation of a voluntary inclusionary zoning ordinance known as the Affordable Housing Incentive Program. The program aimed to address the City's priority housing challenges identified in our previously completed housing needs assessment.

The City sought to implement an affordable housing program to incentivize the construction of affordable housing in Naperville. SB Friedman led a team to evaluate various affordable housing program parameters and prepare an ordinance for City Council review. Our work included:

- » Researching voluntary and mandatory inclusionary zoning ordinances and housing programs;
- » Interviewing the development community to discuss development challenges and policy alternatives in Naperville;
- » Meeting with City Council to discuss and refine program parameters; and
- » Conducting financial analyses of the potential affordable housing program on prototypical developments and testing the impacts of offsetting benefits like density bonuses.

Based on our analyses and guidance from City Council, we structured a voluntary affordable housing incentive program. Under the program, developers who include a certain number of affordable housing units would receive by-right density bonuses and other design and financial incentives. Developers would also be able to select from a menu of incentives, with more incentives offered when projects include deeper income targeting or more affordable units.

**Results:** SB Friedman presented and workshopped the policy with City Council over several sessions, and prepared a draft ordinance for adoption. Our work informed the City's understanding of market realities and regulatory frameworks.

# 4. Sample Documents

## South Bend Zoning Ordinance

This citywide form-based code offers a strong example for legacy cities looking to support walkable neighborhoods, housing diversity, and sustainable urban growth through code reform. Key insights from this work include

- Designing for usability, with a clear “how to use” guide, intuitive layout, and easy-to-read graphics.
- Balancing innovation and context, with thoughtful standards for historic preservation, cul-de-sacs, and bike/car parking.
- Developing deep and collaborative relationships between staff, consultants, and the community.

**The Adopted Zoning Ordinance is located at this link.**

**More information is available on the City's website.**





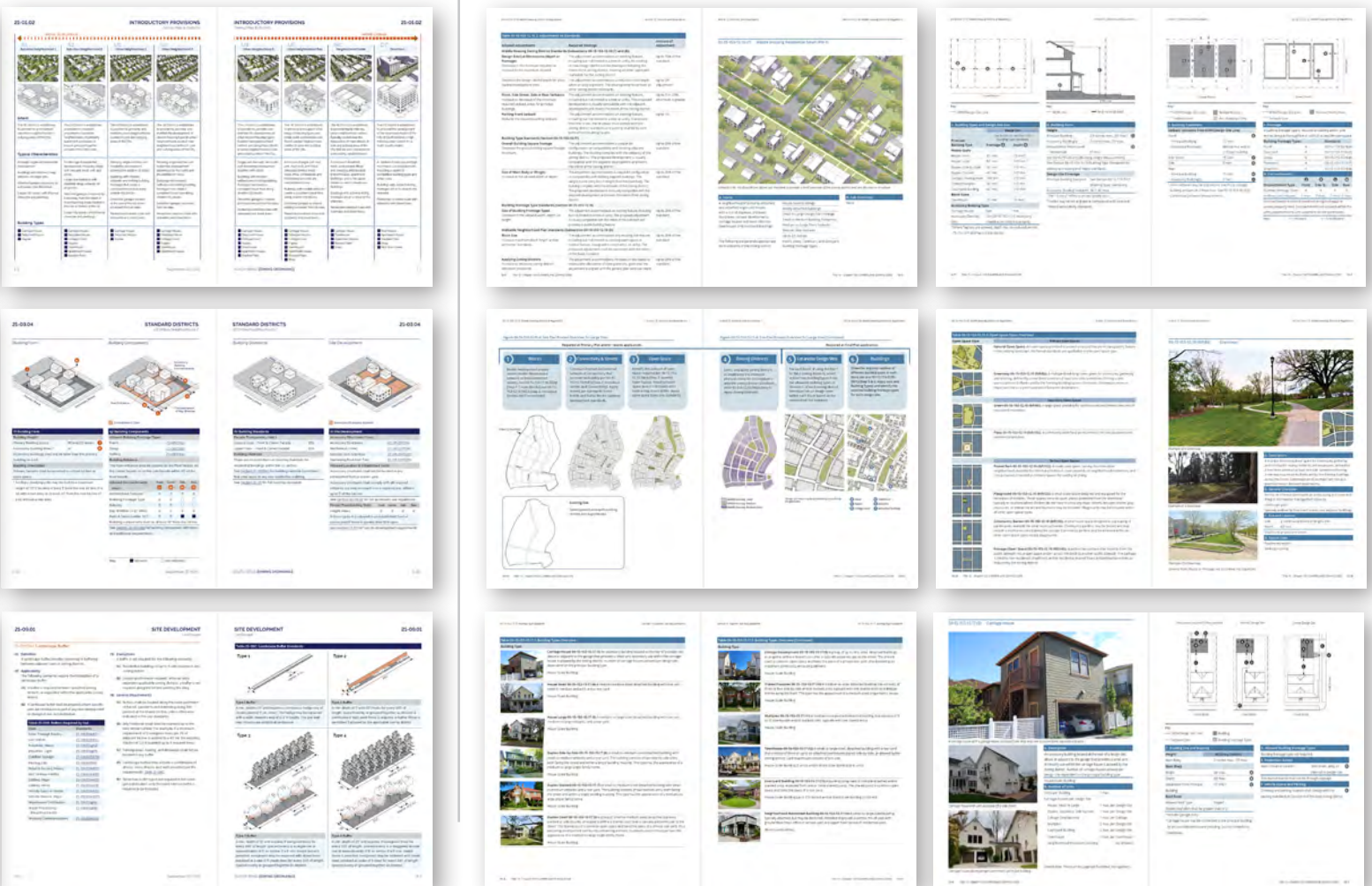
## Cumberland Middle Housing Ordinance

Our work with the Town of Cumberland showcases how we support housing diversity in a small town with a small staff by

- Introducing two new middle housing districts instead of amending existing ones, which allowed Town staff to pass the updates more easily and apply zones to new developments through the rezone process.
- Defining large site standards so that Cumberland can adapt former farms into new housing developments.
- Creating two short PowerPoints to explain the Public Review Draft, meant to be digested without any audio/video component and on-demand.

**The Public Draft is available at this link.**

**More information is available on the Town's website.**



# 5. Fee Structure

Proposed Work Plan	Opticos Design, Inc.			All Together		
	Subtotal Fees	Subtotal Expenses	Opticos Design, Inc. Total	Subtotal Fees	Subtotal Expenses	Sub-Consultant Total
<b>Task 1 - Project Initiation &amp; Management</b>	<b>\$19,480</b>	<b>\$0</b>	<b>\$19,480</b>	<b>\$23,810</b>	<b>\$0</b>	<b>\$23,810</b>
1.1 Project Startup and Kickoff Meeting	\$1,460		\$1,460	\$580		\$580
1.2 Background Info Request	\$390		\$390	\$0		\$0
1.3 Engagement & Communications Plan	\$470		\$470	\$2,550		\$2,550
1.4 Project Brand	\$0		\$0	\$3,510		\$3,510
1.5 Bi-weekly Meetings with Staff	\$7,920		\$7,920	\$5,220		\$5,220
1.6 Project Management	\$9,240		\$9,240	\$11,950		\$11,950
<b>Task 2 - Communications</b>	<b>\$6,930</b>	<b>\$0</b>	<b>\$6,930</b>	<b>\$16,320</b>	<b>\$0</b>	<b>\$16,320</b>
2.1 Project Messaging	\$0		\$0	\$5,270		\$5,270
2.2 Project Website	\$0		\$0	\$3,000		\$3,000
2.3 Media Relations including Target Audience Analysis	\$0		\$0	\$1,430		\$1,430
2.4 Zoning Education Materials	\$6,930		\$6,930	\$6,620		\$6,620
<b>Task 3 - Existing Conditions Analysis</b>	<b>\$22,820</b>	<b>\$0</b>	<b>\$22,820</b>	<b>\$4,260</b>	<b>\$100</b>	<b>\$4,360</b>
3.1 Stakeholders Discussions	\$3,600		\$3,600	\$4,260	\$100	\$4,360
3.2 Technical Discussions	\$1,200		\$1,200	\$0		\$0
3.3 Site Analysis	\$6,980		\$6,980	\$0		\$0
3.4 Code Testing and Visualization	\$11,040		\$11,040	\$0		\$0
<b>Task 4 - Public Process</b>	<b>\$11,990</b>	<b>\$0</b>	<b>\$11,990</b>	<b>\$20,790</b>	<b>\$1,000</b>	<b>\$21,790</b>
4.1 Pop-ups (3-4)	\$0		\$0	\$3,540		\$3,540
4.2 Community Workshops (up to 2)	\$7,240		\$7,240	\$12,960	\$1,000	\$13,960
4.3 Engagement Summary	\$470		\$470	\$2,890		\$2,890
4.4 Presentations to Plan Commission	\$4,280		\$4,280	\$1,400		\$1,400
<b>Task 5 - Refining the Regulations</b>	<b>\$18,720</b>	<b>\$0</b>	<b>\$18,720</b>	<b>\$8,720</b>	<b>\$0</b>	<b>\$8,720</b>
5.1 Approach Memo	\$2,480		\$2,480	\$0		\$0
5.2 First Draft of Code Recommendations	\$7,900		\$7,900	\$4,050		\$4,050
5.3 Second Draft of Code Recommendations	\$7,140		\$7,140	\$2,810		\$2,810
5.4 Meetings with Stakeholders	\$1,200		\$1,200	\$1,860		\$1,860
<b>Task 6 - Approvals Process</b>	<b>\$7,060</b>	<b>\$0</b>	<b>\$7,060</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
6.1 Final Code Recommendations	\$5,390		\$5,390	\$0		\$0
6.2 Public Hearing Presentation	\$1,670		\$1,670	\$0		\$0
<b>Optional Tasks</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>
0.1 Construction Cost Analysis	\$0		\$0	\$0		\$0
0.2 Financial Feasibility Analysis of Zoning Changes	\$0		\$0	\$0		\$0
0.3 Policy and Program Recommendations Memo	\$2,000		\$2,000	\$0		\$0
0.4 Additional Community Meetings	\$3,000		\$3,000	\$5,000		\$5,000
<b>TOTAL FEES (WITHOUT OPTIONAL FEES)</b>	<b>\$87,000</b>	<b>\$0</b>	<b>\$87,000</b>	<b>\$73,900</b>	<b>\$1,100</b>	<b>\$75,000</b>

This section of our proposal provides a full description of the expected expenditure of funds for the work described in the RFP. A summary budget table is included below broken down by each task and sub-consultant team.

