



December 30, 2025

25-13

Town of Alpine  
PO Box 3070  
Alpine, WY 83128  
Via email: [planning@alpinewy.gov](mailto:planning@alpinewy.gov)

**ATTN: Gina Corson**  
**RE: Proposal/Agreement, Alpine LUDC Update**

Gina,

As requested, this is a proposal for professional services to assist the Town of Alpine in updating its Land Use Development Code. This letter can serve as an agreement, or I am also happy to provide additional details or discuss and refine the scope of work to fit your budget.

As discussed in our initial meeting, OPS Strategies is a single-person LLC, founded in 2019 to assist communities, organizations, and landowners in meeting their goals through strategic organization, planning, and study. OPS Strategies has worked with counties, towns, school districts, nonprofits, and landowners to identify strategic solutions that align with community values, trends, and needs. Principal Alex Norton brings award-winning experience in comprehensive planning and public engagement, as well as in affordable housing, growth management, conservation development, small-area planning, land development regulation writing, organizational planning, trend monitoring and analysis, and adaptive management. Alex also has experience implementing SaaS solutions, providing the crucial bridge between practical planning needs and the software developers. Alex has lived in Jackson, Wyoming, his entire life and is available to attend meetings, workshops, and hearings in Alpine, and specializes in the unique community dynamics of living in the mountains of Wyoming.

Rian Rooney of RDR Planning is also available to assist OPS Strategies remotely for this project as a subconsultant. Rian has also worked in Jackson, as well as Ketchum, Idaho, and brings experience writing zoning district and PUD/Master Plan implementation standards in Wyoming. Our resumes are attached.

Examples of past work experience relevant to this project are listed below. We are happy to provide references for any of the projects or provide additional examples of relevant work.

- Teton County Northern South Park Master Plan Implementation Code (2024)
- Town of Jackson and Teton County LDR Cleanup amendments (2020, 2022, 2023)
- Town of Jackson and Teton County Zoning Update to Implement Comprehensive Plan (2016-2022)
- Town of Jackson and Teton County LDR Restructure (2014)
- Teton County permit database SaaS implementation and administration (2007-2018)

Thank you again for this opportunity, and please reach out with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Alex Norton'.

Alex Norton, AICP  
Principal, OPS Strategies

## PROJECT DESCRIPTION

It is my understanding that the Town of Alpine is seeking assistance in updating and digitizing its Land Use Development Code to address existing inconsistencies, improve administration, and implement the Comprehensive Plan update.

### Project Summary

Task	Deliverables	Schedule	Fee
1. 2026 Permit Season Updates	• +/- 30 targeted LUDC amendments to address known inconsistencies.	March 2026	\$13,125
2. LUDC Restructure and Digitization	• Updated and restructured LUDC formatted for digitization. • Advice on digitization platform.	September 2026	\$56,000
3. New Zones and Overlays	• Standards for new zones and overlays identified in the Comprehensive Plan.	September 2026	\$39,375
4. Regular Project Check-Ins	• Virtual or in-person meetings with staff.	Throughout	\$3,150

## SCOPE OF SERVICES

1. Update the existing LUDC to address inconsistencies and omissions in advance of the upcoming permit season. This initial task will also familiarize OPS Strategies with the LUDC and opportunities for improvement in subsequent tasks.
  - Review the staff list of inconsistencies and desired clarifications ( +/- 30 targeted amendments).
  - Draft updates.
  - Present updates to the Planning & Zoning Commission and Town Council.
2. Update the LUDC structure and administrative procedures to implement the Comprehensive Plan and format it into the structure required for third-party Software as a Service (SaaS) digitization. The updated LUDC will rely on organization and cross-references to help users easily identify the provisions applicable to a site/project while avoiding repetition that can lead to inconsistency as the LUDC is updated over time. OPS Strategies can format the code for whichever SaaS the Town selects, including working within an SaaS like enCodePlus.
  - Review the Comprehensive Plan and determine the desired administrative processes and appropriate LUDC structure options with examples from other communities.
  - Conduct public workshops with Council and/or the Planning & Zoning Commission to review administration options (1-2 workshops).
  - Restructure the existing codes for clarity, usability, and adaptability for future zones and overlays.
  - Present updates to the Planning & Zoning Commission and Town Council. (2-5 hearings).
  - Amend draft LUDC as necessary based on hearing direction.
  - Advise the Town in selecting a digital code platform and the appropriate options.
  - Digitally format the updated LUDC, with the necessary cross-references, so that the code can be digitized in enCodePlus, Municode, or another Town-selected digital code platform.
3. Create new zones and overlays to implement the Comprehensive Plan
  - Review the Comprehensive Plan to determine the new zones and or overlays needed for implementation.
  - Conduct public workshops to identify the desired standards for new and existing zones (1-2 workshops).
  - Draft new and updated zoning standards.
  - Present updates to the Planning & Zoning Commission and Town Council (2-5 hearings).
  - Amend draft zone as necessary based on hearing direction.
  - Format the new zones, with the necessary cross-references, so that the code can be digitized in enCodePlus, Municode, or another Town-selected digital code platform.

