

Professional Services Proposal for the  
Land Use and Development Code  
(LUDC) Update

# Town of Alpine, Wyoming

December 22, 2025



Prepared by  
**Kendig Keast Collaborative**

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**KENDIG KEAST**  
COLLABORATIVE



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# Firm Profile

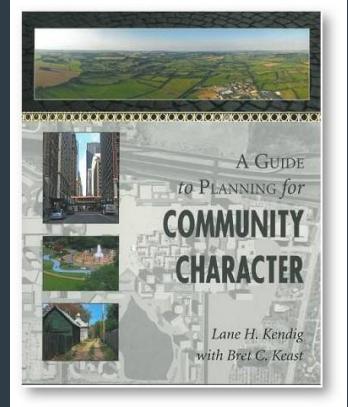
On behalf of Kendig Keast Collaborative (KKC), we are pleased to respond to the Town's request for proposal to facilitate the process of updating the Land Use and Development Code consistent with the Master Plan. This response demonstrates how our credentials, relevant experience, professional tools and techniques, and personal demeanor and leadership skills can help Alpine achieve the objectives and outcomes it seeks.

## Zoning and Land Development Code Services

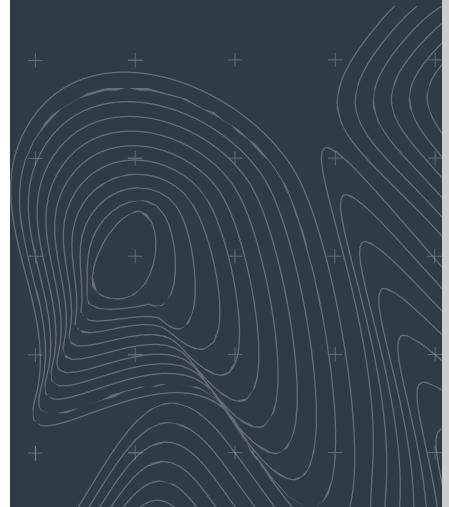
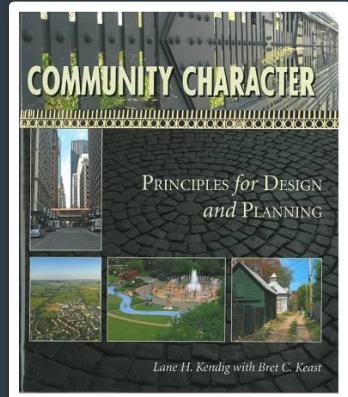
KKC's implementation and regulatory practice includes evaluating, drafting, and amending consensus-based land development regulations. Through thorough analysis and close attention to community input, we tailor regulatory strategies to achieve specific desired outcomes and foster sensitive site design and creative development practices. This sometimes requires interim ordinances to ensure protection of community character or resources while permanent regulations are drafted. KKC also has developed model codes for specific purposes which are then adapted by a variety of jurisdictions. Our principals and senior staff have also drafted proposed zoning amendments on behalf of private-sector clients who seek to develop or redevelop property in progressive ways that are not permitted under existing zoning regulations in a particular community.

Of course, plan implementation is more than regulation. Our practice also includes such non-regulatory measures as creating frameworks for interlocal agreements, public-private partnerships, and transfer or purchase of development rights systems:

- **Code Evaluations and Performance Assessments** to identify gaps and shortcomings in existing regulations and recommend new and enhanced provisions which ensure that the plan and code will work hand-in-hand.
- **Code Drafting** to assist jurisdictions to craft first-time zoning ordinances and other regulatory measures that will win public acceptance while still being effective and within the community's capacity to implement.
- **Zoning District Map** for the review, preparation, and revisions in the wake of a new or updated Master Plan, and to implement new regulatory strategies in targeted locations.
- **Facilitation of Code Drafting and Amendment Processes** to engage community leaders and stakeholders effectively and ensure that potential code amendments and enhancements are on target and likely to be accepted.
- **Guidance and Support** for various other aspects of implementation besides regulation, including annexation strategy, capital improvements planning, public financing vehicles, external grant opportunities, and inter-agency and public/private partnerships.
- **Commission, Board, and Administration Training** for elected and appointed officials and city staff who are responsible for development review, ordinance and zoning administration, and meeting facilitation.



*Kendig Keast Collaborative is a leader in articulating and advancing comprehensive strategies to define, protect, and enhance community character.*



## OUR CODE DRAFTING EXPERIENCE

Aberdeen, SD	Dunedin, Florida	Lake Villa, IL	Portage, MI
Adams County, CO	Durango, CO	Lake Zurich, IL	Quakertown Area, PA
Altus, OK	Early, Texas	Langhorne Borough, PA	Queen Anne's County, MD
Amarillo, TX	Edinburg, TX	League City, TX	Redmond, WA
Angleton, TX	El Campo, TX	Leesburg, VA	Richmond, TX
Ankeny, IA	El Lago, TX	Lindenhurst, IL	Riverwoods, IL
Aspen, CO	Elizabethtown, KY	Littleton, CO	Rosenberg, TX
Bainbridge Township, OH	Falmouth, ME	Los Fresnos, TX	Sandy, UT
Baytown, TX	Farmington, NM	Loudoun County, VA	Sarasota County, FL
Beaufort County, SC	Flagstaff, AZ	Lubbock, TX	Savannah/Chatham Co, GA
Bedford, TX	Florence, SC	Machesney Park, IL	Seabrook, TX
Bellaire, TX	Frederick County, MD	Magnolia, TX	Seguin, TX
Beloit, WI	Freeport, TX	Manhattan, KS	Sellersville Planned
Black Mountain, NC	Fremont, NE	Marshalltown, IA	Development, PA
Blythewood, SC	Fulshear, TX	Marvin, NC	Shenandoah, TX
Borger, TX	Galveston, TX	McAllen, TX	Sioux City, IA
Bossier City-Parish, LA	Georgetown, TX	McComb, MS	Sleepy Hollow, IL
Brevard County, FL	Gillette, WY	McCormick County, SC	Slidell, LA
Broken Arrow, OK	Glenpool, OK	Meadows Place, TX	Springfield Township, PA
Brownsville, TX	Good Hope, AL	Michigan City, IN	Stafford, TX
Buckingham Township, PA	Granbury, TX	Middletown Township, PA	St. Croix County, WI
Carbondale, CO	Granville County, NC	Milwaukee, WI	St. Mary Parish, LA
Castle Pines, CO	Grants Pass, OR	Mineral Wells, TX	Sugar Land, TX
Cedar Park, TX	Greensboro, NC	Moab, UT	Sweetwater, TX
Centennial, CO	Greenville County, SC	Monroe, OH	Tangipahoa Parish, LA
Charleston County, SC	Groton, CT	Monroe County, FL	Topeka-Shawnee County, KS
Chattahoochee Hill	Grundy County, IL	Montgomery, TX	Town and Country, MO
Country, GA	Gunnison, CO	Morgan City, LA	Travelers Rest, SC
Chesterfield, MO	Harrisburg, NC	Nassau Bay, TX	Tullytown Borough, PA
Chesterfield County, VA	Harrisonburg, VA	New Albany, IN	Upper Southampton Twp, PA
Chicago, IL	Hays, KS	New Britain Township, PA	Valparaiso, IN
Cibolo, TX	Hedwig Village, TX	New Castle County, DE	Vinton, TX
Cincinnati, OH	Highland Park, TX	New Haven, CT	West University Place, TX
Clovis, NM	Highlands Commission, NJ	Newton County, GA	Westminster, CO
College Station, TX	Hillsborough County, FL	Northville Township, MI	Wharton, TX
Columbus, NE	Hitchcock, TX	Oakland, IA	Williams, CA
Commerce City, CO	Houston, TX	Oklahoma City, OK	Williamson County, TN
Copperas Cove, TX	Indian Creek, IL	Olathe, KS	Winter Park, CO
Corpus Christi, TX	Iowa Colony, TX	Oswego, IL	Zachary, LA
Covington, KY	Jacksonville, FL	Penndel Borough, PA	
Cortez, CO	Jefferson County, WV	Pennridge Area, PA	
Crystal Lake, IL	Jersey Village, TX	Perkasie Borough, PA	
Cuero, TX	Kansas City, KS	Pflugerville, TX	
DCA/DNR, FL	Kerrville, TX	Pinelands Commission, NJ	
Davie, FL	Kings Mountain, NC	Plainview, TX	
Dayton, TX	Kootenai County, ID	Pleasanton, TX	
Denver, CO	La Plata County, CO	Polk County, IA	
Dickinson, TX	Lake Charles, LA	Ponca City, OK	
	Lake County, IL		