### Additional Terms

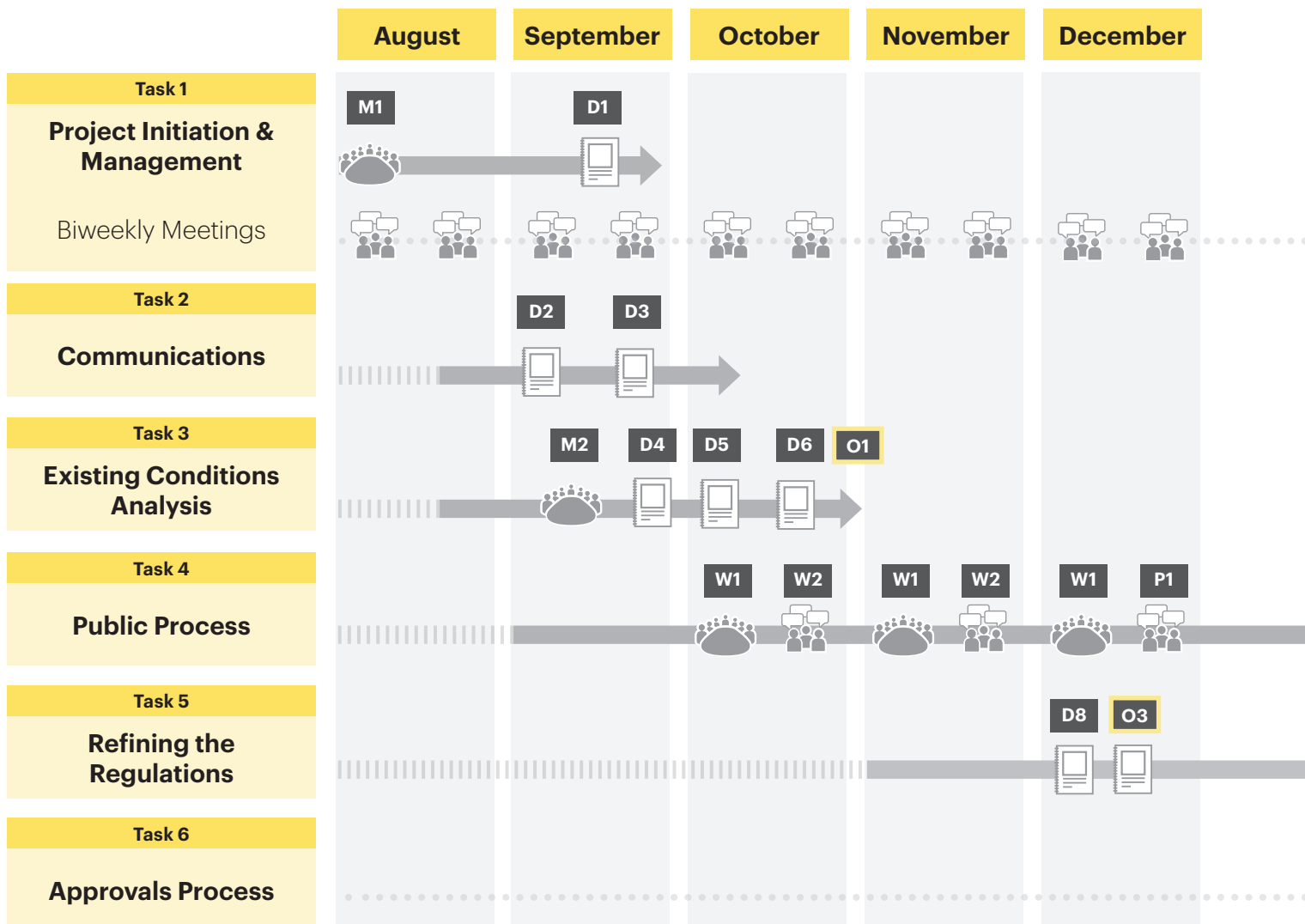
1. This budget includes all anticipated costs associated with the proposed scope including professional fees, marketing, and estimated travel costs.
2. Budget does not include rental or purchasing fees for space or equipment for workshops and other meetings. (Consultant to bring computers and drafting supplies.) Consultant will not be responsible for any such planning or expenses.
3. Budget does not include food for participants other than the consultant team for workshops, charrette and working sessions.
4. Budget does not include postage associated with public outreach and marketing.
5. Budget does not include installation of any and all public outreach media including but not limited to banners and signage.
6. In the interest of environmental considerations, the consultant will provide a PDF file of each deliverable unless otherwise specified.
7. Client shall be paid on a fee basis for performance of services under this agreement in accordance with the table above.
8. Any additional tasks performed outside of those specified above, such as attending additional meetings or completing additional revisions beyond the hours or number of revisions specified above, will be compensated at the consultants' hourly rates (subject to increase by five percent (5%) on January 1 of each calendar year occurring during the term of this agreement.)

Sightline Planning			SB Friedman			Total
Subtotal Fees	Subtotal Expenses	Sub-Consultant Total	Subtotal Fees	Subtotal Expenses	Sub-Consultant Total	
\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$49,290
\$400		\$400	\$0		\$0	\$2,440
\$400		\$400	\$0		\$0	\$790
\$0		\$0	\$0		\$0	\$3,020
\$0		\$0	\$0		\$0	\$3,510
\$3,600		\$3,600	\$0		\$0	\$16,740
\$1,600		\$1,600	\$0		\$0	\$22,790
\$0	\$0	\$0	\$0	\$0	\$0	\$23,250
\$0		\$0	\$0		\$0	\$5,270
\$0		\$0	\$0		\$0	\$3,000
\$0		\$0	\$0		\$0	\$1,430
\$0		\$0	\$0		\$0	\$13,550
\$12,000	\$0	\$12,000	\$0	\$0	\$0	\$39,180
\$3,200		\$3,200	\$0		\$0	\$11,160
\$1,600		\$1,600	\$0		\$0	\$2,800
\$4,000		\$4,000	\$0		\$0	\$10,980
\$3,200		\$3,200	\$0		\$0	\$14,240
\$5,600	\$0	\$5,600	\$0	\$0	\$0	\$39,380
\$0		\$0	\$0		\$0	\$3,540
\$800		\$800	\$0		\$0	\$22,000
\$0		\$0	\$0		\$0	\$3,360
\$4,800		\$4,800	\$0		\$0	\$10,480
\$9,600	\$0	\$9,600	\$0	\$0	\$2	\$37,042
\$1,600		\$1,600	\$0		\$0	\$4,080
\$4,000		\$4,000	\$0		\$0	\$15,950
\$2,400		\$2,400	\$0		\$0	\$12,350
\$1,600		\$1,600	\$0		\$0	\$4,660
\$4,800	\$0	\$4,800	\$0	\$0	\$0	\$11,860
\$1,600		\$1,600	\$0		\$0	\$6,990
\$3,200		\$3,200	\$0		\$0	\$4,870
\$6,000	\$0	\$6,000	\$65,000	\$0	\$65,000	\$81,000
\$0		\$0	\$25,000		\$25,000	\$25,000
\$0		\$0	\$40,000		\$40,000	\$40,000
\$4,000		\$4,000	\$0		\$0	\$6,000
\$2,000		\$2,000	\$0		\$0	\$10,000
\$38,000	\$0	\$38,000	\$0	\$0	\$0	\$200,000



