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October 14, 2024

Monica Chenault, Clerk/Treasurer
Town of Alpine, Wyoming
clerk@alpinewy.gov

Subject: Town of Alpine Master Plan Update

Pedersen Planning Consultants (PPC) is pleased to submit one digital copy of our proposal to complete an update of the Town of Alpine's 2006 Municipal Master Plan. PPC is excited with the potential prospect of working with you, the Planning Commission, Town Council, other municipal staff, community stakeholders, and other community residents on this important project.

We appreciate the importance of completing an update to this plan that our firm prepared in 2006. Community growth, expanded infrastructure, new economic investments, and other issues prompt various concerns and opportunities regarding future land use development and annexation, infrastructure needs, community amenities, land use regulations and a host of other considerations. An updated master plan can be used to guide and support the planning, budgeting, funding and implementation of a host of community development projects, encourage future private and public investments, and guide potential changes to current land use regulations. Ultimately, the plan outlines a set of objectives and specific strategies for making Alpine a better place to live, work, play, and invest.

Pedersen Planning Consultants has considerable community and regional planning experience working with smaller rural communities in Wyoming and Colorado. For the Town of Alpine, we also prepared the initial Alpine Land Development Code in 2008. In Lincoln County, PPC has also completed master plans for the Towns of Afton and Star Valley Ranch. Our experience with other municipal master plans is identified in Appendix A of our proposal, as well as on our website: www.pedersenplanning.com.

From our experience, we have learned that the preparation of a municipal master plan requires substantive coordination with homeowners, small business owners, building contractors and land developers, real estate professionals, municipal staff and elected municipal leaders, and many others. We believe that our planning experience in smaller communities will enable our project team to listen, understand, and communicate effectively with residents and community leaders of the Town of Alpine.

PPC also recognizes that there is more than one way to complete a municipal master plan. For this reason, our firm is receptive to revising any aspect of our proposal to ensure that it addresses the issues and opportunities that are relevant to the Town of Alpine and is coordinated and communicated effectively with local residents.

Many thanks for taking the time to respond to various questions we had during preparation of our proposal. Feel free to contact me concerning any questions you may have. I look forward to the potential opportunity of discussing our proposal with you, the Town Council, Planning Commission, or other municipal representatives. It would be a privilege to once again serve and work with the Town of Alpine.

Best regards,

Jim Pedersen
Principal Planner

Enclosures, as stated

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'planning with heart for communities'

PROPOSAL TOWN OF ALPINE MUNICIPAL MASTER PLAN UPDATE

Submittal Date: October 14, 2024

Cover Letter

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PEDERSEN PLANNING CONSULTANTS

FIRM PROFILE

HISTORY OF THE FIRM

Pedersen Planning Consultants (PPC) is a sole proprietorship registered in the State of Hawaii. Jim Pedersen, principal planner and owner of the firm, has served in this capacity since the firm's inception in 1986.

Jim Pedersen originally established James Pedersen, Planning Consultant, in Volcano, Hawaii, in 1986 after his association with various engineering organizations in California, Alaska, and Hawaii. The firm initially served various public and private clients in Alaska, Hawaii, Republic of the Marshall Islands and the Federated State of Micronesia. Pedersen Planning Consultants provided a wide range of planning services that supported public infrastructure and economic development programs, and other private investment projects.

In 1994, the firm was renamed Pedersen Planning Consultants and relocated to Encampment, Wyoming. The move resulted in the expansion of PPC's service area to include the Rocky Mountain region of the continental United States. Within this region, PPC primarily provided community and regional land use planning, economic development, and land use management services to local and state government, quasi-public agencies, engineering firms, and other private companies in Wyoming and Colorado.

Concurrently, Pedersen Planning Consultants expanded its client base in the Pacific where it continues to serve former and new clients in various Pacific Islands and US Territories. PPC has provided services to public and private clients in Hawaii, American Samoa, the Federated States of Micronesia, Territory of Guam, Republic of Palau, and Republic of the Marshall Islands. These projects generally included the firm's completion and/or participation in larger regional planning projects. Such projects have generally involved regional comprehensive plans, port master plans, economic development plans, natural resource management plans, water and wastewater master plans, and environmental assessments.

SERVICES

The diversified experience of Pedersen Planning Consultants enables the firm to provide a wide, yet complementary range of planning services. These services generally include:

Regional Planning

- Comprehensive Land Use Plans and Related Community Engagement
- Economic Development Plans
- Transportation and Utility Master Plans
- Evaluations and Forecasts of Demographic, Economic and Land Use Trends
- Economic Impact Analyses
- Cost-Benefit Analyses
- Geographical Information Systems (GIS) Development and Spatial Analysis
- Database Development
- Computer Modeling

Community Planning

- Municipal Master Plans or Comprehensive Plans & Related Community Engagement

Housing Assessments and Other Land Use Studies
Utility Master Plans
Land Use Regulations and Building Codes
Conceptual Development Plans for New Communities
Child Care Assessments
Disaster Recovery Plans
GIS Development and Spatial Analysis
Community Survey Development, Tabulation and Analysis

Site and Facility Planning

Conceptual and Detailed Site Master Plans
Feasibility Studies and Financial Analyses
Alternate Site Evaluations

Resource Management and Environmental Planning

Regional Resource Management Plans
Watershed Management Plans
Wetland and Stream Enhancement Plans
Environmental Impact Analyses

Training and Facilitation

Approaches to Community Development
Planning and Economic Development Issues Workshops
Prioritization of Community Development Strategies Workshops

QUALIFICATIONS AND EXPERIENCE OF THE FIRM

Pedersen Planning Consultants (PPC) typically serves the needs of public agencies, quasi-public utility companies, engineering organizations, private and non-profit corporations, as well as private investors and landowners. We specialize in helping our clients plan for the future use of public and private lands, the attraction of future private and public investments, the determination of infrastructure required to support communities and future land use development, the delivery of other community services, the organization of land use management processes and regulations, as well as the determination of strategies for the management and conservation of natural resources.

The firm has managed and participated in a wide variety of land use, infrastructure and environmental planning projects. This experience has included regional comprehensive plans, community comprehensive plans, utility and transportation plans, economic development plans, specific site and facility development plans, supporting analyses of regional demographic, land use and economic trends, land use regulations and building codes, feasibility studies, as well as environmental and economic impact evaluations. This background has been gained through our domestic and international experience in the continental United States, Alaska, Hawaii, and various Pacific Island nations and territories.