# Introduction

## CLIENT REVIEWS

"KKC is a terrific firm of passionate, experienced, and thoughtful planners and plan implementers. They are a pleasure to work with, and their work products are excellent. I would be pleased to recommend them for any planning or plan implementation project."

Honorable Henry Martinez  
Former Mayor  
City of Zachary, LA

"KKC was extremely knowledgeable on the subject, innovative, efficient and professional. The written materials presented to [Stafford] City Council and P&Z were of the highest quality."

Barkley Peschel  
Former Vice President Greater  
Fort Bend Economic Development  
Council  
Sugar Land, TX

The Town of Alpine seeks a clear, user-friendly Land Use and Development Code (LUDC) that directly supports the community's vision and the goals of its forthcoming Master Plan. As Alpine continues to grow and adapt to changing development pressures, this project will preserve the strengths of the existing regulations while crafting new tools that protect Alpine's small-town character, natural setting, and high quality of life. The resulting code will be practical, easy to navigate, and grounded in the realities of Alpine—ensuring development aligns with community values and supports the town's long-term livability and economic vitality.

## OUR PHILOSOPHY

The philosophy of Kendig Keast Collaborative (KKC) is simple: provide tailored, forward-thinking, and practical solutions to implement the community vision and solve the challenges confronting the Town of Alpine. The focus of our work will be the issues discovered through the master plan engagement processes, observed through reconnaissance and field study, and learned from our detailed assessment of the code and how it has performed to date. In addition:

- ◆ User-friendliness is first and foremost among the goals of the project. The code must result in processes that are timely, effective, equitable, and understandable. The code must be well-organized, sufficiently thorough and articulate, and written in plain English and in a manner that is easy to interpret and apply.
- ◆ The final product must be readily accessible, intuitive for layperson users, and made available in an interactive, online format.
- ◆ The new regulations must continue the diligence to achieve quality, affordable development that is enduring and responsible.
- ◆ The code should be definitive to elicit certainty and predictability, yet sufficiently flexible to accommodate site conditions and constraints, and other common considerations.

## COORDINATION WITH CUSHING TERRELL

The Development Code Update will be closely coordinated with the Town's Master Plan effort currently being prepared by Cushing Terrell (CT). Because the Master Plan will establish the community's long-range vision, land use framework, and policy direction, the Code Update—whether the Town selects Option 1 (Constrained Update) or Option 2 (Full Rewrite)—must align with and support the emerging goals, themes, and recommendations of the Master Plan.

KKC's approach ensures that both projects—Plan and Code—advance in a complementary, synchronized, and mutually reinforcing manner.

## Shared Understanding of Roles and Deliverables

- > *Cushing Terrell* would be responsible for:
  - Development of the Town Master Plan, including vision, guiding principles, land use policy framework, growth concepts, mobility and infrastructure considerations, and implementation strategies.
  - Public engagement, stakeholder interviews, and community outreach connected to long-range planning.
  - Preparation of the Future Land Use Map and related policy diagrams.
- > *Kendig Keast Collaborative* would be responsible for:
  - Updating or rewriting the LUDC to implement the policy directions established in the Master Plan.
  - Strengthening procedures, districts, standards, and development review processes.
  - Ensuring consistency, defensibility, and usability of the regulatory framework.
  - Drafting zoning and development standards that reflect Alpine's desired long-term small-town character and growth patterns.

## Coordination Strategy

- > *Regular Inter-Consultant Coordination Meetings.* KKC and CT will meet at key milestones to:
  - Share progress updates;
  - Confirm points of alignment between the Master Plan and the LUDC;
  - Coordinate schedules and deliverables; and
  - Review emerging recommendations and identify regulatory implications early.

These meetings would be held virtually.

- > *Sharing of Technical Background and Analysis.* KKC would make use of Cushing Terrell's:
  - Growth projections;
  - Land capacity analyses;
  - Infrastructure considerations;
  - Community values and themes;
  - Buildout assumptions; and
  - Engagement findings (where appropriate).

This minimizes duplication, reduces cost, and ensures one unified foundation for regulatory and policy decisions.

- > *Schedule and Deliverable Alignment.* The Code Update schedule will be coordinated with Cushing Terrell's deliverable timeline.



## PROJECT UNDERSTANDING

Alpine is at a pivotal moment. As the fastest-growing community in Wyoming, Alpine is experiencing escalating development pressure from the Jackson/Teton region while striving to preserve its small-town character, natural setting, and sense of community identity.

Residents and Town leadership expressed a clear message in our discussions:

*“Alpine wants to remain a community where families can thrive, neighbors know each other, and growth enhances—rather than erodes—our sense of place.”*

The Town's Land Use & Development Code (LUDC)—originally written nearly 20 years ago and amended many times since—no longer provides the clarity, predictability, or modern structure needed to manage this growth effectively. Many sections of the code are internally inconsistent, overly discretionary, or lacking essential standards needed for defensible decision-making. These concerns were thoroughly documented in the KKC Observations & Resolutions review, including:

- ◆ *Overlapping authority and ambiguous administrative roles* between P&Z, Zoning Administrator, Building Official, and Design Review Committee (DRC).
- ◆ *Missing or vague procedures* (no completeness checks, shot clocks, or aligned process diagrams).
- ◆ *Broad, subjective approval criteria* that lack legally defensible findings.
- ◆ *PUD requirements and zoning structure* that create unnecessary layers of review and unpredictable outcomes.
- ◆ *Lack of a consolidated use table and dimensional table*, resulting in incomplete or contradictory regulations.
- ◆ *Inadequate design standards*, wildfire overlay standards, buffering requirements, and modern development expectations.
- ◆ *Split subdivision standards* that require applicants to jump between Parts 2 and 4 of the LUDC.