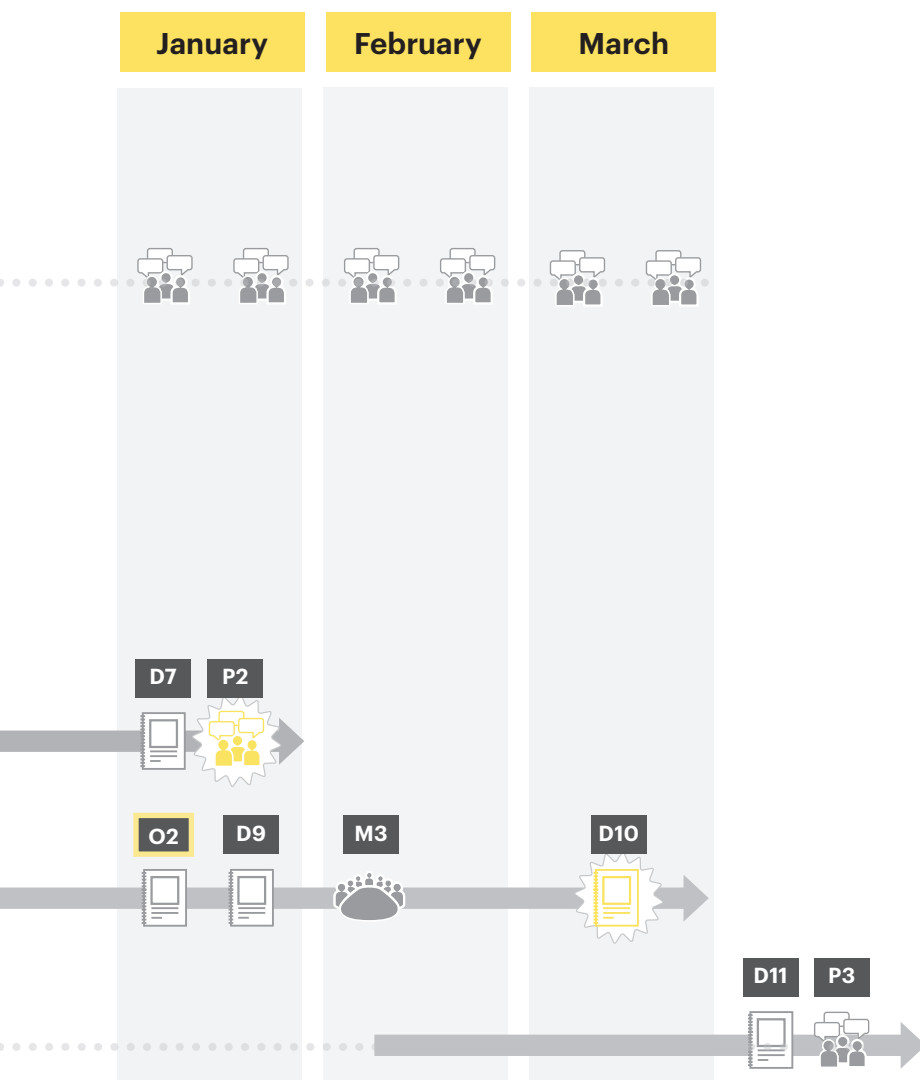
## 6. Timeline

The Opticos team proposes to complete the project within 8 months, as shown below. This schedule assumes Village review period of two weeks per deliverable. Opticos will work with Village staff to refine the schedule at project startup and provide updates throughout the duration of the project to complete the project within the proposed timeframe.



### Menu of Additional Optional Tasks

- O1** Construction Cost Analysis (Task 3)
- O2** Financial Feasibility Analysis of Zoning Changes (Task 5)
- O3** Policy & Program Recommendations (Task 5)



Given the amount of engagement that is necessary for the zoning update, we anticipate that it will be difficult to achieve full adoption within an 8 month period, however, we are happy to work with the Village to ensure the project is successfully implemented in an acceptable project timeline.

## Key Deliverables

- D1** Comprehensive Engagement Strategy
- D2** Project Website
- D3** Educational Content
- D4** Stakeholder Interview Notes
- D5** Neighborhood Mapping Analysis
- D6** Zoning Assessment & Testing Memo
- D7** Engagement Summary Reports
- D8** Code Approach
- D9** First Draft of Code Recommendations
- D10** Second Draft of Code Recommendations
- D11** Additional Revisions

## Key Meetings

- M1** Kickoff Meeting
- M2** Stakeholder Interviews
- M3** Stakeholder Meetings

## Presentations and Workshops

- W1** Community Pop-ups
- W2** Community Workshops
- P1** Presentation to Plan Commission
- P2** Final Presentation
- P3** Public Hearing Presentation

# Appendix



The Village of Oak Park  
Village Hall  
123 Madison Street  
Oak Park, Illinois 60302-4272

P: 708.383.6400  
F: 708.383.9584  
[www.oak-park.us](http://www.oak-park.us)  
[village@oak-park.us](mailto:village@oak-park.us)

## Addendum

Addendum Number:	1
Addendum Date:	June 20, 2025
Project Name:	Zoning Ordinance – Missing Middle Housing
Project Number:	N/A.
Prepared By:	Craig Failor
To:	All RFP Recipients

This addendum does not amend the original RFP.

Proposers must acknowledge receipt of any and all addenda as required by the General Requirements of the RFP and in Section 4 of this document. The acknowledgement page should be signed and included in the proposal document.

All requirements of the Contract Documents remain unchanged.

### Part 1 – Amendments to the RFP - None

### Part 2 – Attachments - None

### Part 3 – Questions & Answers

- Section II of the RFP notes that the Village authorized \$200,000 in FY25 to implement the Strategic Vision for Housing Plan. Can we assume that this is the budget for the Zoning Ordinance Update project or will that budget be used for other projects as well? Answer: Yes, the project budget is up to \$200,000.
- Section IV of the RFP highlights the six major engagement objectives. In general, what level of community engagement is necessary to educate residents and stakeholders around these objectives and break down potential misconceptions around greater housing choice? Answer: Education will be key in this project. This will be a new concept for Oak Park as a whole and will need to be explained and demonstrated well, by using other communities as examples. The Consultant will need to provide the participants a good understanding of the positive and possible adverse impacts, perceived or real.
- Section V of the RFP discusses the role of either a project Steering Committee or the Plan Commission. How is the Village determining which entity will serve in this advisory role? This decision could have an impact on the type and overall quantity of meetings. Answer: True, but we want the Consultant to weigh in on this decision. What do you recommend. The Village is open to either scenario.



- What is the Performance Measure Matrix identified in Section VI? Answer: This is relative to the Fee Structure. The fee breakdown should be based on the sections of anticipated project steps.
- The RFP doesn't make reference to it, but what level of bilingual or multilingual engagement materials and interpretation services does the Village expect for this initiative? Answer: The Village would appreciate information provided for public communication to be bilingual / multilingual.

## Part 4 – Acknowledgement

I acknowledge the receipt of this addendum for the referenced project by signing the acknowledgement and returning it with the proposal. This acknowledgement must be signed and included with proposal.

Addendum Number:	1
Date:	06/27/2025
Name:	Jennifer Settle
Signature:	
Company:	Opticos Design, Inc.

End of Addendum



## Addendum

Addendum Number:	2
Addendum Date:	June 23, 2025
Project Name:	Zoning Ordinance – Missing Middle Housing
Project Number:	N/A.
Prepared By:	Craig Failor
To:	All RFP Recipients

This addendum does not amend the original RFP.

Proposers must acknowledge receipt of any and all addenda as required by the General Requirements of the RFP and in Section 4 of this document. The acknowledgement page should be signed and included in the proposal document.

All requirements of the Contract Documents remain unchanged.

### Part 1 – Amendments to the RFP - None

### Part 2 – Attachments - None

### Part 3 – Questions & Answers

#### Second Group.

- Is the full \$200,000 authorized by the Village Board available for the services requested under this RFP? Answer: See response below in first group.
- Is the Village able to share any results from the Missing Middle Housing Peer Network and Assistance Program work conducted over the past year? Answer: Yes, this can be made available to the selected consultant.
- Will the underlying data from the MMC Strategic Vision for Housing Plan be available to consultants for use in this work? Answer: Yes.
- A Construction Cost Analysis report is listed under Reports Required, but expectations for this analysis are not described elsewhere. Can you provide more information on what the Village is seeking and whether any data from recent projects will be available? Answer: This is focused on ADU development opportunities as well as conversions from single-family to two or three-family reconfigurations.

#### First Group.

- Section II of the RFP notes that the Village authorized \$200,000 in FY25 to implement the Strategic Vision for Housing Plan. Can we assume that this is the budget for the Zoning Ordinance Update project or will that budget be used for other projects as well? Answer: Yes, the project budget is up to \$200,000.
- Section IV of the RFP highlights the six major engagement objectives. In general, what level of community engagement is necessary to educate residents and stakeholders around these objectives and break down potential misconceptions around greater housing choice? Answer: Education will be key in this project. This will be a new concept for Oak Park as a whole and will need to be explained and demonstrated well, by using other communities as examples. The Consultant will need to provide the participants a good understanding of the positive and possible adverse impacts, perceived or real.
- Section V of the RFP discusses the role of either a project Steering Committee or the Plan Commission. How is the Village determining which entity will serve in this advisory role? This decision could have an impact on

the type and overall quantity of meetings. Answer: True, but we want the Consultant to weigh in on this decision. What do you recommend. The Village is open to either scenario.

- What is the Performance Measure Matrix identified in Section VI? Answer: This is relative to the Fee Structure. The fee breakdown should be based on the sections of anticipated project steps.
- The RFP doesn't make reference to it, but what level of bilingual or multilingual engagement materials and interpretation services does the Village expect for this initiative? Answer: The village would appreciate information provided for public communication to be bilingual / multilingual.

## Part 4 – Acknowledgement

I acknowledge the receipt of this addendum for the referenced project by signing the acknowledgement and returning it with the proposal. This acknowledgement must be signed and included with proposal.

Addendum Number:	2
Date:	06/27/2025
Name:	Jennifer Settle
Signature:	
Company:	Opticos Design, Inc.

End of Addendum



**SECTION VI**  
**ORGANIZATION OF FIRM**

**Please fill out the applicable section:**

**A. Corporation:**

The Contractor is a corporation, legally named Opticos Design, Inc. and is organized and existing in good standing under the laws of the State of California. The full names of its Officers are:

President President, Secretary, CFO: Karen E. Parolek

Secretary Vice President: Stefan Pellegrini

Treasurer Vice President: Dan Parolek

Registered Agent Name and Address: Stefan Pellegrini 2100 Milvia St., Suite 125  
Berkeley, CA 94704

The corporation has a corporate seal. (In the event that this Proposal is executed by a person other than the President, attach hereto a certified copy of that section of Corporate By-Laws or other authorization by the Corporation that permits the person to execute the offer for the corporation.)