Pedersen Planning Consultants has considerable experience with the preparation of municipal comprehensive plans. PPC has also prepared municipal master plans for various smaller rural communities in Wyoming and Colorado. The scope of these plans have generally included:

- 1) analyses of demographic, economic and land use trends;
- 2) determination of land use needs associated with housing commercial, light industrial and recreational areas;
- 3) identification of public and community facility needs for health care, child care, long-term care, emergency medical services, and fire protection;

- 4) identification of potential recreational opportunities associated with indoor and outdoor recreation facilities, as well as community pathways for biking, walking, and cross-country skiing;
- 5) evaluation of road network needs and recommended improvements to enhance vehicular circulation;
- 6) examination of water, sewer, and electrical energy system capacities and improvements needed to support future land use expansion;
- 7) evaluation and recommendation of resource conservation issues and opportunities;
- 8) determination of specific community development objectives and implementation strategies;
- 9) the recommendation of future land use patterns and potential areas for future annexation, and;
- 10) an extensive collaborative community engagement process that enables substantive community and stakeholder input that influence recommended plan objectives and strategies.

In addition, Pedersen Planning Consultants has completed regional economic development and housing master plans for several Wyoming counties, evaluated child care needs, and examined the feasibility of a variety of community facilities.

The capability of Pedersen Planning Consultants to carry out an effective community planning process and prepare a related community master plan for the Town of Alpine is demonstrated in the project descriptions of relevant projects included in **Appendix A** of this document. We invite you to review our project descriptions, contact our clients, and/or request a sample of our past work. You can also view summaries of other specific project experience on our website: www.pedersenplanning.com.

REFERENCES

Mr. Scott Moore, City Manager
City of Yuma, Colorado
Phone: 970-848-3878
Email: r.moore@yumacolo.org

Mrs. Kathleen Buyers, Mayor
Town of Star Valley Ranch, Wyoming
Phone: 307-883-8696
Email: kbuyers@starvalleyranchwy.org

PROJECT TEAM

Pedersen Planning Consultants comprises an experienced project team with considerable community planning experience that has worked together for 19 or more years. More detailed resumes for the project team are provided in **Appendix B**. These personnel include:

James (Jim) Pedersen, Project Manager

Mr. Pedersen has 50 years of planning experience. He has managed, participated, and authored a wide variety of comprehensive regional and community plans, water and wastewater, transportation, economic development, recreation, and natural resource management plans, feasibility studies, environmental assessments and impact statements, and land use regulations. Pedersen has served in both private and public planning capacities and completed project assignments in Wyoming, Colorado, Alaska, Hawaii, American Samoa, Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau.

Aside from managing the overall project team, Mr. Pedersen will participate in almost all tasks associated with the completion of the Master Plan Update. He will lead the examination of natural resources and community hazards, the evaluation of demographic, economic, and land use trends and needs, the determination of infrastructure and transportation needs, and the evaluation of existing land use regulations. In addition, he will facilitate community workshop and implementation plan workshop discussions, as well as lead the session associated with the refinement of community goals, objectives and strategies. Pedersen will also be the primary author of the updated Municipal Master Plan report.

Sandy Pedersen, Senior Planner

Mrs. Sandy Pedersen has over 35 years of planning experience. She has participated in a wide variety of community planning projects in Wyoming, Colorado, Alaska, Hawaii, American Samoa, Republic of the Marshall Islands, Federated States of Micronesia, and Republic of Palau. Pedersen has participated in the completion of regional and community master plans, housing and child care assessments, and feasibility studies for various Wyoming and Colorado communities.

Sandy Pedersen will organize and participate in the overall community engagement process, prepare and evaluate the information gained from the planned community survey, and participate in community development strategies with the Planning Commission and Town Council. Pedersen will participate in the analysis of demographic and economic trends, the completion of the land use inventory, and the determination of anticipated utility demands. She will also participate in the evaluation of future community facility needs.

Gary Boutwell, GIS Manager/Planner

Gary Boutwell has 19 years of community planning experience in the Rocky Mountain region. He has developed or expanded geographical information systems for various communities in Wyoming and Colorado, as well as the Federated States of Micronesia. Boutwell has considerable experience with the completion of land use inventories and related land use analyses, as well as the evaluation and forecasting of demographic and economic trends.

Boutwell will take the lead responsibility for development of the geographical information system (GIS) for the Town of Alpine Municipal Master Plan that will bring together various types of spatial data supporting the inventory of existing land uses and evaluation of future land use expansion, the analysis of infrastructure and transportation needs, as well as preparation of the recommended land use plan map. Boutwell will also be responsible for the preparation of various other report illustrations for the Master Plan report.

PROJECT UNDERSTANDING

W.S. 15-1-503 requires Wyoming municipal planning commissions to adopt and certify a master plan to the governing body (Town Council) for the physical development of the municipality after public hearings are held. A resolution by, at least, a simple majority of the planning commission is necessary for the master plan to be referred to the governing body that has ultimate authority for plan adoption by the Town (W.S. 14-1-505). Content requirements associated with the scope of the master plan are further described in W.S. 15-1-504.

"The influence of the master plan upon future land use development in the community is addressed in W.S. 15-1-506. Once a master plan is adopted by the governing body, "no street, park or other public way, ground, place or space, public building or structure or public utility, whether publicly owned or privately owned, may be constructed until its location and extent conform to the plan and have been approved by the commission."

The municipal master plan enables the completion of a planning document that can be used to support multiple municipal functions and potential community development opportunities that may be pursued by the Town of Alpine, State of Wyoming, and private investors in the future. The municipal master plan clearly provides guidance to future land use development and annexation, as well as provide a basis for the adjustment of municipal land use regulations. The plan is also intended to present the Town of Alpine's vision for the future delivery and improvement of municipal facilities, utility systems, municipal road network, recreation and other community facilities. As a result, the municipal master plan can be used to support the preparation of municipal budgets, requests for grant funds, or technical support from county, state and federal agencies. The plan also provides a useful tool for encouraging future economic development. Pedersen Planning Consultant's experiences with various smaller communities indicate that private investors and small business owners are more likely to invest in communities that have established a vision for future community development.

PROJECT APPROACH

The approach proposed by Pedersen Planning Consultants (PPC) to complete an update of the 2006 Town of Alpine Municipal Master Plan is outlined more fully in the following paragraphs.

A. PROJECT COORDINATION

Task A1: Coordinate with Designated Project Administrator

Pedersen Planning Consultants will coordinate its work progress and keep the Town of Alpine abreast of project issues, findings, conclusions and recommendations during the course of the project. On a day-to-day basis, PPC envisions coordinating contractual matters and technical issues with a Project Administrator designated by the Town.