Alpine's leadership emphasized the dual realities shaping this project:

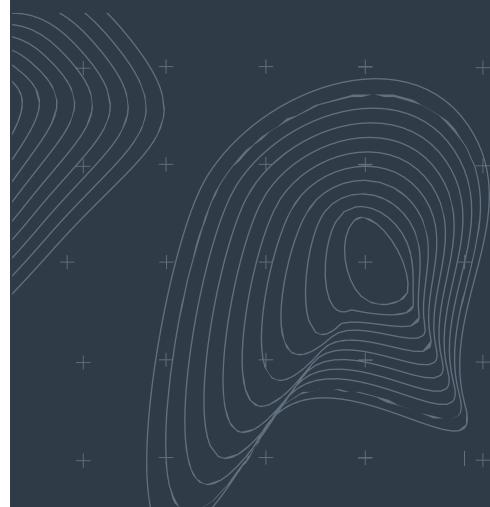
- ◆ *The Town needs to adopt meaningful improvements before the 2026 building season.* Development activity is increasing, and the Town requires clearer, more defensible tools for evaluating applications and guiding growth.
- ◆ *The Town has finite capacity and a limited budget cycle.* A complete rewrite of the LUDC is a sizeable investment that will likely require funding from outside sources.

The LUDC must serve as a tool that supports daily administration by Town staff and appointed officials. Planning and zoning administration in small communities works best when procedures are clear, roles are unambiguous, regulations are internally consistent, and expectations are easy to communicate. The current LUDC places an unnecessary burden on the Town by requiring interpretation across multiple sections, leaving key standards unstated, and lacking the diagrams, cross-references, and usability features expected in a modern code.

By reorganizing the code into a logical hierarchy; consolidating related standards; clarifying roles for P&Z, the Zoning Administrator, the Building Official, and the Design Review Committee; and employing an accessible, plain-language structure, the revised LUDC will become a day-to-day management tool rather than a barrier. Ultimately, the updated code will help Alpine make faster, more consistent decisions, reduce conflicts at the counter and in hearings, and provide a stronger foundation for the thoughtful, community-supported growth the Town envisions.

## Small-Town Scale at the Edge of the Jackson Influence

“While Alpine remains a small, close-knit community, its proximity to Jackson Hole influences housing prices, second-home development, and market expectations. Zoning standards must carefully manage this tension—supporting local needs and affordability while avoiding unintended suburbanization or resort-style development inconsistent with Alpine's character.”



# Project Approach

Alpine desires a clearly organized, plainly written, and user-friendly Land Use & Development Code that serves residents, applicants, staff, and decision-makers alike. The updated regulations must align with the Town's Master Plan, translate its policies into practical standards, and provide the tools needed to guide growth in a way that preserves Alpine's small-town character and extraordinary natural setting.

As one of the fastest-growing communities in Wyoming, Alpine requires development regulations that offer clarity, predictability, and modern structure—ensuring that land-use decisions are consistent, defensible, and easy to administer. These updates will strengthen the readability, usefulness, and effectiveness of the LUDC, helping Alpine manage increasing development pressure while protecting the qualities that make it a desirable and distinctive mountain community.

Because of the above-described practical constraints, the Scope of Services is organized into two distinct options. Each option meets different objectives, timelines, and budget levels. The Town may select either option for 2026—or choose a hybrid of the two options. We're committed to working with the Town to meet its needs.

## OPTION 1: CONSTRAINED UPDATE

### *Targeted Amendments within the Current Code Structure*

Option 1 focuses on urgent, high-priority corrections and clarifications that can be made within the existing LUDC structure and numbering. This option is specifically designed to address immediate needs before the 2026 building season and to improve the clarity, consistency, and functionality of the current Code.

#### When to Choose Option 1:

- > The Town has limited budget capacity for 2026.
- > The Town needs immediate improvements but is not prepared to undertake a full rewrite.
- > Staff need clearer procedures, roles, and standards now.
- > The timing of outside funding may not align with the Town's 2026 timeline.

#### What Option 1 includes:

- > Fixing inconsistencies, errors, and conflicting language.
- > Clarifying roles and responsibilities in Part 1, General Provisions.
- > Updating procedures and adding completeness checks.
- > Replacing vague approval criteria with objective standards.
- > Updating variance and protest procedures per Wyoming law.
- > Introducing interim design, buffering, access, and wildfire-related text.
- > Strengthening development review pathways using the existing Article 2, Procedures structure.
- > Drafting targeted interim ordinances that can be adopted quickly.

#### What Option 1 does not include:

- > Reorganizing Parts, Articles, or Sections.
- > Introducing new zoning districts or overlays (beyond interim text).
- > Creating a Unified Use Table or Unified Dimensional Table.
- > Rewriting subdivision, infrastructure, or design standards.
- > Adding graphics, tables, diagrams, or illustrations.
- > Reformatting or restructuring the LUDC.

Option 1 is intentionally limited in scope and cost, providing Alpine with rapid, targeted improvements that strengthen day-to-day administration and decision-making.

## OPTION 2: FULL REWRITE AND REORGANIZATION

### *Build the modern Development Code Alpine needs for the next 20+ years*

Option 2 is a comprehensive restructuring and rewriting of the LUDC to create an intuitive, modern, graphically supported, and user-friendly regulatory framework.

#### When to Choose Option 2:

- > The Town wants a long-term solution rather than incremental fixes.
- > Leadership seeks a Code that reflects Alpine's desired development patterns and character.
- > The Town wants improved usability for residents, staff, developers, and decision-makers.
- > The Town is ready to invest in a complete overhaul of the regulatory structure.

#### What Option 2 includes:

- > Reorganizing and renumbering the LUDC.
- > Consolidating definitions into a single section.
- > Creating a Unified Use Table and Unified Dimensional Standards Table.
- > Modernizing zoning districts and introducing new overlays as needed.
- > Developing a Wildland–Urban Interface (WUI) Overlay.
- > Overhauling PUD standards and integrating connectivity, block structure, and open space requirements.
- > Creating modern commercial, mixed-use, and residential design standards tailored for Alpine.
- > Rewriting subdivision and infrastructure standards as a coherent system.
- > Integrating diagrams, tables, illustrations, and graphics.
- > Aligning the zoning map with updated districts and policies.
- > Preparing a modernized enCodePlus version of the final Code.

#### Why Option 2 can be pursued over more than one budget year:

A full zoning ordinance rewrite is a comprehensive effort that benefits from being structured in phases. The Town may elect to advance the most significant policy and structural reforms in 2026, followed by refinement of lower-priority, technical, or implementation-focused items in 2027. This phased approach reflects the scope and complexity of a full rewrite, which requires:

- > More drafting time;
- > Multiple rounds of committee and Council review;
- > GIS and mapping support;
- > Professional graphics and usability design; and
- > Thoughtful implementation and transition planning.

Under this approach, the Town can address its highest-impact needs first while distributing cost, staff workload, and decision-making across more than one budget year. This allows Option 2 to move forward deliberately without delaying meaningful reform.