**B. Sole Proprietor:**

The Contractor is a Sole Proprietor. If the Contractor does business under an Assumed Name, the

Assumed Name is \_\_\_\_\_, which is registered with the Cook County Clerk. The Contractor is otherwise in compliance with the Assumed Business Name Act, 805 ILCS 405/0.01, et. seq.

**C. Partnership:**

The Contractor is a Partnership which operates under the name \_\_\_\_\_

The following are the names, addresses and signatures of all partners:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature

\_\_\_\_\_

Signature

(Attach additional sheets if necessary.) If so, check here \_\_\_\_.

If the partnership does business under an assumed name, the assumed name must be registered with the Cook County Clerk and the partnership is otherwise in compliance with the Assumed Business Name Act, 805 ILCS 405/0.01, et. seq.

**D. Affiliates:** The name and address of any affiliated entity of the business, including a description of the affiliation: \_\_\_\_\_

\_\_\_\_\_  
Signature of Owner

[THIS SPACE LEFT INTENTIONALLY BLANK]



### *Certificate of Secretary*

I, Karen Parolek, the undersigned Secretary of Opticos Design, Inc. (The “Corporation”) hereby certify:

- (a) That I am the duly elected and acting Secretary of Opticos Design, Inc.; and
- (b) That the Corporation is duly organized and existing under the laws of the State of California; and
- (c) That the following is a true, accurate and complete transcript of the portion of the minutes of the annual meeting of the Board of Directors of said Corporation where the corporate officers were elected, held on the 12th day of October, 2023, and that said election has not been amended or revoked and is in full force and effect:

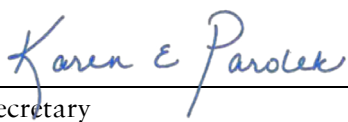
The meeting then proceeded to the election of officers of the corporation. The following were duly elected to the offices indicated after the names of each:

Karen Parolek - President, Secretary and Chief Financial Officer  
Daniel Parolek - Vice President  
Stefan Pellegrini - Vice President

; and

- (d) That the attached six pages are true, accurate and complete sections of the Bylaws of said Corporation relevant to the authorized powers of the elected officers.

IN WITNESS WHEREOF, I have hereunto subscribed my name this 27<sup>th</sup> day of June, 2025.

  
\_\_\_\_\_  
Secretary



**BYLAWS  
OF  
OPTICOS DESIGN, INC.**

**ARTICLE 1**

**Offices**

1.1 **Principal Executive Office.** The principal executive office of the corporation shall be fixed and located at such place as the Board of Directors shall by resolution determine. The Board of Directors is hereby granted full power and authority to change said principal executive office from one location to another.

1.2 **Other Offices.** Other business offices may at any time be established by the Board of Directors at any place or places where the corporation is qualified to do business.

**ARTICLE 2**

**Meetings of Shareholders**

2.1 **Place of Meetings.** All annual or other meetings of Shareholders shall be held at the principal executive office of the corporation, or at any other place within or without the State of California which may be designated either by the Board of Directors or by the written consent of all persons entitled to vote thereat and not present at the meeting, given either before or after the meeting and filed with the Secretary of the corporation.

2.2 **Annual Meetings.** The annual meetings of Shareholders shall be held on the first Tuesday of April of each year at 11:00 a.m. or at such other date or time as may be set by the Board. At such meetings, Directors shall be elected, reports of the affairs of the corporation shall be considered, and any other business may be transacted which is within the powers of the Shareholders.

Written notice of each annual meeting shall be given to each Shareholder entitled to vote, either personally or by mail or other means of written communication, charges prepaid, addressed to such Shareholder at the Shareholder's address appearing on the books of the corporation or given to the corporation for the purpose of notice. If any notice or report addressed to the Shareholder at the address of such Shareholder appearing on the books of the corporation is returned to the corporation by the United States Postal Service marked to indicate that the United States Postal Service is unable to deliver the notice or report to the Shareholder at such address, all future notices or reports shall be deemed to have been duly given without further mailing if the same shall be available for the Shareholder upon written demand of the Shareholder at the principal executive office of the corporation for a period of one (1) year from the date of the giving of the notice or report to all other Shareholders. If a Shareholder gives no address, notice shall be deemed to have been given if sent by mail or other means of written communication addressed to the place where the principal executive office of the corporation is

the adjourned meeting to the Directors who were not present at the time of adjournment. Otherwise, notice of the time and place of holding an adjourned meeting need not be given to absent Directors if the time and place be fixed at the meeting adjourned.

3.14 Fees and Compensation. Directors and members of committees may receive such compensation, if any, for their services, and such reimbursement for expenses, as may be fixed or determined by resolution of the Board.

## ARTICLE 4

### Officers

4.1 Officers. The Officers of the corporation shall be a President, a Secretary, and a Chief Financial Officer, and may include one or more Vice Presidents. The corporation may also have, at the discretion of the Board of Directors, a Chairman of the Board, one or more additional Vice Presidents, one or more Assistant Secretaries, one or more Assistant Chief Financial Officers, and such other Officers as may be appointed in accordance with the provisions of Section 4.3 of these Bylaws. One person may hold two (2) or more offices.

4.2 Election. The Officers of the corporation, except such Officers as may be appointed in accordance with the provisions of Section 4.3 or Section 4.5 of these Bylaws, shall be chosen annually by the Board of Directors, and each shall hold office until the Officer shall resign or shall be removed or otherwise disqualified to serve, or the Officer's successor shall be elected and qualified.

4.3 Subordinate Officers, Etc. The Board of Directors may appoint, and may empower the President to appoint, such other Officers as the business of the corporation may require, each of whom shall hold office, for such period, have such authority, and perform such duties as are provided in the Bylaws or as the Board of Directors may from time to time determine.

4.4 Removal and Resignation. Any Officer may be removed, either with or without cause, by the Board of Directors at any regular or special meeting thereof or, except in case of an Officer chosen by the Board of Directors, by any Officer upon whom such power of removal may be conferred by the Board of Directors (subject, in each case, to the rights of an Officer under any contract of employment).

Any Officer may resign at any time by giving written notice to the Board of Directors, to the President, or to the Secretary of the corporation, without prejudice, however, to the rights of the corporation under any contract to which such Officer is a party. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

4.5 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in the Bylaws for regular appointments to such office.

4.6 Chairman of the Board. The Chairman of the Board, if there shall be such an Officer, shall, if present, preside at all meetings of the Board of Directors and exercise and perform such other powers and duties as may be from time to time assigned to the Chairman by the Board of Directors or prescribed by the Bylaws.

4.7 President. Subject to such supervisory powers, if any, as may be given by the Board of Directors to the Chairman of the Board, if there be such an Officer, the President shall be the Chief Executive Officer of the corporation and shall, subject to the control of the Board of Directors, have general supervision, direction, and control of the business and Officers of the corporation. The President shall preside at all meetings of the Shareholders and, in the absence of the Chairman of the Board or if there be none, at all meetings of the Board of Directors. The President shall be, ex-officio, a member of all the standing committees, including the executive committee, if any, shall have the general powers and duties of management usually vested in the office of president of a corporation, and shall have such other powers and duties as may be prescribed by the Board of Directors or the Bylaws.

4.8 Vice President. In the absence of disability of the President, the Vice Presidents in order of their rank as fixed by the Board of Directors, or if not ranked, the Vice President designated by the Board of Directors, shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice Presidents shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the Board of Directors or the Bylaws.

4.9 Secretary. The Secretary shall record or cause to be recorded, and shall keep or cause to be kept, at the principal executive office and such other place as the Board of Directors may order, a Book of Minutes of actions taken at all meetings of Directors and Shareholders, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at Directors' meetings, the number of shares present or represented at Shareholders' meetings, and the proceedings thereof.

The Secretary shall keep, or cause to be kept, at the principal executive office or at the office of the corporation's transfer agent, a share register, or a duplicate share register, showing the names of the Shareholders and their addresses, the number and classes of shares held by each, the number and date of certificates issued for the same, and the number and date of cancellation of every certificate surrendered for cancellation.

The Secretary shall give, or cause to be given, notice of all meetings of the Shareholders and of the Board of Directors required by the Bylaws or by law to be given, and the Secretary shall keep the seal of the corporation in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or by the Bylaws.

4.10 Chief Financial Officer. The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business



transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and shares. The books of account shall at all reasonable times be open to inspection by any Director.

The Chief Financial Officer shall (a) deposit corporate funds and other valuables in the name and to the credit of the corporation with such depositories as may be designated by the Board of Directors; (b) disburse the funds of the corporation as may be ordered by the Board of Directors; (c) render to the President and Directors, whenever they request it, an account of all of transactions conducted as Chief Financial Officer and of the financial condition of the corporation; and (d) have such other powers and perform such other duties as may be prescribed by the Board of Directors or the Bylaws.

Unless the Board of Directors has elected a separate treasurer, the Chief Financial Officer shall be deemed to be the treasurer for purposes of giving any reports or executing any certificates or other documents.

## ARTICLE 5

### Miscellaneous

5.1 Record Date. The Board of Directors may fix a time in the future as a record date for the determination of the Shareholders entitled to notice of and to vote at any meeting of Shareholders or entitled to give consent to corporate action in writing without a meeting, to receive any report, to receive any dividend or distribution, or any allotment of rights, or to exercise rights in respect to any change, conversion, or exchange of shares. The record date so fixed shall be not more than sixty (60) days nor less than ten (10) days prior to the date of any meeting, nor more than sixty (60) days prior to any other event for the purposes of which it is fixed. When a record date is so fixed, only Shareholders of record on that date are entitled to notice of and to vote at any such meeting, to give consent without a meeting, to receive any report, to receive a dividend, distribution, or allotment of rights, or to exercise the rights, as the case may be, notwithstanding any transfer of any shares on the books of the corporation after the record date, except as otherwise provided in the Articles of Incorporation or Bylaws.