It is anticipated that PPC will coordinate with the Project Administrator, at least, once every two weeks during the course of the project. This coordination will be made via a combination of onsite meetings, e-mails, virtual meetings, and telephone conversations.

PPC will also provide the Project Administrator with a monthly description of the work progress completed for his/her review. PPC's monthly invoice will accompany this description.

B. COMMUNITY ENGAGEMENT PROCESS

Pedersen Planning Consultants envisions a combination of efforts to encourage substantive community engagement in the planning process. These efforts will be used to better understand community development issues and opportunities, build a consensus for objectives and strategies that address those issues and opportunities, and establish priorities that reflect the insights and aspirations of the City Council and Planning Commission, key municipal management and technical personnel, small business owners, community organizations, and other community residents.

Task B1: Public Information Meeting

An initial public information meeting will be held in the community near the beginning of the project at a location determined by the Town Clerk/Treasurer. PPC envisions that the Mayor or Chair of the Planning Commission will open the meeting to describe the purpose of the Town of Alpine Municipal Master Plan Update. Subsequently, the Mayor or Chair of the Planning Commission will introduce Jim Pedersen, Principal Planner of PPC, who will provide an overview of the scope of the master plan, how and when it will be completed, and how the insights and vision of residents, community stakeholders, community organizations, community leaders and other residents will be obtained during the planning process.

Subsequently, Jim Pedersen will ask residents to participate in an informal discussion of specific planning issues that residents believe should be considered in the municipal master plan. Written comments will also be solicited from all meeting attendees. PPC will document all public comments received during the meeting for future reference.

Task B2: Use of Town of Alpine Website

Pedersen Planning Consultants will prepare written materials for public review during the course of the master plan process. This information will be provided to the Town Clerk/Treasurer for their placement of information on the Town of Alpine website. The Town of Alpine's establishment of a separate link for the municipal master plan is recommended. The availability of this information will help keep residents of the Town abreast of:

- 1) the purpose and scope of the Municipal Master Plan Update and how residents can become involved in the project,
- 2) monthly project state reports of work that has been completed,
- 3) community survey results,
- 4) preliminary community development strategies,
- 5) the draft Municipal Master Plan report, and
- 6) the final Municipal Master Plan report.

The recommended link for the Master Plan Update would encourage residents to review the materials and email any comments that residents might have to the Town's designated Project Administrator and/or Pedersen Planning Consultants. The Town of Alpine will provide PPC with any comments received from residents during the course of the Master Plan process.

Task B3: Stakeholder Interviews

Every community includes a wide variety of interests that represent homeowners; small business entrepreneurs; municipal, county, and state agency representatives; quasi-public boards; community organizations; industry representatives; as well as Town Council representatives, the Planning Commission, municipal staff, and other potential interests. PPC anticipates that 30-40 individuals from the community will need to be interviewed to gain insights regarding community development issues and opportunities, as well as recommended community development strategies. PPC will request that the Planning Commission and/or Town Council prepare a recommended list of stakeholders to be interviewed.

PPC's project team will meet individually with each stakeholder for about one hour. The Town Clerk/Treasurer, or other municipal staff, will assist PPC with the scheduling of onsite interviews with stakeholders. Due to potential schedule conflicts when PPC is working in Alpine, other stakeholders may be interviewed via virtual meetings. The project team will summarize all comments for future reference during the course of the project.

Task B4: Community Survey

Following the evaluation of demographic and economic trends and completion of stakeholder interviews, PPC will prepare a community survey that seeks to identify the community's concerns regarding, at least, land use economic development, infrastructure and other public services, recreation, as well as natural resources and conservation. PPC will transmit a draft survey to the Town Clerk/Treasurer, Planning Commission, and Town Council for their review. Based upon written comments received, PPC will refine and finalize the community survey questions.

PPC proposes to use *Survey Monkey* or other software applications to develop the survey and tabulate survey results. PPC will provide the Town Clerk/Treasurer with a convenient digital link where residents can access the community survey from the municipal website. Hard copies of the survey will also be published and provided to the Town Clerk/Treasurer to enable completion of the survey by residents who do not choose, or are not able, to respond to the survey via the internet.

Task B5: Community Development Strategies Workshop

PPC will prepare and present a preliminary set of overall community development objectives and strategies. These recommendations will eventually represent the heart of the Implementation Plan element of the overall Town of Alpine Municipal Master Plan Update.

PPC will facilitate a discussion with the Town Planning Commission and Town council during a joint community development strategies workshop. This discussion will enable a refinement of the draft community development objectives and related community development strategies prepared by PPC

Subsequently, PPC will lead the Town Council in a session that will enable Council members to conveniently prioritize each community development objective. These priorities will be used by PPC to help schedule the completion of all community development strategies.

Task B6: Public Review of the Draft and Final Master Plan Reports

A preliminary draft of the Municipal Master Plan report will initially be transmitted to the Town's Project Administrator, Town Clerk/Treasurer, Planning Commission, and Town Council for their review and comment. PPC will subsequently complete a refined draft report using the review comments as a guide (See also Task D1).

Residents of the Town of Alpine will be afforded the opportunity to review and comment upon the refined draft Municipal Master Plan report that will be made accessible via the Town of Alpine website. PPC will provide the Town Clerk/Treasurer with a digital copy of the draft report to incorporate into the Town's municipal website. PPC will review and summarize comments received from Alpine residents. The summary of the comments will be transmitted to the Project Administrator and Town Council prior to preparation of the Final Master Plan Report.

Upon the conclusion of the public hearing (described in Task B7) and the preparation of the Final Master Plan Report (described in Task D2) PPC will provide a digital copy of the final report to be incorporated into the Town of Alpine's municipal website where residents will be able to access a copy of the final report.

Task B7: Public Hearing

In accordance with W.S. 15-1-503, the municipal Planning Commission is required to conduct one or more public hearings prior to the adoption and certification of a municipal master plan. This hearing would ideally be held during or following a 30-day review period for the draft Town of Alpine Municipal Master Plan. PPC envisions that it will present a brief overview of the planning approach used to prepare the plan, as well as a summary of plan conclusions and recommendations. PPC will also document any public comments received during the public hearing and incorporate a summary of these comments in the final Municipal Master Plan report.

C. PLAN ELEMENTS

W.S. 15-1-503 identifies various topical areas or plan elements that need to be addressed in the overall municipal master plan. Each of these topics will initially be addressed through an examination of reliable information from various federal, state, county, and municipal agencies, as well as some community organizations. Available information will also be supplemented with insights gained from stakeholder representatives regarding relevant issues and trends. Selected data will be mapped and incorporated into a geographical information system (GIS) that PPC will establish for the report.