4. Regular virtual or in-person check-ins with staff to discuss the project.

## EXCLUSIONS TO SCOPE OF SERVICES

The scope of services **does not** include the following:

1. Legal review of proposed regulations.
2. Attendance at 2<sup>nd</sup> and 3<sup>rd</sup> readings of ordinance adoption.
3. Printing or publishing (all products will be delivered digitally in a format acceptable to the Town).
4. Subscription to SaaS digital code service.
5. Ongoing maintenance of the digital code.

## FEE AND PAYMENT TERMS

OPS Strategies will complete the scope of services on a time and materials basis at a rate of \$175 per hour, with a total project cost not to exceed **\$111,650**. You will receive an invoice at the end of each month for the work completed the previous month.

This financial agreement is based upon the prompt payment of OPS Strategies invoices and the orderly, continuous progress of the project. OPS Strategies reserves the right to stop work if invoices remain unpaid 60 days past the date of invoice. Past due invoices will be charged finance charges at a rate of 1% per month.

## ADDITIONAL SERVICES

If services in addition to the proposed scope of services become necessary, I will discuss the services with you and will request your approval to perform such services on a time and materials basis or for an agreed-upon lump sum fee. I will require your approval before proceeding with additional services. Please note that revisions requested to completed work will be considered additional services.

## PERFORMANCE SCHEDULE

Upon receipt of a signed agreement, OPS Strategies agrees to complete Task 1 by March 31, 2026, and Tasks 2 and 3 by September 30, 2026. Tasks 2 and 3 may run concurrently or sequentially.

If there are protracted delays for reasons beyond my control, I would expect to negotiate with you an equitable adjustment of the completion date and my compensation, taking into consideration the impact of such a delay on items including, but not limited to, reallocation of my time and changes in price indices and pay scales applicable to the period when services are in fact being rendered. Additional services, if requested, may constitute just cause for OPS Strategies to renegotiate the completion date of the services.

## CLIENT RESPONSIBILITIES

As the Client, you agree to provide OPS Strategies with all pertinent and available project information and promptly inform OPS Strategies of any change in the work that pertains to the scope of services. Known information needs include:

- Planning Director's list of potential LUDC amendments.
- Editable version of the current LUDC.
- GIS files for existing property boundaries, zoning districts, and Comprehensive Plan areas.
- Adopted Comprehensive Plan, and Comprehensive Plan update process materials.

## AGREEMENT

This proposal can serve as a Letter of Agreement for services. This proposal represents the understanding between you and OPS Strategies with respect to the project and may only be modified in writing signed by both parties. If

it satisfactorily sets forth your understanding of our agreement, please sign in the space provided and return a signed copy as soon as possible.

Thank you for the opportunity to submit this proposal and to be of service to you. Please call if you have any questions.

Sincerely,



Alex Norton, AICP  
Principal

---

Proposal Accepted by: Town of Alpine  
Eric Green, Mayor

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)



## ALEX NORTON, AICP

Principal | alex@opsstrategies.com | 307-690-9892

### Education

B.S., Urban and Regional  
Studies, Cornell  
University, 2006

### Certifications & Trainings

American Institute of  
Certified Planners, 2013

Essential Facilitation,  
Interaction Associates,  
2016

Techniques of Public  
Participation, IAPP, 2012

### Community

Teton County Search and  
Rescue, 2007-today

Coach, Jackson Youth  
Hockey, 2006-today

Coach, Jackson Hole  
Youth Soccer, 2021-today

### Skills

×Comprehensive Planning  
×Land Development  
Regulation Writing  
×Technical Writing and  
Presentation  
×Public Process Design  
×Facilitation  
×Organizational Structure  
×Project Management  
×GIS and Mapping  
×Land Use Policy  
×Housing Policy  
×Transportation Policy  
×Conservation Incentives  
×Natural Resource  
Protections  
×Success Metrics  
×Trend Analysis and  
Projections