5.2 Inspection of Corporate Records. The accounting books and records, the record of Shareholders, and minutes of proceedings of the Shareholders and the Board and committees of the Board of this corporation and any subsidiary of this corporation shall be open to inspection upon the written demand on the corporation of any Shareholder or holder of a voting trust certificate at any reasonable time during usual business hours, for a purpose reasonably related to such holder's interests as a Shareholder or as the holder of such voting trust certificate. Such inspection by a Shareholder or holder of a voting trust certificate may be made in person or by agent or attorney, and the right of inspection includes the right to copy and make extracts.

A Shareholder or Shareholders holding at least five percent (5%) in the aggregate of the outstanding voting shares of the corporation or who hold at least one percent (1%) of such voting shares and have filed a Schedule 14A with the United States Securities and Exchange

**SECTION VII**  
**COMPLIANCE AFFIDAVIT**

I, Stefan Pellegrini, (Print Name) being first duly sworn on oath depose and state:

1. I am the (title) Vice President of the Proposing Firm and am authorized to make the statements contained in this affidavit on behalf of the firm;
2. I have examined and carefully prepared this Proposal based on the request and have verified the facts contained in the Proposal in detail before submitting it;
3. The Proposing Firm is organized as indicated above on the form entitled "Organization of Proposing Firm."
4. I authorize the Village of Oak Park to verify the Firm's business references and credit at its option;
5. Neither the Proposing Firm nor its affiliates<sup>1</sup> are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 related to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to "Proposing Requirements."
6. The Proposing Firm has completed the M/W/DBE status indicated below on the form entitled "EEO Report."
7. Neither the Proposing Firm nor its affiliates are barred from enter into an agreement with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Proposing Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the agreement and allows the Village of Oak Park to recover all amounts paid to the Proposing Firm under the agreement in civil action.
8. I am familiar with Section 13-312 through 13-3-4 of the Oak Park Village Code relating to Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference. **Also complete the attached EEO Report or Submit an EEO-1.**
9. I certify that the Firm is in compliance with the Drug Free Workplace Act, 41 U.S.C.A, 702

---

<sup>1</sup> Affiliates means: (i) any subsidiary or parent of the agreeing business entity, (ii) any member of the same unitary business group; (iii) any person with any ownership interest or distributive share of the agreeing business entity in excess of 7.5%; (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the agreeing business entity.

Signature: 

Name and address of Business: Opticos Design, Inc.


2100 Milvia St., Suite 125  
Berkeley, CA 94704

Telephone 510.558.6957

E-Mail stefan.pellegrini@opticosdesign.com

State of Texas | County of Tarrant

Subscribed to and sworn before me this 27 day of June 2025

  
Notary Public

- Notary Public



Document Notarized using a Live Audio-Video Connection

[THIS SPACE LEFT INTENTIONALLY BLANK]



**SECTION VIII**  
**M/W/DBE STATUS AND EEO REPORT**

Failure to respond truthfully to any questions on this form, failure to complete the form or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal.

1. Contractor Name: Opticos Design, Inc.
2. Check here if your firm is:
- ☐ Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
  - ☐ Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
  - ☐ Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
  - ☒ None of the above

[Submit copies of any M/W/DBE certifications]

3. What is the size of the firm's current stable work force?
- 25 Number of full-time employees
- 0 Number of part-time employees
4. Similar information will be requested of all sub-contractors performing work pursuant to the applicable agreement. Forms will be furnished to the lowest responsible contractor with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature: 

Date: 06/27/2025

## EEO REPORT

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. An incomplete form will disqualify your Proposal.

### An EEO-1 Report may be submitted in lieu of this report

Contractor Name Opticos Design, Inc.  
Total Employees 25


Job Category	Total # of Empl.	Total Males	Total Females	Black	Males				Females				Total Minorities
					Hispanic	American Indian	Alaskan Native	Asian & Pacific Islander	Hispanic	American Indian	Alaskan Native	Asian & Pacific Islander	
Officials & Managers	12	5	7		1			1				2	4
Professionals	6	3	3					1				1	2
Technicians	6	4	2		1				2				3
Sales Workers													
Office & Clerical	1		1										0
Semi-Skilled													
Laborers													
Service Workers													
Management Trainees													
Apprentices													

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal may disqualify you from consideration.

Stefan Pellegrini, being first duly sworn, deposes and says that he/she is  
(Name of Person Making Affidavit)

Vice President of Opticos Design, Inc. and that the above EEO  
(Title or Officer)

Report is true and accurate and is submitted with the intent that it be relied upon.

  
( Signature )

06/27/2025  
(Date)

**SECTION IX  
REFERENCES AND LIST OF ENTITIES  
FOR WHICH SERVICES HAVE BEEN PERFORMED**

Contractors shall furnish at least three (3) entities, preferably municipalities, that have used the Contractor's for similar services within the last three (3) years.

**REFERENCES:**

<b>1. Name of Entity</b>	<u>Metropolitan Mayors Caucus</u>
<b>ADDRESS</b>	<u>433 W. Van Buren Street, Suite 450</u> <u>Chicago, IL 60607</u>
<b>CONTACT</b>	<u>Ben Schnelle, Manager of Housing Initiatives</u>
<b>PHONE AND EMAIL ADDRESS</b>	<u>C: 417.366.1684</u> <u>E: bschnelle@mayorscaucus.org</u>
<b>WORK PERFORMED</b>	<u>Chicago Region MMH Toolkit - Culminating a year of</u> <u>trainings and discussions with a peer network of elected</u> <u>officials, commissioners, and staff from 18</u> <u>municipalities, the toolkit highlights proven strategies,</u> <u>relevant case studies, and actionable next steps for</u> <u>municipalities. The toolkit is designed to be relevant for</u> <u>communities of any size, location, and housing market.</u>
<b>2. Name of Entity</b>	<u>Town of Cumberland</u>
<b>ADDRESS</b>	<u>11501 E Washington St</u> <u>Cumberland, IN 46229</u>
<b>CONTACT</b>	<u>Christine Owens, Assistant Town Manager</u>
<b>PHONE AND EMAIL ADDRESS</b>	<u>P: 317.894.6202</u> <u>E: cowens@cumberland.in.gov</u>



<b>WORK PERFORMED</b>	<p>Opticos developed a Missing Middle Housing ordinance. We assisted by:</p> <ul style="list-style-type: none"> <li>- Introducing two new middle housing districts instead of amending existing ones, which allowed Town staff to pass the updates more easily and apply zones to new developments through the rezone process.- Defining large site standards so that Cumberland can adapt former farms into new housing developments.</li> <li>- Creating two short PowerPoints to explain the Public Review Draft. One is an overview and the other is a deep dive into standards. Both are meant to be digested without any audio/video component and on-demand.</li> </ul>
<b>3. Name of Entity</b>	<u>City of Columbus</u>
<b>ADDRESS</b>	<u>111 N. Front Street, 3rd Floor</u> <u>Columbus, OH 43215</u>
<b>CONTACT</b>	<u>Mark Dravillas, Planning Administrator</u>
<b>PHONE AND EMAIL ADDRESS</b>	<u>P: 614.724.4437</u> <u>E: McDravillas@Columbus.gov</u>
<b>WORK PERFORMED</b>	<u>The City of Columbus, Ohio selected a multi-disciplinary team to complete a comprehensive update of the City's 70-year-old zoning code to align with their housing and transportation goals. Following a 2021 code assessment by Lisa Wise Consulting and Opticos, Phase One focuses on the City's mixed-use corridors. Phase Two will address residential zoning for the City's neighborhoods. Opticos developed a framework of place types, which included a detailed analysis of existing physical conditions, consideration of the underlying zoning and pattern of variances, and a study of policy direction from over 30 area plans to establish six new mixed-use zoning districts</u>

**LIST OF MUNICIPALITIES OR GOVERNMENT AGENCIES FOR WHICH THE CONTRACTOR HAS PROVIDED SERVICES DURING THE PAST FIVE (5) YEARS IF NOT NAMED ABOVE.**

<b>1. Municipality</b>	<u>Here is a partial list of the place Opticos' Chicago office has worked since establishing the office in 2022:</u>
<b>ADDRESS</b>	<u>Xenia, OH; South Bend, IN; Lake Bluff, IL; Charleston, SC;</u> <u>Nashville, TN; Bloomington, IN; Hanover, NH;</u>
<b>CONTACT</b>	<u></u>

PHONE AND  
EMAIL ADDRESS

---

WORK  
PERFORMED

---

---

---

---

2. Municipality

---

ADDRESS

---

---

CONTACT

---

PHONE AND  
EMAIL ADDRESS

---

WORK  
PERFORMED

---

---

---

---



## **SECTION X**

### **PROFESSIONAL SERVICES AGREEMENT**

**THIS PROFESSIONAL SERVICES AGREEMENT** (hereinafter referred to as the “Agreement”) is entered into this \_\_\_\_ day of \_\_\_\_\_, 2024, between the Village of Oak Park, an Illinois home rule municipal corporation (hereinafter referred to as the “Village”), and \_\_\_\_\_, a \_\_\_\_\_ (hereinafter referred to as the “Contractor”).

### **RECITALS**

**WHEREAS**, the Village intends to have services performed by the Contractor pursuant to the Village’s Request for Proposals dated March 15, 2024 (hereinafter referred to as “RFP”), attached hereto and incorporated herein by reference, and the Contractor’s Proposal, attached hereto and incorporated herein by reference; and

**WHEREAS**, the Contractor has represented to the Village that it has the necessary expertise to provide the services set forth in the RFP; and

**WHEREAS**, the Contractor has expressed its willingness to furnish its services subject to the terms and conditions set forth in this Agreement.