However, the development of each plan element will require field work and/or additional analyses beyond the review and evaluation of available information. This will be particularly true for the evaluation of demographic and economic trends, land uses, transportation, infrastructure, community facilities, recreation and tourism, and other public services.

Task C1: Evaluate Natural Resources

Selected data from the Wyoming Department of Game and Fish, U.S. Natural Resources Conservation Service, U.S. Fish and Wildlife Service, U.S. Geologic Survey, and other agencies will be reviewed and mapped by

PPC to identify existing natural resource areas, water resources fish and wildlife, and soil characteristics of lands in the vicinity of the Town of Alpine. These resources will be evaluated in the context of potential recreation and tourism opportunities, potential economic development opportunities, constraints to future land use development, potential resource conservation opportunities and other relevant considerations.

Task C2: Determine Natural Hazards Influencing Future Community Development

PPC will examine potential natural hazards influencing future community development. This task will involve the review, evaluation and mapping of available data from U.S. Federal Emergency Management Agency, U.S. Natural Resources Conservation Service, and National Weather Service. This evaluation will focus upon natural hazards such as wildfires, flooding, severe weather activities, and other potential hazards.

Task C3: Evaluate Demographic and Economic Trends

PPC will examine available demographic information from, at least, the U.S. Census Bureau, Wyoming Department of Employment, Wyoming Department of Health, Wyoming Department of Revenue, and other reliable sources of information. Labor force information will primarily be obtained from the U.S. Bureau of Labor Statistics and the Wyoming Department of Administration and Information, Economic Analysis Division.

PPC has developed a retail leakage model that it will update and use to evaluate retail trends in Lincoln County. This analysis will be correlated with insights obtained from discussions with small business owners and local economic development representatives to identify the source of retail leakage and potential economic development opportunities.

The analysis of demographic and economic trends will also evaluate the status and economic viability of the leading sources of employment and income for residents of Alpine. Factors influencing the future growth or decline of these industries or economic sectors will also be examined. Ultimately, PPC will prepare a forecast of anticipated resident population of Alpine for the coming decade.

Task C4: Examine Land Use Trends, Needs and Expansion Opportunities

The land use analysis will require PPC's completion of a parcel-by-parcel land use inventory that will be based upon a "window survey" of all land parcels in the Town of Alpine, as well as lands within a one-mile radius of the community. Field data gained from the window survey, along with selected data from the Lincoln County Assessor's Office, will be incorporated into attribute tables that will be established within the project geographic information system. The land use inventory will be a primary data set that will be used by the PPC project team for the completion of various project tasks. The land use inventory will be supplemented through the review and evaluation of recent building permit data, subdivision plats, recent subdivision and rezoning applications, and discussions with selected municipal personnel.

PPC will evaluate the condition, trends, and needs associated with residential, commercial, public and community facilities, light industrial, and recreational areas and facilities. PPC will recommend improvements for each type of land use that seek to enhance community lifestyles, property values and future investment opportunities, the local economy, as well as address other needs identified by the community.

Selected representatives of real estate and land development companies operating in the vicinity of Alpine will also be contacted to help determine prospects for future land use development, as well as potential constraints to future land development investments. These discussions, combined with the evaluation of physical characteristics, e.g., soil suitability data, the capacity of water and wastewater systems, and community hazards, will be used to determine land areas within the City, as well as within a one-mile radius of the community, that may be suitable to accommodate future land use expansion and annexation in the vicinity of Alpine.

Task C5: Determine Municipal Infrastructure Needs

This plan element will address anticipated infrastructure improvement needs for water, wastewater, electrical energy, municipal roads and sidewalks, municipal buildings, and recreational facilities.

PPC will review relevant planning documents, e.g., ongoing Water Master Plan, and spatial data files associated with these systems and facilities, as well as map the type and location of existing infrastructure. The review of water, wastewater and electrical energy systems will be made in coordination with the Town public works personnel, as well as representatives of Jorgensen Engineering in Alpine and Sunrise Engineering in Afton. The evaluation of the electrical energy needs will be discussed with representatives of Lower Valley Energy in Afton, Wyoming.

PPC will prepare forecasts of future water demands and wastewater flows during the coming decade. These forecasts will be made to generally assess the capacity of existing utility infrastructure and recommend system improvements to support the anticipated resident population, potential economic development opportunities and other potential land use expansion and annexation.

The assessment of other municipal buildings and recreational facilities will rely upon a general field survey of these facilities, discussions with appropriate municipal public works personnel and building inspectors, interviews with other community stakeholders, and insights shared by other community residents.

Task C6: Determine Transportation Needs

The transportation element will involve consideration of the municipal street network, as well as U.S. Highway 89 that provides primary vehicular access to the community.

PPC will initially map the existing municipal street network and U.S. Highway 89. The subsequent evaluation of the municipal road network will involve, at least, PPC's coordination with appropriate municipal public works and WYDOT personnel who are responsible for road and highway maintenance. PPC will recommend improvements that may be necessary to support annual street maintenance, enhance public safety, improve vehicular circulation, and enhance opportunities for future economic development and other land use expansion.

Task C7: Prepare Land Use Map

Based upon completion of the previous tasks, PPC will prepare a Land Use Map for lands within the Town of Alpine's municipal boundary, as well as adjoining lands within one mile of the existing municipal boundary. The land use plan map will depict the recommended type and location of future land uses for the Town of Alpine, as well as the type and location of supporting utilities and other infrastructure. A supporting narrative will be prepared by PPC that describes the rationale for type and location of future land uses and related infrastructure. Preparation of this map will be closely coordinated with the Planning Commission, Town Council, and municipal staff.

Task C8: Evaluate Land Use Regulations

PPC will examine the scope of existing land use regulations associated with Alpine's Land Use and Development Code and other possible regulations. PPC will evaluate existing regulatory procedures and requirements to determine:

- 1) review and approval processes and requirements that discourage future private investment;
- 2) reasonable design and construction guidelines to help minimize the impact of hazards, e.g., wildfires, upon the community;
- 3) regulatory requirements that may be needed to address the concerns of Alpine residents and small business owners;
- 4) regulatory requirements that may be necessary to improve community health, safety, public welfare of Alpine; and,
- 5) the effectiveness of how existing regulations are communicated in the Land and Development Code.