## SERVICE DELIVERY

### APPROACH

- ◆ Provision of monthly progress reports describing the project status and documenting significant work accomplished and scheduled activities.
- ◆ Preparation of a project schedule that ensures steady progress while assuring adequate time for involvement and meaningful review prior to the public hearings.
- ◆ Timely submittal of deliverables in strict adherence with the project schedule.
- ◆ Design of an iterative process whereby draft deliverables are prepared, reviewed, and discussed individually at public meetings. Therefore, the plan is drafted in a step-wise process.
- ◆ An initial discovery and reconnaissance phase to document key community issues and discovered through intensive public involvement and consultant reconnaissance.
- ◆ A Town Council briefing midway through the project to provide a status report and allow dialogue about the direction and outcomes of the plan.

## How the Two Options Relate to Each Other

- > **Option 1** stands on its own as a functional code improvement effort. If Alpine selects Option 1 for 2026, all corrections and clarifications made may carry forward into Option 2 without duplication of effort.
- > **Option 2** is a more robust alternative that provides a long-term regulatory structure. If Alpine selects Option 2 immediately, Option 1 is not needed.

Both options support Alpine's commitment to managing growth thoughtfully, protecting community character, and improving the predictability and usability of its development regulations.

## SUMMARY TABLE: CONSTRAINED VS. FULL REWRITE

Task / Scope Element	Constrained Program	Full Rewrite
Edit existing LUDC format	✓	—
Reorganize & renumber LUDC	—	✓
Immediate corrections & clarifications	✓	✓
Interim Ordinances	✓	(superseded later)
New procedural improvements	✓ (within existing format)	✓ (fully integrated)
Unified Use Table	—	✓
Unified Dimensional Table	—	✓
New zoning districts / district rewrite	—	✓
New design standards	Limited (interim only)	✓
PUD reforms	Limited (stopgap fixes)	✓ Full framework
WUI/Wildfire overlay	Minimal placeholder	✓ Comprehensive
Graphics, diagrams, tables	—	✓
enCodePlus web-published code	Light updates	Full modernization



# Scope of Services

Effective development codes closely meld the intimate knowledge of staff with the resources and experience of objective advisors, balanced by resident oversight and good leadership. The process must be participatory, transparent, and open-minded, while being practical and mindful of reality.

The LUDC Update will be written and facilitated by the planners, urban designers, certified economic developer, redevelopment specialist, modelers, illustrators and facilitators who offer municipal planning backgrounds and deep ordinance drafting and administration experience.

The following scope of services reflects our immense experience and is designed to produce a code that are visionary yet practical, achievable and understandable. The code will be developed in a cloud-based platform (Option 2) that will be shared with staff to monitor progress, provide edits and comments, and enable web publishing at key milestones in the process. Upon adoption, the LUDC will be in an online, interactive format that is custom-designed for its users and administrators and fully editable for subsequent updates and amendments.

## ADD-ALTERNATE SCOPE: ADDITION OF WEB-BASED PLATFORM FOR OPTION 1

The scope of services outlines two options: Option 1 without, and Option 2 with, an online interactive platform. On an add-alternate basis, enCodePlus may also be deployed as part of Option 1. This would provide the Town with a modern, web-based platform for publishing and maintaining the updated LUDC, ensuring that all provisions are intuitively organized, fully searchable, and accessible to the public.

The add-alternate would include:

- > Configuration of the Town's dedicated enCodePlus code environment;
- > Branded templates featuring Alpine's logo, colors, and imagery;
- > Dynamic hyperlinked cross-references throughout the LUDC;
- > Integrated graphics, tables, and diagrams for improved clarity;
- > Optional modules such as the Archive Manager and online application pathways; and
- > Initial training and support for staff to manage the platform.

This approach would allow Alpine to achieve immediate improvements in usability, transparency, and public access while deferring the larger investment associated with a full Platform Option (Option 2) to a later phase if desired.

## ENCODEPLUS CLIENT SITES:

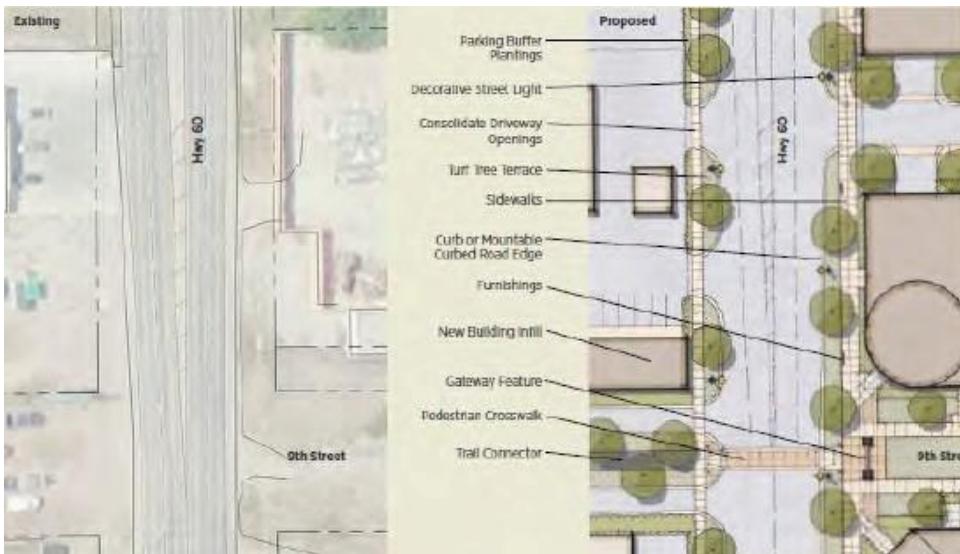
**Gillette, WY City Code**  
<https://online.encodeplus.com/regs/gillette-wy/>

**Castle Pine, CO**  
<https://online.encodeplus.com/regs/castlepines-co/>

**Durango, CO**  
<https://online.encodeplus.com/regs/durango-co/>

**Littleton, CO**  
<https://online.encodeplus.com/regs/littleton-co/>

**Winter Park, CO**  
<https://online.encodeplus.com/regs/winterpark-co/>



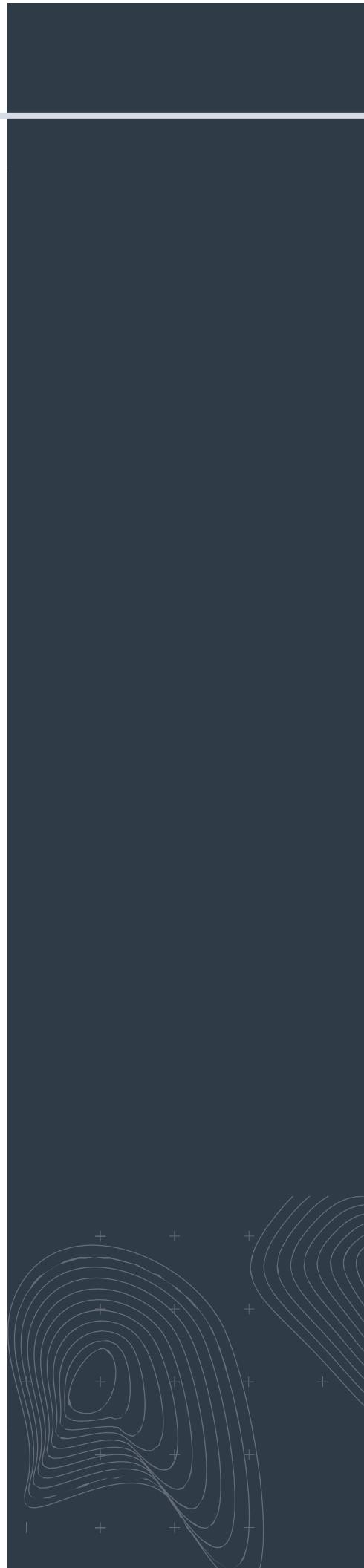
## OPTIONAL – COMMUNITY CHARACTER WORKSHOP

KKC would facilitate a focused design workshop to help the Town identify desired small-town character outcomes and translate those preferences into clear, implementable zoning standards. The workshop would provide a visual, interactive forum for exploring alternatives and testing how proposed standards would function on real sites within the community.