**NOW, THEREFORE**, in consideration of the mutual covenants hereinafter set forth, the parties agree as follows:

**1. RECITALS INCORPORATED.**

1.1. The above recitals are incorporated herein as though fully set forth.

**2. SERVICES OF CONTRACTOR AND TERM OF AGREEMENT.**

2.1. The Contractor shall provide the services set forth in the Contractor’s Proposal (hereinafter referred to as the “Services”) after receiving written authorization by the Village. The Village shall approve the use of subcontractors by the Contractor to perform any of the Services that are the subject of this Agreement.

2.2. The Contractor shall submit to the Village all reports, documents, data, and information set forth in the Village’s RFP in a format customarily used in the industry. The Village shall have the right to require such corrections as may be reasonably necessary to make any required submittal conform to this Agreement. Contractor shall be responsible for



any delay in the Services to be provided pursuant to this Agreement due to Contractor's failure to provide any required submittal in conformance with this Agreement.

2.3. In case of a conflict between the provisions of Contractor's Proposal and the Village's RFP and/or this Agreement, this Agreement and the Village's RFP shall control to the extent of such conflict.

2.4. Village Authorized Representative. The Village Manager or the Village Manager's designee shall be deemed the Village's authorized representative for purposes of this Agreement, unless applicable law requires action by the Corporate Authorities, and shall have the power and authority to make or grant or do those things, certificates, requests, demands, approvals, consents, notices and other actions required that are ministerial in nature or described in this Agreement for and on behalf of the Village and with the effect of binding the Village as limited by this Agreement. The Contractor is entitled to rely on the full power and authority of the person executing this Agreement on behalf of the Village as having been properly and legally given by the Village. The Village shall have the right to change its authorized representative by providing Contractor with written notice of such change which notice shall be sent in accordance with Section 18 of this Agreement.

2.5. Contractor's Authorized Representative. In connection with the foregoing and other actions to be taken under this Agreement, the Contractor hereby designates \_\_\_\_\_ as its authorized representative who shall have the power and authority to make or grant or do all things, certificates, requests, demands, approvals, consents, notices and other actions required that are ministerial in nature or described in this Agreement for and on behalf of the Contractor and with the effect of binding Contractor. The Village is entitled to rely on the full power and authority of the person executing this Agreement on behalf of the Contractor as having been properly and legally given by Contractor. Contractor shall have the right to change its authorized representative by providing the Village with written notice of such change which notice shall be sent in accordance with Section 19 of this Agreement.

2.6 The Contractor shall be an independent contractor to the Village. The Contractor shall solely be responsible for the payment of all salaries, benefits and costs of supplying personnel for the Services. Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against Contractor. The Contractor's services under this Agreement are being performed solely for the Village's benefit, and no other party or entity shall have any claim against the Contractor because of this Agreement or the performance or nonperformance of services hereunder.

### **3. COMPENSATION FOR SERVICES.**

3.1. The Village shall compensate the Contractor for the Services as set forth pursuant to the Contractor's Proposal in an amount not to exceed \$\_\_\_\_\_. The Contractor shall be paid not more frequently than once each month ("Progress Payments"). Payments shall be made within thirty (30) days of receipt by the Village of a pay request/invoice from the Contractor. Payments shall be due and owing by the Village in

accordance with the terms and provisions of the Local Government Prompt Payment Act, 50 ILCS 505/1 *et seq.*, except as set forth herein.

3.2. The Village may, at any time, by written order, make changes regarding the general scope of this Agreement in the Services to be performed by the Contractor. If such changes cause an increase or decrease in the amount to be paid to the Contractor or time required for performance of any Services under this Agreement, whether or not changed by any order, an equitable adjustment shall be made and this Agreement shall be modified in writing accordingly. No service for which additional compensation will be charged by the Contractor shall be furnished without the written authorization of the Village.

3.3. The Contractor shall, as a condition precedent to its right to receive a progress payment, submit to the Village an invoice accompanied by such receipts, vouchers, and other documents as may be necessary to establish costs incurred for all labor, material, and other things covered by the invoice and the absence of any interest, whether in the nature of a lien or otherwise, of any party in any property, work, or fund with respect to the Services performed under this Agreement. In addition to the foregoing, such invoice shall include: (a) employee classifications, rates per hour, and hours worked by each classification, and, if the Services are to be performed in separate phases, for each phase; (b) total amount billed in the current period and total amount billed to date, and, if the Services are to be performed in separate phases, for each phase; and (c) the estimated percent completion, and, if the Services are to be performed in separate phases, for each phase.

3.4. Notwithstanding any other provision of this Agreement and without prejudice to any of the Village's rights or remedies, the Village shall have the right at any time or times to withhold from any payment such amount as may reasonably appear necessary to compensate the Village for any actual or prospective loss due to: (1) services that are defective, damaged, flawed, unsuitable, nonconforming, or incomplete; (2) damage for which the Contractor is liable under this Agreement; (3) claims of subcontractors, suppliers, or other persons performing Contractors Services; (4) delay in the progress or completion of the Services; (5) inability of Contractor to complete the Services; (6) failure of the Contractor to properly complete or document any pay request; (7) any other failure of the Contractor to perform any of its obligations under this Agreement; or (8) the cost to the Village, including attorneys' fees and administrative costs, of correcting any of the aforesaid matters or exercising any one or more of the Village's remedies set forth in this Agreement. The Village must notify the Contractor of cause for withholding within fourteen (14) days of the Village's receipt of an invoice.

3.5. The Village shall be entitled to retain any and all amounts withheld pursuant to this Agreement until the Contractor shall have either performed the obligations in question or furnished security for such performance satisfactory to the Village. The Village shall be entitled to apply any money withheld or any other money due the Contractor under this Agreement to reimburse itself for any and all costs, expenses, losses, damages, liabilities, suits, judgments, awards, attorneys' fees, and administrative expenses incurred, suffered, or sustained by the Village and chargeable to the Contractor under this Agreement.

#### **4. TERM AND TERMINATION.**

4.1. This Agreement shall be for a one (1) year term beginning 12:01 a.m. on \_\_\_\_\_, 2023 through 11:59 p.m. on \_\_\_\_\_.

4.2. This Agreement may be terminated, in whole or in part, by either party if the other party substantially fails to fulfill its obligations under this Agreement through no fault of the terminating party. The Village may terminate this Agreement, in whole or in part, for its convenience. No such termination is effective unless the terminating party gives the other party not less than ten (10) calendar day's written notice pursuant to Section 19 below of its intent to terminate.

4.3. If this Agreement is terminated by either party, the Contractor shall be paid for Services performed to the effective date of termination, including reimbursable expenses. In the event of termination, the Village shall receive reproducible copies of drawings, specifications and other documents completed by the Contractor pursuant to this Agreement.

#### **5. INDEMNIFICATION.**

5.1. The Contractor shall, without regard to the availability or unavailability of any insurance, either of the Village or the Contractor, indemnify, save harmless, and defend the Village and its officers, officials, employees, agents, and volunteers against any and all lawsuits, claims, demands, damages, liabilities, losses, and expenses, including reasonable attorneys' fees and administrative expenses, that may arise, or be alleged to have arisen, out of or in connection with the Contractor's performance of, or failure to perform, the Services or any part thereof, whether or not due or claimed to be due in whole or in part to the active, passive, or concurrent negligence or fault of the Contractor, but only to the extent caused by the negligence of the Contractor or its subcontractors or their respective employees.

#### **6. INSURANCE.**

6.1. The Contractor shall at the Contractor's expense secure and maintain in effect throughout the duration of this Agreement, insurance of the following kinds and limits set forth in this Section 6. The Contractor shall furnish Certificates of Insurance to the Village before starting work or within ten (10) days after the notice of award of the Agreement, which ever date is reached first. All insurance policies, except professional liability insurance, shall be written with insurance companies licensed to do business in the State of Illinois and having a rating of at least A according to the latest edition of the Best's Key Rating Guide; and shall include a provision preventing cancellation of the insurance policy unless fifteen (15) days prior written notice is given to the Village. This provision shall also be stated on each Certificate of Insurance: "Should any of the above described policies be canceled before the expiration date, the issuing company shall mail fifteen (15) days' written notice to the certificate holder named to the left." The Contractor shall require any of its subcontractors to secure and maintain insurance as set forth in this Section 6 and indemnify, hold harmless and defend the Village and its officers, officials, employees, agents, and volunteers as set forth in this Agreement.



6.2. The limits of liability for the insurance required shall provide coverage for not less than the following amounts, or greater where required by law:

(A) **Commercial General Liability:**

- i. Coverage to include, Broad Form Property Damage, Contractual and Personal Injury.
- ii. Limits:

General Aggregate	\$ 2,000,000.00
Each Occurrence	\$ 2,000,000.00
Personal Injury	\$
2,000,000.00	
- iii. Coverage for all claims arising out of the Contractor's operations or premises, anyone directly or indirectly employed by the Contractor.

(B) **Professional Liability:**

- i. Per Claim/Aggregate \$2,000,000.00
- ii. Coverage for all claims arising out of the Contractor's operations or premises, anyone directly or indirectly employed by the Contractor, and the Contractor's obligations under the indemnification provisions of this Agreement to the extent same are covered.

(C) **Workers' Compensation:**

- i. Workers' compensation shall be in accordance with the provisions of the laws of the State of Illinois, including occupational disease provisions, for all employees who provide Services, and in case work is sublet, Contractor shall require each subcontractor similarly to provide workers' compensation insurance. In case employees engaged in hazardous work under this Agreement are not protected under the Workers' Compensation Act, Contractor shall provide, and shall cause each subcontractor to provide, adequate and suitable insurance for the protection of employees not otherwise provided.