Task C9: Prepare Implementation Plan

PPC will prepare an Implementation Plan or Action Plan that will outline a set of community development objectives along with specific strategies for achieving each objective. Each strategy will contain a description of the

task(s) to be completed, the responsibility for implementation, a defined schedule for completion, and the anticipated cost of completing each strategy.

As stated earlier (see Task B5, Community Development Strategies Workshop, under Task B: COMMUNITY ENGAGEMENT PROCESS), the Alpine Planning Commission and Town Council will jointly meet with PPC to discuss and refine each community development objective and related strategies. Town Council members will separately participate in the determination of priorities for all community development objectives that PPC will use to determine schedules of completion for each community development strategy.

A second part of plan implementation will include PPC's preparation of a recommended process for periodically updating objectives and strategies contained in the Town of Alpine Municipal Master Plan.

D. TOWN OF ALPINE MUNICIPAL MASTER PLAN DOCUMENT

Task D1: Prepare Draft Municipal Master Plan Report

Pedersen Planning Consultants will organize the Municipal Master Plan into various topical areas or plan elements, e.g., Community Setting, Population and Economy, Land Use, Transportation, Infrastructure, and Plan Implementation. Each topical chapter will identify challenges recognized by the community along with recommended approaches to addressing issues and pursuing potential community development opportunities. These approaches will include a range of policies, design guidelines, proposed facility development, infrastructure improvements, as well as other community development projects and programs. In a cumulative sense, these will represent a wide variety of community development objectives and related strategies that will be aimed at making the Town of Alpine a better place to live, work, play, and invest.

The community development objectives and strategies will be derived from the insights of community stakeholders, municipal staff, elected leaders, Planning Commission, the private sector, other residents of Alpine, and the experience of the PPC project team. As outlined in the earlier discussion of Public Engagement, their vision and insights will be obtained through an initial public information meeting, stakeholder interviews, a community survey, community development strategies workshop, review of the draft municipal master plan, and residents' participation in the public hearing before the Planning Commission.

The Town of Alpine Municipal Master Plan document will include a combination of narrative, tables and charts, digital photos maps, and other illustrations. Emphasis will be given to enabling reviewers to conveniently review issues of importance to them.

As stated earlier, a preliminary draft of the master plan document will initially be made by the Town council, Planning Commission, and municipal staff before the draft plan is published and made available for public review. Following receipt of initial review comments, PPC will refine the preliminary draft and publish a digital draft report for public review. PPC will provide the Town Clerk/Treasurer with the digital copy of the draft municipal master plan for placement on the municipal website.

Task D2: Prepare Final Municipal Master Plan Report

Following a 30-day review period and public hearing before the Planning Commission, PPC will revise the draft Town of Alpine Municipal Master Plan report. These revisions will reflect public comments, as well as additional insights provided by the Planning Commission, Town Council, and municipal staff. Ultimately, the Town of Alpine will furnish PPC with a written list of desired revisions to the draft Master Plan report.

Upon its receipt of comments from the Town of Alpine, PPC will publish a final Town of Alpine Municipal Master Plan Update report. PPC will transmit one digital copy and 5 hardcopies of the report to the Town Clerk/Treasurer.

PROJECT SCHEDULE

Pedersen Planning Consultants (PPC) anticipates that it will begin preparation of the proposed scope of services on March 1, 2025, and complete all related tasks by not later than February 1, 2026 (See **Appendix C - Project Schedule**). Circumstances during the course of the project may lead the Town of Alpine to extend the project schedule to enable PPC to secure and evaluate additional information, extend its review of project deliverables, or other valid reasons. However, PPC will not extend the proposed project schedule unless a modified schedule is authorized in writing by the Town of Alpine.

COST PROPOSAL

Pedersen Planning Consultants will provide the services outlined in this agreement for a total lump sum cost of **\$99,043**. PPC has provided a more detailed summary of labor allocations for assigned personnel, hourly rates, and total labor costs for each project task identified in **Appendix D – Cost Proposal Table**. Other Direct Costs are also itemized to clarify costs associated with travel and report production. Please note that air travel costs for PPC team members, who will be traveling to Wyoming from their office location in Hawaii, are not included in this proposal.

PPC will submit monthly invoices based upon work completed and the budget associated with each task outlined in this agreement. The Town of Alpine will provide payment of each invoice within 30 days of its receipt from PPC.

PEDERSEN PLANNING CONSULTANTS

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APPENDIX A – RELEVANT PROJECT EXPERIENCE

<i>Page No.</i>	<i>Project</i>	<i>Client/Location</i>	<i>Year Completed</i>
COUNTY AND MUNICIPAL MASTER PLANNING EXPERIENCE			
Detailed descriptions for the following relevant projects are provided in the pages that follow.			
A1	Yuma Comprehensive Plan Update	City of Yuma/Colorado	2018
A2	Walden Municipal Master Plan	Town of Walden/Colorado	2009
A3	Douglas Master Plan	City of Douglas/Wyoming	2013
A4	Afton Municipal Master Plan/Land Use Regulation Revision	Town of Afton/Wyoming	2009
A5	Star Valley Ranch Municipal Master Plan and SVR Municipal Master Plan Update	Town of Star Valley Ranch/Wyoming	2008 2014
A6	Goshen County Targeted Industries Study	Goshen County Economic Development Corporation/Wyoming	2005
A7	Johnson County Comprehensive Land Use Plan	Johnson County/Wyoming	2005
A8	Granger Municipal Master Plan	Town of Granger/Wyoming	2009
A9	Alpine Municipal Master Plan	Town of Alpine/Wyoming	2006
A10	Encampment Community Development Plan	Town of Encampment/Wyoming	2005
A11	North Lincoln Community Center Feasibility Study/ Master Plan	Lincoln County/Wyoming	2009
A12	Alpine Land Use and Development Code	Town of Alpine/Wyoming	2009
OTHER RELEVANT PLANNING EXPERIENCE: Project descriptions for PPC projects listed below are available upon request or may be viewed on our website at www.pedersenplanning.com.			
	Shorefox Property Due Diligence Study	Town of Granby, Colorado	2016
	Socio-Economic Assessment of Integrated Solid Waste Management Facility	PVT Land Company/Nanakuli, Oahu, Hawaii	2015
	Little Rascals Preschool and Daycare Feasibility Study	Carbon County, Little Rascals Preschool Board/Baggs, Wyoming	2013
	Albany County Child Care Study	University of Wyoming/Laramie, WY	2012
	Indian Peaks Charter School Facility Master Plan	Indian Peaks Charter School/Granby, CO	2012
	Evaluation of Demographic & Economic Trends in Sweetwater County, Wyoming	Booz, Allen, Hamilton/Denver, CO	2011
	Park County Housing Assessment	Forward Cody/Wyoming	2010
	Thayne Municipal Master Plan/Land Use Regulation Revision	Town of Thayne/Wyoming	2009
	Carbon County Higher Education Center (CCHEC) Facility Consolidation Evaluation	CCHEC/Rawlins, WY	2008
	Rock Springs Housing Master Plan	City of Rock Springs, WY	2007
	Big Horn Basin Transportation Study	Big Horn, Hot Springs, Park, and Washakie Counties, Wyoming	2007
	Wyoming Workforce Child Care Needs Assessment	WY Department of Workforce Services/Cheyenne, Wyoming	2006
	Hot Springs County Housing Needs Assessment	Hot Springs County, Wyoming	2006
	Big Horn County Alfalfa Processing Feasibility Study	Big Horn County/Wyoming	2006