### Workshop Components:

- » *Visual Preference + Character Mapping:* Identify preferred building forms, streetscapes, transitions, and broader neighborhood character through curated images and mapping exercises.
- » *Scenario Sketching + Site Tests:* Illustrate potential build-out options, building form considerations, and circulation patterns using a priority site in town to evaluate how zoning choices influence outcomes.
- » *Design Standards Discussion:* Explore dimensional standards, frontage types, building massing, parking placement, and development quality to determine which tools best achieve the desired character.
- » *Summary Memorandum:* Provide a concise summary of workshop findings, visuals, and recommended design directions to guide drafting of updated zoning standards.

By grounding zoning decisions in a shared understanding of community character, the workshop will equip the Town with clear, consensus-driven direction for the LUDC update. The resulting guidance will ensure that future development aligns with the community's values, strengthens local identity, and supports a more predictable and effective regulatory framework moving forward.



## TASK 1. PROJECT INITIATION + ORIENTATION

### *Included in Option 1 and Option 2*

Task 1 launches the project by establishing expectations, confirming objectives, and setting up the coordination structure needed to guide the code update effort from start to finish.

- > **Kickoff Meeting:** A virtual kickoff session with a Code Advisory Team (CAT) made up of the Mayor, Planning & Zoning Administrator and Commission Chair, Design Review Committee Chair, Public Works Director, Ordinance Enforcement Officer and KKC to:
  - Confirm goals across the applicable Option.
  - Identify the specific issues that must be resolved prior to the 2026 building season.
  - Establish communication protocols and meeting schedules.
  - Review staff's internal improvement list and the findings from the Observations & Resolutions.
- > **On-Site Reconnaissance.** Concurrent with Tasks 2 and 3, KKC will conduct an on-site field reconnaissance visit to observe existing land use patterns, development conditions, circulation and access issues, subdivision layouts, environmental constraints, and the visual and physical character that defines Alpine. This on-the-ground assessment will help verify where the current LUDC succeeds, where it creates friction, and where regulatory improvements are most needed to support the Town's goals. Key components of this reconnaissance effort include:
  - *Orientation Tour:* Guided by Town staff, highlighting areas of current development pressure, known problem sites, and locations where existing Code language creates interpretation challenges.
  - *Evaluation of Key Corridors & Nodes:* Examination of U.S. Highway 26/89 corridors, commercial nodes, mixed-use areas, legacy subdivisions, and redevelopment opportunities.
  - *Neighborhood Pattern Assessment:* Review of housing diversity, block patterns, lot sizes, setbacks, transitions, and compatibility issues between residential and non-residential areas.
  - *Environmental & Hazard Context:* Field observation of wildfire-prone areas, steep slopes, riparian zones, drainage concerns, and other environmental features that influence regulatory standards and overlays.
  - *Subdivision and Infrastructure Issues:* Observation of street design, connectivity limitations, snow storage practices, parking patterns, and utility coordination.
  - *Photographic Documentation:* KKC will capture representative photographs to support drafting of standards and to illustrate issues noted in the Diagnostic Review.

## TASK 2. DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS

### *Included in Option 1 and Expanded in Option 2*

Task 2 identifies issues, gaps, and inconsistencies in the current LUDC and establishes the priority corrections needed to improve clarity, defensibility, and administration.

- > **Option 1 Focus:**
  - Identify conflicts, inconsistencies, and missing procedures that can be corrected within the existing code format.
  - Review administrative roles and responsibilities in Part 1, General Provisions.
  - Evaluate procedural gaps in Article 2.2, General Development Review and Approval Process.
  - Identify outdated or subjective approval criteria.
  - Document immediate corrections needed for development quality, transitions, and wildfire sensitivity.

> **Option 2 Expansion:**

- Identify deeper structural issues that require reorganization.
- Document opportunities for new districts, tables, overlays, and unified standards.
- Define long-term modernization needs.

## TASK 3. AMENDMENTS MATRIX / ANNOTATED OUTLINE

### *Amendment Matrix in Option 1 and Annotated Outline in Option 2*

Task 3 defines the structure of the Code updates—either by mapping targeted amendments within the current LUDC (Option 1) or by outlining a reorganized framework for a full rewrite (Option 2).

> **Subtasks:**

- Validate whether targeted amendments (Option 1) or a full structural reorganization (Option 2) best supports the Town's objectives.
- Prepare a refined hierarchy of articles and sections aligned with the selected approach, as needed.
- Identify where existing provisions will be retained, revised, consolidated, relocated, or replaced (Option 2).
- Specify where diagrams, dimensional tables, use matrices, or process charts will strengthen readability and consistency.
- Deliver a concise framework summarizing the organization, rationale, and implications for drafting.

## TASK 4. INTERIM AMENDMENTS (NEAR-TERM PRIORITY FIXES)

### *Included in Option 1 and Option 2*

Task 4 develops interim amendments that correct priority issues quickly, strengthening the LUDC ahead of the coming development cycle.

> **Interim Amendments:** Draft amendments addressing:

- Clarified administrative roles;
- Updated procedural steps;
- Legal compliance updates;
- Interim design and buffering standards;
- Temporary wildfire-oriented provisions; and
- Improved approval criteria and decision standards.

## TASK 5. WEB-BASED PLATFORM

### *Add-Alternate in Option 1 and Included in Option 2*

Under Option 2, the project includes deployment of the full enCodePlus online platform to host, manage, and maintain the updated LUDC in a modern, accessible, interactive environment. This task encompasses the full configuration of the Town's digital code environment, advanced usability tools, premium modules, and ongoing platform support.

> **Core Platform Development:**

- Full configuration and launch of the Town's enCodePlus environment.
- Migration and publication of the updated LUDC in an interactive, web-based format.
- Integrated hosting, ongoing support, and cloud infrastructure management.