### Relevant Experience

#### OPS Strategies 2019-Today

- Drafted zoning ordinances for the adoption of specific Comprehensive Plan goals in communities in ID and WY.
- Assisted communities in ID and WY with comprehensive evaluation and update of land use regulations, ensuring internal consistency, coherence, and usability.
- Facilitated and authored a strategic partnership and 4-year action plan for Teton County Search and Rescue, which is a public-private-private partnership between the Sheriff, the Search and Rescue volunteers, and a supporting non-profit foundation. Similar work done for other non-profit and B-Corp organizations.
- Co-authored housing needs assessments for numerous communities across WY, ID, CO, CA, and NV, combining local, State, and Federal data with community surveys and engagement to identify needs and strategies for meeting those needs.
- School District enrollment projections to assist in facilities planning and community growth policy.

#### In Partnership with LegacyWorks Group 2020-Today

- Developed a GIS model of land in Teton County, WY, for potential community conservation efforts, applying working group prioritization of community character values to publicly available datasets.
- Co-developed a [Community Wellbeing Dashboard](#) with guidance from topical community working groups to consolidate and make sense of the array of data and information available in the community.

#### Town of Jackson and Teton County, WY 2006-2018

- Joint Long-Range Planner for both jurisdictions.
- Administered project tracking database including SaaS migration and software company interface work, and local customizations.
- Project managed and co-authored the 2012 Jackson/Teton County Comprehensive Plan
- Managed projects to update zoning regulations and other policies to integrate and implement community goals across conservation, affordable housing, transportation, and growth management values. Awarded a National Planning Achievement Award from the American Planning Association for public engagement related to housing, parking, and natural resource protection work.
- Developed the Jackson/Teton County Indicator Report methodology and presentation, which was turned into a [dashboard](#) in 2024 by OPS Strategies and LegacyWorks Group.

# RIAN ROONEY

he, him, his / rdrplanning@gmail.com / 203.448.6248 / New York, NY

## Employment

---

### **City of Ketchum, ID Housing Dept., Program and Policy Strategist (Contract)**

Research and design housing development and preservation incentive programs. Coordinate with local planning departments on review of affordable housing zoning regulations and development applications. Managed production of and presented an Analysis of Impediments to Fair Housing Choice for Blaine County, led zoning and land use analysis section. Apply for grant funding, develop educational materials, lead data and research efforts.

Remote  
8/2022 - Present

### **Teton County, WY Planning Dept., Independent Planning Consultant (Contract)**

Coordinated with stakeholders and drafted new zoning regulations and implementation mechanism to enable development of an 1,800 unit neighborhood of market + affordable housing neighborhood. Supported staff in review of related planning applications.

Remote  
7/2022 - 3/2024

### **Teton County, WY Planning Dept., Associate + Senior Long Range Planner**

Promoted to Senior Long Range Planner in under two years. Developed amendments to zoning map and land development regulations, reflecting stakeholder engagement and technical analysis to achieve policy goals. Reviewed and presented recommendations on applications to elected officials. Produced and presented annual indicator report to analyze community trends. Administered Teton County conservation easements and engaged with property owners.

Jackson, WY  
2/2020 - 5/2022

### **City of Newton Planning & Development Dept., Planning and Zoning Intern**

Drafted a new zoning map for a citywide update using ArcGIS and Adobe Creative Suite. Developed an Excel model to test and analyze development impacts and outcomes of new code. Presented maps and research to staff and city councilors.

Newton, MA  
6/2018 - 6/2019

## Education

---

### **Harvard University, Graduate School of Design**

Master in Urban Planning, with Distinction

Cambridge, MA  
Graduated 2019

### **Columbia University, Columbia College**

Bachelor of Arts, Architecture, Cum Laude

New York, NY  
Graduated 2012

## Experience

---

### **Wright-Ingraham Institute, Field Stations Fellow**

Participated in an integrative landscape and sustainability workshop in Colombia. Researched land use, property relations, and extractive industries in rural areas and produced report summarizing findings and observations.

Colombia  
7/2019 - 8/2019

### **Harvard Graduate School of Design, Graduate Researcher**

Conducted field research in Mexico on wind energy development. Produced a community-scale proposal for energy security and local, rural development that was presented at a symposium and published in a university publication in May 2019.

Oaxaca, MX  
5/2018 - 5/2019