PROJECT: YUMA COMPREHENSIVE PLAN UPDATE

Location

City of Yuma, Colorado

Client/Address

City of Yuma
910 South Main Street
Yuma, CO 80759

Contact

Scott Moore, City Manager
r.moore@yumacolo.org
(970) 848-3878

**Project Scope:**

Yuma, Colorado, is a growing rural community in northeast Colorado that is blessed with a strong agricultural-based economy and a diverse set of support services in the private sector. Pedersen Planning Consultants was retained to prepare an update of an existing municipal master plan that could be used to provide a strategic approach for the future financing, development, improvement and delivery of various community facilities and services.

The Yuma Comprehensive Plan Update outlined a community vision for making the City of Yuma a better place to live, work, invest, and play. The vision was ultimately expressed through the recommendation of specific community development strategies that could be undertaken and compiled by the City, Yuma County, private industry, and other community interests.

Community development strategies were based on substantive insights gained from the community through a series of community engagement opportunities. PPC conducted an initial public information meeting, individual stakeholder interviews, a bilingual community survey, three community workshops and a public hearing. PPC also completed independent evaluations of regional demographic, economic and land use trends, the environment and natural hazards, municipal utility systems, municipal roads and airport, municipal emergency and evacuation procedures, and potential revisions to municipal land use regulations. On a cumulative basis, these evaluations and community insights enabled PPC to identify potential economic development opportunities, housing needs and development opportunities, utility and transportation facility improvements, public facility improvement needs, and recreational development opportunities.

PPC evaluated and recommended future land use expansion opportunities within the existing municipal boundary, as well as within a three-mile radius of the City. These recommendations provided a guide to the City, to the residents of the community, as well as to prospective investors concerning potential annexation opportunities.

The Yuma City Council adopted the master plan update in February 2018.

PROJECT: WALDEN MUNICIPAL MASTER PLAN

Location

Town of Walden and adjacent areas
of Jackson County, Colorado

Client

Town of Walden
P. O. Box 489
Walden, CO 80480
(970) 723-4344

Contact

Tootie Crowner
Walden Board of Supervisor/
Project Coordinator

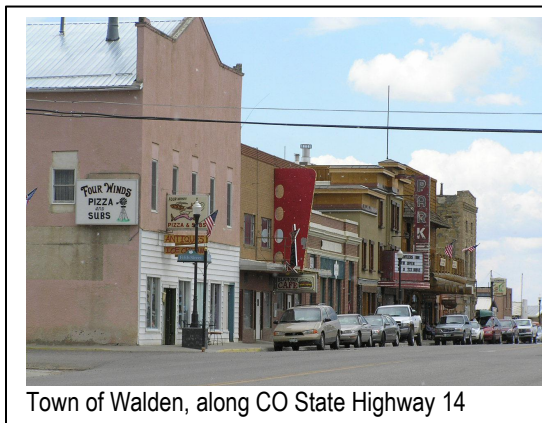
Year Completed

Phase 1 - 2007
Phase 2 - 2008

Project Scope

The Town of Walden, Colorado retained Pedersen Planning Consultants (PPC) to prepare a master plan that would communicate the community's vision for future land use expansion and community development. The project was undertaken in two phases to enable the Town of Walden to obtain the funds necessary to complete the project.

The first phase of the project involved the evaluation of demographic and economic trends, the development of population forecasts, completion of a land use inventory, evaluation of opportunities for future land use expansion and a related land use suitability analysis, and the forecast of future demands for residential, commercial, community and public facilities, and recreation/conservation areas. Various community leaders of Walden and Jackson County, small business owners, representatives of selected community organizations, as well as municipal, county and state agency representatives were interviewed by PPC to gain the insights, priorities, and recommendations of the community. A public information meeting was also held in April 2007 to enable residents to learn of the planned approach to the project, discover opportunities for public involvement, as well as express issues that they wanted the master plan to address.



The second phase of the master plan examined the capability of municipal infrastructure to support future land use expansion. PPC evaluated the scope of existing land use regulations and potential needs associated with future land use management by the Town of Walden. PPC prepared alternate land use patterns for the community and coordinated them with the community to determine a preferred community land use plan map. Based upon conclusions concerning potential land use expansion and community development, PPC prepared a set of recommended community development strategies and a related implementation plan. The Walden Board of Trustees refined and prioritized the recommended community development strategies via a process facilitated by PPC.

Preliminary community development recommendations were shared with community residents who provided further comments via a public hearing held in October 2008, their review of the draft master plan report, and the related opportunity to provide written comments.

PROJECT: DOUGLAS MASTER PLAN

Location

City of Douglas
Douglas, Wyoming

Client

Logan Simpson Design, Inc.
123 North College Avenue
Fort Collins, Colorado 80524
(970) 449-4100

Contact

Bruce Meighen, AICP, Principal
bmeighen@logansimpson.com

Year Completed

2013

Project Scope

Logan Simpson Design was retained by the City of Douglas, Wyoming to prepare a municipal master plan. In view of PPC's planning experience in various Wyoming communities, Logan Simpson Design retained Pedersen Planning Consultants to examine demographic, economic and land use trends influencing the future growth of Douglas, interview various community leaders, as well as assess needs associated with the municipal water and wastewater systems, the municipal street network, and related State highways within the Town.

The analysis of demographic and economic trends considered ongoing changes in the economy which, at the time of the master plan, was significantly influenced by oil and gas exploration in Converse County. This analysis ultimately considered the prospects of future oil and gas activities, as well as related changes to accommodations and food services and retail trade. PPC prepared population forecasts for three different growth scenarios through the application of a model that PPC developed for the master plan.