**Deliverables:**

- *Diagnostic Review Memorandum (Option 1).*
- *Structural Reform Recommendations (Option 2).*

**Meetings:**

- *CAT Meeting #2 (on-site).*

**Deliverables:**

- *Diagnostic Review Memorandum (Option 1).*
- *Structural Reform Recommendations (Option 2).*

**Meetings:**

- *CAT Meeting #2 (on-site).*

**Deliverables:**

- *Draft Interim Ordinance.*

**Meetings:**

- *CAT Meeting #3 (virtual).*



**Web Content Accessibility Guidelines (WCAG) compliance is required under federal accessibility mandates, including the Americans with Disabilities Act (ADA) and Section 508 of the Rehabilitation Act, which apply to publicly accessible digital content. Because zoning and municipal codes function as legal documents and interactive tools, conformance with WCAG 2.1 AA ensures lawful public access, reduces risk, and supports equitable use by all residents.**

- > **Advanced Navigation & Usability Tools:**
  - Dynamic hyperlinked cross-references across all chapters, sections, and definitions
  - Interactive tables, expandable sections, and embedded graphics for improved clarity
  - Mobile-responsive design for use across all device types
- > **Branding & Customization:**
  - Customized site template incorporating Alpine's branding, logo, colors, and imagery
  - Configurable landing pages, feature panels, and quick-access tools
- > **Accessibility & Compliance:**
  - WCAG-compliant code publication and user interface
  - Ongoing accessibility monitoring and remediation coverage (\$500 annually)
- > **Training & Ongoing Support:**
  - Dedicated client support, help desk access, and regular platform enhancements
- > **Premium Features (Add-Alternate Enhancements):**
  - *AI Assistant* for natural-language code inquiries and fast interpretation of standards
  - *GeoZone / GIS Integration* for parcel lookups, mapped zoning districts, overlays, and linked standards
  - *Parcel Potential Tool* for density, yield, and development capacity analysis
  - *Land Use Lookup Tool* for determining permitted, conditional, and accessory uses by district
  - *Zoning Navigator* providing interactive, district-specific summaries, linked standards, and simplified user pathways
  - *AppTrak+* for application tracking, status visibility, and integrated communication throughout the review process
  - *Development Calculators* for building height, lot coverage, parking, open space, density, and other quantitative standards
  - *Content Assembler* to automate the creation of staff reports, determinations, notices, and other standard documents.

## **TASK 6. CODE DRAFTING**

### ***Amendments in Option 1 and Modules in Option 2***

Task 5 develops the revised Code text—whether focused amendments or comprehensive modules—based on the direction established in prior tasks.

- > **Option 1:** Produce line-in/line-out edits to the existing LUDC—no reorganization—and prepare integrated amendment text for adoption.
- > **Option 2:** Produce rewritten code modules covering administration, procedures, zoning districts, development standards, subdivision standards, definitions, and overlays.

## **TASK 7. ZONING MAP MODERNIZATION**

### ***Add-Alternate in Option 1 and Included in Option 2***

Task 6 provides recommended zoning map refinements or a complete map modernization aligned with the updated Code framework.

- > **Option 1:** Recommendations of minor zoning map corrections (if required by interim amendments).
- > **Option 2:** Comprehensive zoning map modernization aligned with rewritten zoning districts and overlays.

#### **Deliverables:**

- *Option 1 Redline Amendments*
- *Option 2 Code Modules*

#### **Meetings:**

- *CAT Meetings #4-5 (on-site)*

#### **Deliverables:**

- *Option 1 Zoning Map Recommendations*
- *Option 2 Interactive Online Zoning Map*

#### **Meetings:**

- *CAT Meeting #6 (virtual)*

## TASK 8. LUDC REVIEW + ADOPTION

### *Add-Alternate in Option 1 and Included in Option 2*

Task 7 guides the review and adoption process, ensuring the updated LUDC is vetted, refined, and formally approved by Town decision-makers.

- > **Option 1:** Recommendations of minor zoning map corrections (if required by interim amendments).
- > **Option 2:** Comprehensive zoning map modernization aligned with rewritten zoning districts and overlays.

## SUMMARY OF SCOPE HIGHLIGHTS

The following Scope Highlights summarize the key elements of the LUDC update process and the value it brings to the Town of Alpine. Together, these components provide a clear roadmap for improving the clarity, usability, and defensibility of the Town's development regulations, while offering flexible pathways that align with Alpine's priorities, resources, and long-term vision. The highlights below capture the essential features, benefits, and outcomes of the proposed approach.

- ✓ **Two flexible pathways**—a targeted update (Option 1) or a full LUDC rewrite with an interactive online platform (Option 2)—allow the Town to align scope, timing, and budget with its immediate and long-term needs.
- ✓ **A clear diagnostic foundation** identifies procedural gaps, outdated standards, internal inconsistencies, and administrative challenges that hinder predictability and defensibility.
- ✓ **A structured code framework** ensures that amended or rewritten provisions are logically organized, easy to navigate, and aligned with Alpine's vision and regulatory priorities.
- ✓ **Improved procedures and standards** provide clearer expectations for applicants, stronger tools for staff, and more consistent decision-making outcomes.
- ✓ **Optional deployment of the enCodePlus platform** enhances accessibility and transparency with an intuitive, searchable, web-based code environment and integrated cross-references.
- ✓ **Premium digital tools**—including AI-assisted search, GIS zoning maps, workflow guidance, and development calculators—offer scalable enhancements tailored to Alpine's future needs.
- ✓ **An emphasis on Alpine's character and context** ensures the updated LUDC reinforces community identity, responds to local development pressures, and supports long-term livability.

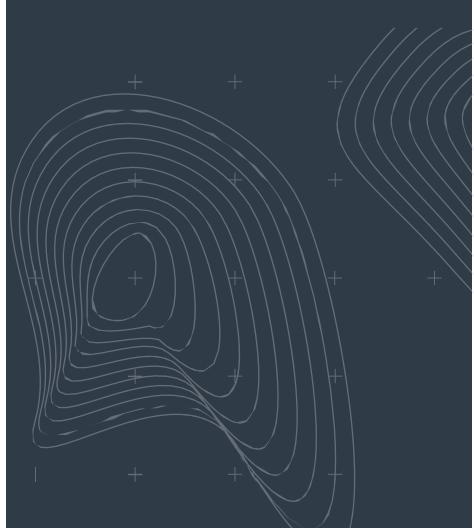
This comprehensive yet flexible scope positions Alpine to strengthen its regulatory framework in a way that is clear, predictable, and true to the community's values. By combining targeted improvements, modern drafting practices, and optional digital tools, the Town will be equipped with a Land Use & Development Code that not only addresses today's challenges but also supports thoughtful, well-managed growth for years to come.