(D) **Comprehensive Automobile Liability:**

- i. Comprehensive Automobile Liability coverage shall include all owned, hired, non-owned vehicles, and/or trailers and other equipment required to be licensed, covering personal injury, bodily injury and property damage.
- ii. Limits:

Combined Single Limit	\$1,000,000.00
-----------------------	----------------

(E) **Umbrella:**

- i. Limits:

Each Occurrence/Aggregate	\$5,000,000.00
---------------------------	----------------

- (F) The Village, its officers, officials, employees, agents, and volunteers shall be named as additional insureds on all insurance policies set forth herein except workers' compensation and professional liability/malpractice. The Contractor shall be responsible for the payment of any deductibles for said insurance policies. The coverage shall contain no special limitations on the scope of protection afforded to the Village, its officers, officials, employees, agents, and volunteers.

6.3. The Village and the Contractor agree to waive against each other all claims for special, incidental, indirect, or consequential damages arising out of, resulting from, or in any way related to the Services.

6.4. The Contractor understands and agrees that, except as to professional liability, any insurance protection required by this Agreement or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify, keep and save harmless, and defend the Village, its officers, officials, employees, agents and volunteers as herein provided. The Contractor waives and shall have its insurers waive, its rights of subrogation against the Village, its officers, officials, employees, agents and volunteers.

## **7. SUCCESSORS AND ASSIGNS.**

7.1. The Village and the Contractor each bind themselves and their partners, successors, executors, administrators and assigns to the other party of this Agreement and to the partners, successors, executors, administrators and assigns of such other party in respect to all covenants of this Agreement. Except as above, neither the Village nor the Contractor shall assign, sublet or transfer its interest in this Agreement without the written consent of the other. Nothing herein shall be construed as creating any personal liability on the part of any officer or agent of any public body that may not be a party hereto, nor shall it be construed as giving any right or benefits hereunder to anyone other than the Village and the Contractor.

## **8. FORCE MAJEURE.**

8.1. Neither the Contractor nor the Village shall be responsible for any delay caused by any contingency beyond their control, including, but not limited to: acts of nature, war or insurrection, strikes or lockouts, walkouts, fires, natural calamities, riots or demands or requirements of governmental agencies.

## **9. AMENDMENTS AND MODIFICATIONS.**

9.1. This Agreement may be modified or amended from time to time provided, however, that no such amendment or modification shall be effective unless reduced to writing and duly authorized and signed by the authorized representative of the Village and the authorized representative of Contractor.

## **10. STANDARD OF CARE.**

10.1. The Contractor is responsible for the quality, technical accuracy, timely completion, and coordination of all Services furnished or required under this Agreement, and shall endeavor to perform such Services with the same skill and judgment which can be reasonably expected from similarly situated professionals.

10.2. The Contractor shall promptly make revisions or corrections regarding its Services resulting from its errors, omissions, or negligent acts without additional compensation. The Village's acceptance of any of the Contractor's Services shall not relieve Contractor of its responsibility to subsequently correct any such errors or omissions, provided the Village notifies the Contractor thereof within one (1) year of completion of Contractor's Services.

10.3. The Contractor shall respond to the Village's notice of any errors and/or omissions within seven (7) days of written confirmation by the Contractor of the Village's notice. Such confirmation may be in the form of a facsimile confirmation receipt by the Village, or by actual hand delivery of written notice by the Village to the Contractor.

10.4. The Contractor shall comply with all federal, state, and local statutes, regulations, rules, ordinances, judicial decisions, and administrative rulings applicable to its performance under this Agreement.

10.5. The Contractor shall give all notices, pay all fees, and take all other action that may be necessary to ensure that the Services are provided, performed, and completed in accordance with all required governmental permits, licenses, and other approvals and authorizations that may be required in connection with providing, performing, and completing the Services, and with all applicable statutes, ordinances, rules, and regulations, including, but not limited to, the Fair Labor Standards Act; any statutes regarding qualification to do business; any statutes prohibiting discrimination because of, or requiring affirmative action based on race, color, religion, sex, national origin, ancestry, age, order of protection status, marital status, physical or mental disability, military status, sexual orientation, or unfavorable discharge from military service or other prohibited classification, including, without limitation, the Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101 *et seq.*, and the Illinois Human Rights Act, 775 ILCS 5/1-101 *et seq.* The Contractor shall also comply with all conditions of any federal, state, or local grant received by the Village or the Contractor with respect to this Agreement.

10.6. The Contractor shall be solely liable for any fines or civil penalties that are imposed by any governmental or quasi-governmental agency or body that may arise, or be alleged to have arisen, out of or in connection with the Contractor's, or its subcontractors', performance of, or failure to perform, the Services required pursuant to this Agreement or any part thereof.



## **11. DOCUMENTS AND BOOKS AND RECORDS.**

11.1. Reports, examinations, information, observations, calculations, notes and any other reports, documents, data or information, in any form, prepared, collected, or received by the Contractor in connection with any or all of the Services to be provided pursuant to this Agreement (“Documents”) shall be and remain the property of the Village upon completion of the Services and payment to the Contractor all amounts then due under this Agreement. At the Village’s request, or upon termination of this Agreement, the Documents shall be delivered promptly to the Village. Contractor shall have the right to retain copies of the Documents for its files. Contractor shall maintain files of all Documents unless the Village shall consent in writing to the destruction of the Documents, as required herein.

11.2. The Contractor’s Documents and records pursuant to this Agreement shall be maintained and made available during performance of the Services under this Agreement and for three (3) years after completion of any Services. The Contractor shall give notice to the Village of any Documents to be disposed of or destroyed and the intended date after said period, which shall be at least ninety (90) days after the effective date of such notice of disposal or destruction. The Village shall have ninety (90) days after receipt of any such notice to give notice to Contractor not to dispose of or destroy said Documents and to require the Contractor to deliver same to the Village, at the Village’s expense. The Contractor and any subcontractors shall maintain for a minimum of three (3) years after the completion of this Agreement, or for three (3) years after the termination of this Agreement, whichever comes later, adequate books, records and supporting documents to verify the amounts, recipients and uses of all disbursements of funds passing in conjunction with the Agreement. All books, records and supporting documents related to this Agreement shall be available for review and audit by the Village and the federal funding entity, if applicable, and the Contractor agrees to cooperate fully with any audit conducted by the Village and to provide full access to all materials. Failure to maintain the books, records and supporting documents required by this section shall establish a presumption in favor of the Village for recovery of any funds paid by the Village under this Agreement for which adequate books, records and supporting documentation are not available to support their purported disbursement. The Contractor shall make the Documents available for the Village’s review, inspection and audit during the entire term of this Agreement and three (3) years after completion of the Services as set forth herein and shall fully cooperate in responding to any information request pursuant to the Illinois Freedom of Information Act, 5 ILCS 140/1 et seq. by providing any and all responsive documents to the Village.

11.3. The Contractor shall have the right to include among Contractor’s promotional and professional materials those drawings, renderings, other design documents and other work products that are prepared by the Contractor pursuant to this Agreement (collectively “Work Products”). The Village shall provide professional credit to Contractor in the Village’s development, promotional and other materials which include Contractor’s Work Products.

11.4. The Contractor shall furnish all records related to this Agreement and any documentation related to the Village required under an Illinois Freedom of Information Act (5 ILCS 140/1 et. seq.) (“FOIA”) request within five (5) business days after the Village issues notice of such request to the Contractor. The Contractor shall not apply any costs or charge

any fees to the Village regarding the procurement of records required pursuant to a FOIA request. The Contractor agrees to defend, indemnify, and hold harmless the Village, and its officers, officials, employees, agents, and volunteers, and agrees to pay all reasonable costs connected therewith (including, but not limited to reasonable attorney's and witness fees, filing fees, and any other expenses) for the Village to defend any and all causes, actions, causes of action, disputes, prosecutions, or conflicts arising from the Contractor's actual or alleged violation of the FOIA, or the Contractor's failure to furnish all documentation related to a request within five (5) days after the Village issues notice of a request. Furthermore, should the Contractor request that the Village utilize a lawful exemption under FOIA in relation to any FOIA request thereby denying that request, the Contractor shall pay all costs connected therewith (such as reasonable attorney's and witness fees, filing fees, and any other expenses) to defend the denial of the request. The defense shall include, but not be limited to, challenged or appealed denials of FOIA requests to either the Illinois Attorney General or a court of competent jurisdiction. The Contractor shall defend, indemnify, and hold harmless the Village, and its officers, officials, employees, agents, and volunteers, and shall pay all costs connected therewith (such as reasonable attorney's and witness fees, filing fees and any other expenses) to defend any denial of a FOIA request by the Contractor's request to utilize a lawful exemption to the Village.

## **12. CONFIDENTIAL INFORMATION**

12.1 The Contractor shall not disclose any and all proprietary and/or confidential information provided by the Village that is so marked or identified by the Village or as otherwise provided law that is received by the Contractor in the course of providing services to the Village without the prior written consent of an authorized representative of the Village or as required by law.

12.2. The Contractor shall always use all reasonable precautions to assure that all proprietary and/or confidential information is properly protected and kept from unauthorized persons.

12.3. Upon termination of this Agreement, the Contractor shall return to the Village all written, taped, or other descriptive matter, including, but not limited to drawings and diagrams, descriptions, and other papers and documents provided to the Contractor by the Village in connection with the services rendered under this Agreement which may contain proprietary and/or confidential information. The obligations set forth in this Section 12 shall survive the termination or expiration of this Agreement.