PPC began its evaluation of land use trends through its completion of a land use inventory of all land parcels in the community. This analysis examined trends and forecasted anticipated demands for housing, commercial, light industrial, public facilities, and community facilities. PPC also recommended community development opportunities associated with each type of land use.

The evaluation of municipal water and wastewater systems, as well as the municipal road network, was largely based upon PPC's coordination with local public works representatives. PPC also considered future infrastructure needs in the context of future land use demands and related community development opportunities.

PROJECT: AFTON MUNICIPAL MASTER PLAN AND LAND USE REGULATION REVISION

Location

Town of Afton, Lincoln
County, Wyoming

Client

Town of Afton
P. O. Box 310
Afton, WY 83110
(307) 885-9831

Contact

Loni Hillyard, Chair
Afton Planning & Zoning Board
lonih@silverstar.com

Year Completed

2009

Project Scope

The Town of Afton, Wyoming is a growing western Wyoming community influenced by an increasing number of new residential subdivision projects. Afton is also a gateway for visitors traveling to Yellowstone and Teton National parks from Utah and other western states.

In this context, the Town of Afton retained Pedersen Planning Consultants to prepare a municipal master plan that communicates a vision of the type and location of future land use expansion that is preferred by the community. The master plan was also desired to address vehicular circulation, water and sewer improvements, and other community and public facilities that are needed to support future land use expansion and population growth.

The municipal master plan contains an evaluation of demographic and economic trends, as well as a forecast of future resident population. A land use analyses evaluated trends and needs associated with the development of residential, commercial, community and public facilities, recreational areas, and the potential establishment of conservation areas. The opportunities associated with future land use expansion area were examined via a land use suitability analysis, the identification of potential land use expansion areas, preparation of a commercial redevelopment concept for the U.S. Highway 89 corridor, and preparation of a conceptual plan for a community trail system. The evaluation of local infrastructure included preparation of a vehicular circulation plan and an evaluation of future water, wastewater, storm water management system, and electrical energy needs.

PPC developed alternate land use patterns to determine a preferred community land use plan map that identifies the type and location of future land use expansion. The master plan also identified land use management needs to address various zoning and subdivision issues.



The master plan recommends various community development strategies that are aimed at addressing land use expansion opportunities, infrastructure needs, and needed revisions to existing land use management regulations.

Upon adoption of the revised municipal master plan, PPC prepared a comprehensive land development code that brought together subdivision, zoning and building regulations into Title 17 of the municipal code.

The master plan was adopted by the Town of Afton by passage of Resolution #2008-12 on July 8, 2008.

PROJECT: STAR VALLEY RANCH MUNICIPAL MASTER PLAN

Location

Town of Star Valley Ranch
Wyoming

Client

Town of Star Valley Ranch
HC 62 Box 7007, Star Valley
Ranch, WY 83127
(307) 883-8696

Contact(s)

Gregg Wilkes
Town Administrator
admin@starvalleyranchwy.org

Al Redlin, Councilman
redlinaz@aol.com

Years Completed

Original Plan: 2008
Update: 2014

Project Scope

The Town of Star Valley Ranch is located in the scenic western Wyoming area known as Star Valley. The Town of Star Valley Ranch, Wyoming had completed many of the community development projects that PPC outlined in the Town's 2008 municipal master plan. In addition, the Town was soon to lose three of its original Town Council members. In this context, PPC was retained to prepare an update of the Town's municipal master plan.



Public hearing during Town of Star Valley Ranch's first master plan in 2008.

In order to regain insights of the community, PPC initially prepared a survey that the Town distributed to all landowners and residents who were connected to the municipal water system. Results were compiled and subsequently presented to community leaders and other residents of Star Valley Ranch.

PPC also facilitated informal discussions with various community leaders that included members of the Town Council, and representatives of various municipal boards. PPC facilitated two different sessions with these community leaders in order to identify community concerns and issues, examine potential opportunities to address planning issues, as well as determine the priority of recommended community development objectives and strategies.

The master plan update also included PPC's examination of:

- demographic and economic trends;
- land use trends within the Town, as well as within one mile outside of the municipal boundary;
- future land use issues and opportunities;
- new and planned improvements to the Town's community water system and road network, and other community improvements under consideration.

An updated set of specific community development objectives and strategies was also incorporated into the plan. Strategies associated with each objective outlined the scope of community development projects, assigned responsibilities for implementation and a related completion schedules. A related implementation plan also recommended a specific process for future revisions to community development strategies.

The Town Council adopted the master plan update in September 2014.



Entrance to scenic Town of Star Valley Ranch in 2014

PROJECT: GOSHEN COUNTY TARGETED INDUSTRIES

Location

Goshen County, Wyoming

Client

Goshen County Economic
Development Corporation (GCEDC)
302 West 21st Avenue
Torrington, WY 82240
(307) 532-5162
progress@goshenwyo.com

Contact

Brad Sutherland
Executive Director

Year Completed

2005

Project Scope

The Goshen County Economic Development Corporation (GCEDC) desired to expand the industrial base of Torrington, Wyoming. GCEDC had particular interest in attracting potential food processors and other manufacturers that could make use of available local resources such as processed sugar, wheat, corn, beef cattle, and ethanol. Pedersen Planning Consultants (PPC) was retained to prepare a marketing and industrial opportunities report, as well as a report of recommended strategies, that would be used to market Torrington as a potential location for future industrial investment.

PPC initially met with representatives of various industrial companies that are already based in the vicinity of Torrington to gain a better understanding of community assets, investment barriers, and potential industrial expansion opportunities. Information gained from these discussions was also used to help identify potential value-added enterprises that might be derived from existing industrial operations.

Specific economic development opportunities were examined more specifically in context of the type of raw materials required for manufacturing, existing centers of production, market locations, product transportation costs via truck and/or rail transport, labor force requirements, and profitability. This information was gained through discussions from a variety of industry sources and other available information. A statistical model was developed to facilitate this evaluation that enabled PPC to determine more promising economic development opportunities that might be attractive to selected types of manufacturers and food processors. This information also used by PPC to refine the list of potential food processors, manufacturers and other industrial concerns.

PPC prepared a Manufacturing and Industrial Opportunities brochure and distributed copies of the brochure to approximately 30 industrial concerns. Follow-up conversations were made to representatives of several selected companies that showed promise for potential recruitment in light of available commodities, manufactured products, and infrastructure. Information gained from these company representatives enabled a further refinement of potential industries that were recommended for future recruitment.