### **Deliverables:**

- *Redline Amendments (Option 1)*
- *New LUDC (Option 2)*

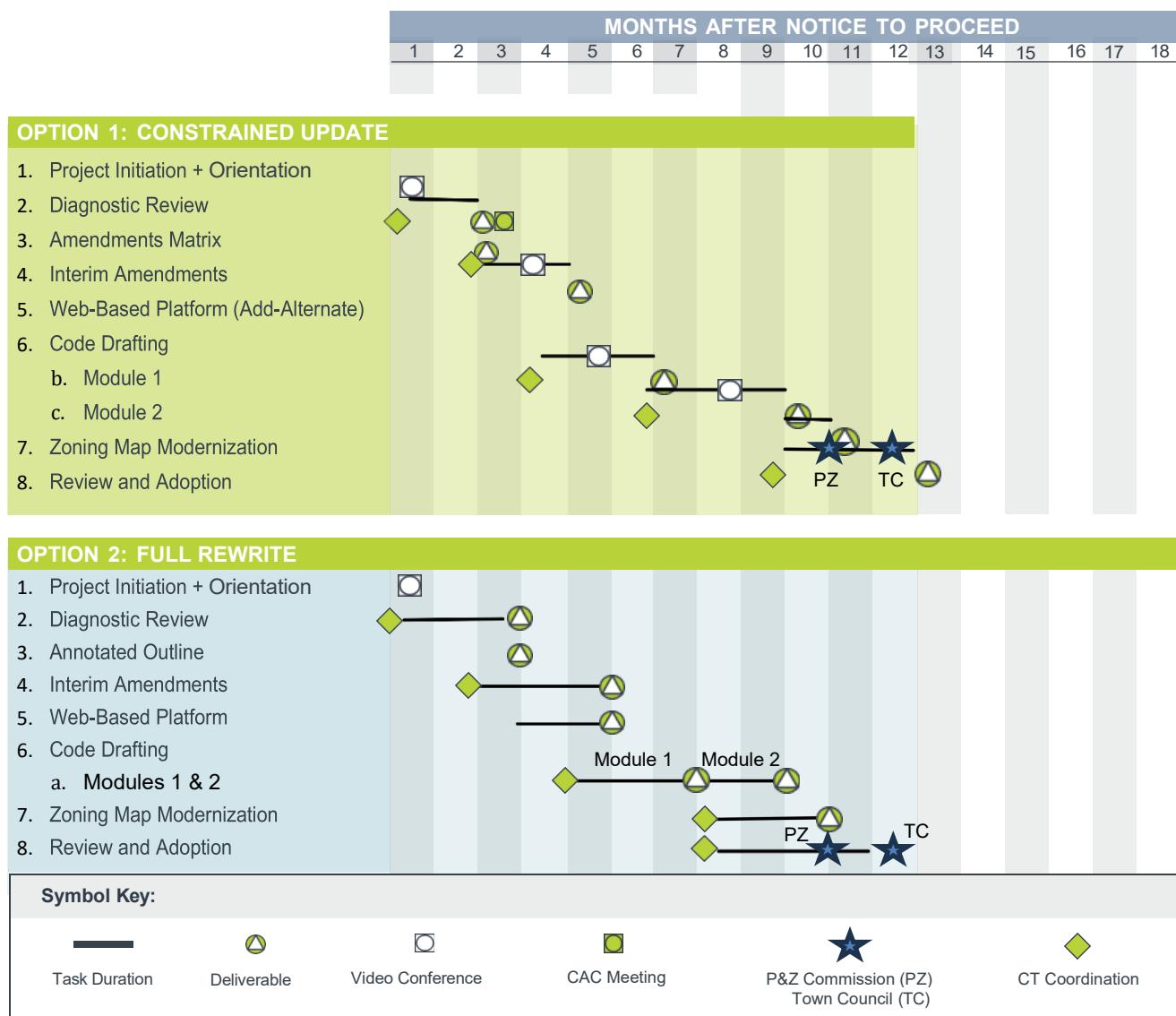
### **Meetings:**

- *Add-Alternate (Option 1)*
- *Planning and Zoning Commission Public Hearing (#8) (Option 2 on-site)*
- *Town Council Public Hearing (#9) (Option 2 on-site)*



# Project Schedule

KKC would collaborate with Town staff to develop a workable and detailed project scope and schedule for the Land Use & Development Code Update. Given our experience in projects for comparable communities of similar size and context, we are confident that the project can be completed within a 12-month timeframe from official contract execution and notice- to-proceed. We are proposing to complete a public hearing draft within 10 months, leaving a two-month period for review and consideration before adoption. As needed, portions of the project schedule may be accelerated to meet other community milestones or taken at a slower pace in order to build in more staff and leadership meetings or explore regulatory concepts in more detail.



# Proposed Project Budget

We are pleased to submit the following Budget to the Town of Alpine to facilitate the process of updating (or rewriting) the Land Use & Development Code, based on our understanding of the Town's priorities and the approach outlined above.

Scope Tasks	OPTION 1	OPTION 2
<b>TASK 1: PROJECT INITIATION + ORIENTATION</b>		
Kick-Off Meeting	\$1,800	\$2,600
On-Site Reconnaissance	\$800	\$1,800
<b>TASK 2: DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS</b>		
Option 1 Focus	\$4,800	--
Option 2 Expansion	--	\$8,600
<b>TASK 3: AMENDMENTS MATRIX / ANNOTATED OUTLINE</b>		
Amendments Matrix	\$3,800	--
Annotated Outline	--	\$6,400
<b>TASK 4: INTERIM AMENDMENTS (NEAR-TERM PRIORITY FIXES)</b>		
Interim Amendments	\$13,200	\$13,200
<b>TASK 5: WEB-BASED PLATFORM</b>		
Core Platform Development [Maintenance Fees Apply]		\$6,700
LUDC Content Migration	ADD-ALTERNATE	\$4,300
Premium Feature (Add-Alternates)		ADD-ALTERNATES
<b>TASK 6: CODE DRAFTING</b>		
LUDC Reorganization & Reformatting	--	\$5,500
Drafting & Illustrations	\$39,400	\$64,700
Consolidated Draft	\$6,400	\$11,100
Meetings	\$8,100	\$9,800
<b>TASK 7: ZONING MAP MODERNIZATION</b>		
Recommended Map Updates	\$2,200	\$2,200
Interactive Online Map (+ Updates) [Maintenance Fees Apply]	--	\$12,500
<b>TASK 8: LUDC REVIEW &amp; ADOPTION</b>		
Public Hearing Draft	\$5,800	\$7,800
Planning & Zoning Commission Hearing	\$7,100	\$8,000
Town Council Hearing + Adoption	\$5,400	\$6,300
<b>TOTAL FEE</b>	<b>\$98,800</b>	<b>\$171,500</b>

The budget is estimated by project task and activity, as well as associated direct expenses. Our budgeting assumes that the Town will have the willingness and capacity to accommodate scheduling strategies intended to expedite the overall effort and optimize use of our team's on-the-ground time in Alpine (e.g., coordination activities, work sessions and meetings concentrated within consecutive days and evenings, etc.). **We emphasize that our estimated costs are entirely negotiable depending on the actual scope of work and timeline set for the project during the scoping process.**



## KKC'S SUCCESS

KKC has earned a reputation for its innovation and repeated success in solving problems of varying complexities. The pursuit of our practice is:



Good Land  
Stewardship



Conservation  
of Resources



Preservation and  
Enhancement of Community  
Character



Safeguarding  
Neighborhood Integrity



Ensuring  
Fiscal Responsibility

# Our Success and Reputation

KKC has been recognized for plan making and development code preparation by the national organization of the American Planning Association (APA), state chapters and local sections of APA, and the National Association of Counties, among other entities. Awards exemplify our commitment to quality results that exceed the expectations of our clients and merit recognition for their innovation, comprehensiveness, and successful outcomes. A partial list of our meritorious recognition:

## AWARDS

- ◆ **2025 KENTUCKY APA OUTSTANDING PLAN AWARD**  
City of Paducah and McCracken County, KY  
Joint Comprehensive Plan
- ◆ **2023 GREAT AMERICAN MAIN STREET AWARD**  
Florence, SC  
Downtown Plans
- ◆ **2022 AMERICAN PLANNING ASSOCIATION'S (APA) DANIEL BURNHAM AWARD**  
Greenville, SC  
GSO 2040 Comprehensive Plan
- ◆ **2022 HOUSTON APA COMMUNITY OF THE YEAR**  
Fulshear, TX  
Comprehensive Plan, Major Thoroughfare Plan, and  
Coordinated Development Ordinance
- ◆ **2021 KENTUCKY APA OUTSTANDING PROJECT, PROGRAM, OR TOOL**  
Covington, KY  
Neighborhood Development Code
- ◆ **2020 OKLAHOMA APA OUTSTANDING PLAN**  
Claremore, OK  
Comprehensive Plan and Special Districts Plan
- ◆ **2020 TEXAS APA COMMUNITY OF THE YEAR**  
Dayton, TX  
Comprehensive Plan, Downtown Revitalization Plan, Parks Master Plan, and  
Unified Development Code

# Project Team

KKC maintains an intentionally small firm so that we can provide exemplary service to our clients and ensure the direct involvement of firm principals on all projects. We also maintain a multi-disciplined team so we can address a wide range of issues related to community planning, design and implementation. KKC's staff includes specialists in comprehensive planning, urban design, economic development, land development regulations, historic preservation, architecture, landscape architecture, geographic information systems (GIS), technical illustration, and website and graphic design.



**Brian Mabry, AICP**  
Code Practice Leader  
Project Principal-In-Charge  
Subdivision Ordinance  
Leader / Drafter



**Ashley Woolsey**  
Advanced Associate  
Ordinance Drafter



**Bret C. Keast,  
AICP**  
Owner And CEO  
Project Technical Advisor



**Jennifer Mak  
AIA, NCARB, AICP**  
LEED Green Associate Architect and  
Senior Urban Designer / Ordinance Drafter

**Brian Mabry, AICP** - Brian has drafted clear, practical, and enforceable development regulations for local governments since 2001. With experience in both the public and private sectors, he understands the realities of day-to-day zoning administration and the importance of responsive client service. He advocates for simplified regulations, appropriate administrative approvals, and hybrid codes that combine the familiarity of Euclidean zoning with the flexibility of performance standards and the design focus of form-based approaches.

**Ashley Woolsey** - Ashley brings practical public-sector experience in zoning administration and development review, giving her a strong understanding of how regulations function in day-to-day application. Her project experience includes updates to community zoning ordinances and participation in master parks and recreation planning efforts, where she has worked to align regulatory frameworks with community vision and implementation capacity. Ashley is particularly focused on crafting clear, user-friendly development regulations that support predictable outcomes, streamline administrative review, and empower local staff to administer the code effectively while advancing community objectives.

**Bret C. Keast, AICP** – Bret brings 37 years of experience in public- and private-sector planning practice since 1989. His career includes leadership roles with the Northland Regional Council of Governments, the City of Olathe, Kansas, and Wilbur Smith Associates, where he served as National Practice Leader for Community Planning. Bret's work focuses on comprehensive planning, zoning and land development ordinances, transportation and special area planning, plan implementation, and public engagement. He is a contributor to *Community Character: Principles for Design and Planning* (Island Press) and a frequent presenter at state and national planning conferences and regional workshops.

**Jennifer Mak, AIA, NCARB, AICP** - Jennifer is an Architect and Planner with public- and private-sector experience since 2008, with a background in planning, urban design, and construction administration across civic, education, mixed-use, transportation, hospitality, and residential projects. Since joining Kendig Keast Collaborative in 2022 as a Senior Urban Designer, she has supported zoning and land development codes, parks and recreation plans, historic preservation, and design guidelines nationwide, with an emphasis on sustainable design and inclusive community engagement.

# Web-Based Platform

## *How enCodePlus Supports the Town of Alpine During and After the LUDC Rewrite*

As the Town of Alpine undertakes a comprehensive rewrite of its Land Use and Development Code (LUDC), enCodePlus provides a practical platform that supports the Town throughout drafting, review, adoption, and long-term administration of the code.

- ✓ **Supporting Collaborative Drafting** — During the LUDC rewrite, enCodePlus functions as a shared drafting and review environment for Town staff, elected officials, and the consultant team. Draft sections can be uploaded and organized as they are developed, allowing all participants to review the same materials in a clear, structured format. This reduces version confusion, shortens review cycles, and helps ensure that policy direction, development standards, and procedures remain aligned as the code evolves.
- ✓ **Publishing Interim Drafts** — enCodePlus allows the Town to publish interim and working drafts of the LUDC in a web-based format for internal or public review. Rather than navigating lengthy PDFs, reviewers can easily search, navigate, and understand how individual sections relate to one another. This improves transparency, supports informed discussion, and helps boards, commissions, and the public engage more effectively during the rewrite process.
- ✓ **Seamless Transition from Draft to Adoption** — Because enCodePlus is used during drafting, the transition from draft code to adopted code is seamless. Once the LUDC is adopted, it is immediately available as Alpine's official, interactive code—eliminating delays, reformatting, or conversion costs that often occur after adoption. This ensures immediate public access and continuity from development to implementation.
- ✓ **A Practical Code for Everyday Use** — After adoption, enCodePlus provides Alpine with a modern, interactive LUDC designed for daily use by staff, applicants, decision-makers, and the public. Users can search by topic, follow embedded cross-references, and easily locate applicable standards, procedures, and definitions. This improves clarity, reduces misinterpretation, and supports consistent administration of the code over time.
- ✓ **Long-Term Value to the Town** — Beyond adoption, enCodePlus supports ongoing maintenance of the LUDC, including ordinance updates, housekeeping amendments, and archiving of prior versions. The platform helps reduce staff time spent answering basic navigation questions, improves predictability for applicants, and strengthens transparency for the community.

### *enCodePlus Features Beneficial to Alpine Over Time*

- **Core Code Access & Navigation**
  - Interactive, web-based LUDC (no static PDFs)
  - Keyword search across all code sections
  - Hyperlinked cross-references between related standards
  - Integrated definitions and references
  - Mobile- and tablet-friendly access
- **Staff & Applicant Tools**
  - Clear procedural pathways tied to applicable standards
  - Reduced reliance on staff interpretation through embedded references
  - Faster onboarding for new staff and appointed officials
  - Improved predictability for applicants and designers
- **Decision-Maker Support**
  - Clear, organized code structure for Planning Commission and Town Council
  - Reduced confusion during hearings and deliberations
  - Easy access to all applicable standards in one place
- **Future-Ready Capabilities (Optional Enhancements)**
  - Integration with zoning maps and parcel-based lookups
  - Visual aids and graphics embedded directly in code sections
  - Administrative dashboards for managing updates
  - Compatibility with accessibility standards (WCAG compliance)
  - Long-term support for code diagnostics and refinements

### **Example Client Sites**

- [Gillette, WY City Code](#)
- [Winter Park, CO Unified Development Code](#)
- [Winter Park, CO Design Guidelines](#)
- [Littleton, CO City Code, Charter and ULUC](#)
- [Durango, CO Comprehensive Plan and LUDC](#)