## **13. SAVINGS CLAUSE.**

13.1. If any provision of this Agreement, or the application of such provision, shall be rendered or declared invalid by a court of competent jurisdiction, or by reason of it requiring any steps, actions or results, the remaining parts or portions of this Agreement shall remain in full force and effect.

#### **14. NON-WAIVER OF RIGHTS.**

14.1. No failure of either party to exercise any power given to it hereunder or to insist upon strict compliance by the other party with its obligations hereunder, and no custom or practice of the parties at variance with the terms hereof, nor any payment under this agreement shall constitute a waiver of either party's right to demand exact compliance with the terms hereof.

14.2. This Agreement shall not prohibit the Contractor from providing services to any other public or private entity or person. In the event that the Contractor provides Services to a public or private entity or person, the Village, at its sole discretion, may determine that such Services conflict with a service to be provided to the Village by Contractor, and the Village may select another contractor to provide such Services as the Village deems appropriate.

#### **15. THE VILLAGE'S REMEDIES.**

15.1. If it should appear at any time prior to payment for Services provided pursuant to this Agreement that the Contractor has failed or refused to prosecute, or has delayed in the prosecution of, the Services to be provided pursuant to this Agreement with diligence at a rate that assures completion of the Services in full compliance with the requirements of this Agreement, or has attempted to assign this Agreement or the Contractor's rights under this Agreement, either in whole or in part, or has falsely made any representation or warranty, or has otherwise failed, refused, or delayed to perform or satisfy any other requirement of this Agreement or has failed to pay its debts as they come due ("Event of Default"), and has failed to cure, or has reasonably commenced to cure any such Event of Default within fifteen business days after the Contractor's receipt of written notice of such Event of Default, then the Village shall have the right, at its election and without prejudice to any other remedies provided by law or equity, to pursue any one or more of the following remedies:

15.1.1. The Village may require the Contractor, within such reasonable time as may be fixed by the Village, to complete or correct all or any part of the Services that are defective, damaged, flawed, unsuitable, nonconforming, or incomplete and to take any or all other action necessary to bring the Contractor and the Services into compliance with this Agreement;

15.1.2. The Village may accept the defective, damaged, flawed, unsuitable, nonconforming, incomplete, or dilatory Services or part thereof and make an equitable reduction;

15.1.3. The Village may terminate this Agreement without liability for further payment of amounts due or to become due under this Agreement except for amounts due for Services properly performed prior to termination;

15.1.4. The Village may withhold any payment from the Contractor, whether or not previously approved, or may recover from Contractor any and all costs, including attorneys' fees and administrative expenses, incurred by the Village as the result of any Event of Default or as a result of actions taken by the Village in response to any Event of Default; or

15.1.5. The Village may recover any damages suffered by the Village as a result of Contractor's Event of Default.

15.2. In addition to the above, if the Contractor fails to complete any required Services pursuant to this Agreement, the Village shall be entitled to liquidated damages in the amount of five hundred dollars (\$500.00) per day for each day the Services remains uncompleted. This amount is not a penalty, and the parties agree to said amount given the difficulties associated with determining or calculating damages to the Village in the event the required Services are not completed on time.

**16. NO COLLUSION.**

16.1. The Contractor hereby represents and certifies that Contractor is not barred from contracting with a unit of state or local government as a result of: (1) a delinquency in the payment of any tax administered by the Illinois Department of Revenue unless Contractor is contesting, in accordance with the procedures established by the appropriate revenue Act, its liability for the tax or the amount of the tax, as set forth in 65 ILCS 5/11-42.1-1; or (2) a violation of either Section 33E-3 or Section 33E-4 of Article 33E of the Criminal Code of 1961, 720 ILCS 5/33E-1 *et seq.* The Contractor hereby represents that the only persons, firms, or corporations interested in this Agreement are those disclosed to the Village prior to the execution of this Agreement, and that this Agreement is made without collusion with any other person, firm, or corporation. If at any time it shall be found that the Contractor has in procuring this Agreement, colluded with any other person, firm, or corporation, then the Contractor shall be liable to the Village for all loss or damage that the Village may suffer thereby, and this Agreement shall, at the Village's option, be null and void and subject to termination by the Village.

**17. ENTIRE AGREEMENT.**

17.1. This Agreement sets forth all the covenants, conditions and promises between the parties, and it supersedes all prior negotiations, statements or agreements, either written or oral, with regard to its subject matter. There are no covenants, promises, agreements, conditions or understandings between the parties, either oral or written, other than those contained in this Agreement.

**18. GOVERNING LAW AND VENUE.**

18.1. This Agreement shall be governed by the laws of the State of Illinois both as to interpretation and performance.

18.2. Venue for any action pursuant to this Agreement shall be in the Circuit Court of Cook County, Illinois.



**19. NOTICE.**

19.1. Any notice required to be given by this Agreement shall be deemed sufficient if made in writing and sent by certified mail, return receipt requested, by personal service, or email transmission to the persons and addresses indicated below or to such other addresses as either party hereto shall notify the other party of in writing pursuant to the provisions of this subsection:

If to the Village:

Village Manager  
Village of Oak Park  
123 Madison Street  
Oak Park, Illinois 60302  
Email: [villagemanager@oak-park.us](mailto:villagemanager@oak-park.us)

If to the Contractor:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Email: \_\_\_\_\_

19.2. Mailing of such notice as and when above provided shall be equivalent to personal notice and shall be deemed to have been given at the time of mailing.

19.3. Notice by email transmission shall be effective as of date and time of transmission, provided that the notice transmitted shall be sent on business days during business hours (9:00 a.m. to 5:00 p.m. Chicago time). In the event email notice is transmitted during non-business hours, the effective date and time of notice is the first hour of the first business day after transmission.

**20. BINDING AUTHORITY.**

20.1. The individuals executing this Agreement on behalf of the Contractor and the Village represent that they have the legal power, right, and actual authority to bind their respective parties to the terms and conditions of this Agreement.

**21. HEADINGS AND TITLES.**

21.1. The headings and titles of any provisions of this Agreement are for convenience or reference only and are not to be considered in construing this Agreement.

**22. COUNTERPARTS; FACSIMILE OR PDF/MAIL SIGNATURES.**

22.1. This Agreement shall be executed in counterparts, each of which shall be considered an original and together shall be one and the same Agreement.

22.2 A facsimile or pdf/email copy of this Agreement and any signatures thereon will be considered for all purposes as an original.

**23. EFFECTIVE DATE.**

23.1. As used in this Agreement, the Effective Date of this Agreement shall be the last date of its execution by one of the parties as set forth below.

**24. AUTHORIZATIONS.**

24.1. The Contractor's authorized representatives who have executed this Agreement warrant that they have been lawfully authorized by the Contractor's board of directors or its by-laws to execute this Agreement on its behalf. The Village Manager and Village Clerk warrant that they have been lawfully authorized to execute this Agreement. The Contractor and the Village shall deliver upon request to each other copies of all articles of incorporation, bylaws, resolutions, ordinances or other documents which evidence their legal authority to execute this Agreement on behalf of their respective parties.

**25. EQUAL OPPORTUNITY EMPLOYER.**

25.1. The Contractor is an equal opportunity employer and the requirements of 44 Ill. Adm. Code 750 APPENDIX A and Chapter 13 ("Human Rights") of the Oak Park Village Code are incorporated herein as though fully set forth. The Contractor shall not discriminate against any employee or applicant for employment because of race, sex, gender identity, gender expression, color, religion, ancestry, national origin, veteran status, sexual orientation, age, marital status, familial status, source of income, disability, housing status, military discharge status, or order of protection status or physical or mental disabilities that do not impair ability to work, and further that it will examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization. The Contractor shall comply with all requirements of Chapter 13 ("Human Rights") of the Oak Park Village Code.

25.2. In the event of the Contractor's noncompliance with any provision of Chapter 13 ("Human Rights") of the Oak Park Village Code, the Illinois Human Rights Act or any other applicable law, the Contractor may be declared non-responsible and therefore ineligible for future Agreements or subcontracts with the Village, and the Agreement may be cancelled or voided in whole or in part, and such other sanctions or penalties may be imposed or remedies invoked as provided by statute or regulation.

25.3. In all solicitations or advertisements for employees placed by it on its behalf, the Contractor shall state that all applicants will be afforded equal opportunity without discrimination because of race, sex, gender identity, gender expression, color, religion, ancestry, national origin, veteran status, sexual orientation, age, marital status, familial status, source of income, disability, housing status, military discharge status, or order of protection status or physical or mental disabilities that do not impair ability to work.

**[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK-  
SIGNATURE PAGE FOLLOWS]**

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be signed by their duly authorized representatives on the dates set forth below.

**VILLAGE OF OAK PARK**

**[NAME OF CONTRACTOR]**

\_\_\_\_\_  
By: Kevin J. Jackson  
Its: Village Manager

\_\_\_\_\_  
By:  
Its:

Date: \_\_\_\_\_, 2024

Date: \_\_\_\_\_, 2024

**ATTEST**

**ATTEST**

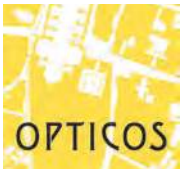
\_\_\_\_\_  
By: Christina M. Waters  
Its: Village Clerk

\_\_\_\_\_  
By:  
Its:

Date: \_\_\_\_\_, 2024

Date: \_\_\_\_\_, 2024

# We look forward to speaking with you.



**Opticos Design, Inc.**

2100 Milvia Street, Suite 125  
Berkeley, California 94704  
510.558.6957  
[info@opticosdesign.com](mailto:info@opticosdesign.com)

**Certified**



In 2007, Opticos became a founding B Corporation, establishing a triple bottom line of social, economic, and environmental responsibility.