PPC also prepared an Industrial Recruitment Strategy report. The report recommended strategies concerning how to better organize and expand industrial recruitment efforts, develop marketing tools, pursue specific target markets, increase the availability of lands and facilities for future industrial expansion, improve rail access and develop a more competitive rail environment, and improve the municipal wastewater treatment system.



Torrington Industrial Park Site

PROJECT: JOHNSON COUNTY COMPREHENSIVE LAND USE PLAN

Location

Johnson County, Wyoming

Client

Johnson County
715 W. Main Street
Buffalo, Wyoming
(307) 684-1907

Contact

Rod Yingling
Johnson County Planner
jcplanner@vcn.com

Year Completed

2005

Project Scope

The Johnson County Commissioners and County Planning Commission desired to adopt a comprehensive land use plan for Johnson County. The County includes the incorporated communities of Buffalo and Kaycee, as well as some 4,174 square miles of rural agricultural and residential properties within the unincorporated area of Johnson County.

PPC initially established a countywide land use database for the unincorporated area of Johnson County, as well as the City of Buffalo and the Town of Kaycee. The database was linked to other available digital files to establish a geographical information system (GIS) for Johnson County. Available land use information from the County Assessor's Office was input into the land use database, which contains information for some 7,500 land parcels.



Through application of the new GIS and related land use database, PPC was able to determine the location of residential, commercial, industrial, public facilities, community facilities and undeveloped properties within Johnson County. Discussions with municipal and county officials, real estate brokers, as well as commercial and industrial investors enabled PPC to determine potential areas for land use expansion.

PPC interviewed representatives from the regional coal bed methane and power generation and transmission industries, as well as other larger employers, to gain insights concerning future economic growth that could influence future employment for residents in Johnson County. This information was used by PPC to model and forecast anticipated employment generation and resident population for the 2003-2013 period.

The preceding analyses provided the basis of an overall evaluation of potential land use demands for the next ten years. This assessment quantified anticipated land use demands, evaluated land use issues, as well as identified potential land use expansion areas for agriculture, housing, commercial development, industrial development, community facilities, public facilities, as well as recreation and conservation areas.

Various types of other spatial information related to natural resources, the Bozeman Trail and related historical sites, environmental characteristics, transportation networks were integrated into the new GIS for Johnson County. The correlation of selected spatial data was used, in part, to determine a set of five different land use combinations and a recommended land use pattern for Johnson County.

PPC also developed recommendations concerning future land use management in Johnson County. This analysis considered various options for future land use management by Johnson County. These options considered potential approaches for requiring building permits and building code enforcement, zoning, as well as planning tools, e.g., GIS, available to support future land use management. The land use management analysis also evaluated working relationships with various State and federal agencies, which administer lands within Johnson County, and recommended processes for future coordination of natural resource and land management issues.

The Johnson County Commissioners adopted its Comprehensive Land Use Plan in April 2005.

PROJECT: GRANGER MUNICIPAL MASTER PLAN

Location

Granger
Sweetwater County, Wyoming

Client Address

Town of Granger
P. O. Box 42, Granger, WY 82934
(307) 875-5556

Contact

Vivian Shedden, Town Clerk

Year Completed

2009

Project Scope

With a declining resident population and lack of private investment, the Town of Granger retained Pedersen Planning Consultants (PPC) to prepare a municipal master plan for this southwest Wyoming community of 146 residents. PPC initially examined demographic and economic characteristics, regional economic trends, an existing community land uses, factors influencing future land use expansion, and available infrastructure. PPC inventoried existing land uses and established a geographical information system (GIS) for the community using available geospatial information from various private and public sources. PPC interviewed various community leaders, small business owners, representatives of industrial companies within and outside the community, and public agencies providing services to the community. This information was used to determine future land use needs and demands, potential economic development, land use expansion and annexation opportunities, and needed improvements to municipal infrastructure during the next decade.

PC prepared a community land use plan and major street plan that communicates the Town of Granger's vision for future the type and location of future land uses, a supporting vehicular road network, as well as community pathway system for pedestrians and bicyclists.

Land use and transportation plans were supplemented with the preparation of 25 community development objectives and related strategies. The strategies included specific tasks for addressing constraints to future land use expansion, opportunities for encouraging private investment, improving and expanding municipal water and wastewater systems, developing community facilities and recreational amenities, as well as conserving local wetlands and wildlife habitat along the Blacks Fork and Hams Fork drainages. PPC facilitated a process that enabled the Granger Town Council to refine draft community development strategies and prioritize the importance of each community development objective. Digital copies of the draft report were placed on PPC's FTP site to facilitate public review. PPC also facilitated public discussion of the draft master plan during a required public hearing. Community insights gained from this discussion led to further revisions of the master plan.



PROJECT: ALPINE MUNICIPAL MASTER PLAN

Location

Alpine, Wyoming

Client

Town of Alpine
P. O. Box 3070
Alpine, WY 83128
(307) 654-7757

Contact

Brenda Bennett
Project Manager/
Town Treasurer

Project Scope

The Town of Alpine retained Pedersen Planning Consultants to prepare a municipal master plan in light of significant population growth in the community as well as planned private investments for future residential and commercial development north of the community.

The municipal master plan included an analysis of demographic, economic and land use trends influencing the community. A detailed survey of land uses, including residential, commercial, industrial, as well as community and public facilities was conducted in the early stages of the project. The information was then incorporated into a geographical information system (GIS) which will assist community leaders in tracking future land use development and trends that will be vitally important as they make decisions that will impact the Town of Alpine and its residents.

Year Completed

State Highway 89, which passes through the middle of town, was evaluated in the context of potential improvements, within and adjacent to the highway right-of-way, that might stimulate more commercial highway business.

The opportunity to develop a community trail system was considered to provide greater accessibility and recreational opportunities for pedestrians, bicyclists, cross-country skiers, and snowmobilers. This evaluation also took into consideration the potential connection of a community trail system to a regional trail network that was being considered for Lincoln County's Star Valley area. The potential establishment of a community bus system was also considered.

The capacity of municipal water and sewer system was evaluated to consider the capability of these systems to support anticipated population growth and related land use expansion. The same analyses were applied to the evaluation of potential annexation opportunities north of Alpine where the development of residential and commercial areas were in progress.

The municipal master plan included a revised community land use plan that will depict the type and location of future land use expansion that is desired by the community. Community development strategies were also developed to help organize future efforts that will be undertaken by the Town of Alpine, small business owners, community organizations, and the community-at-large. These strategies outline a combination of community development efforts that address the marketing of the community infrastructure improvements, private commercial investments, and other community facilities aimed to improve the quality of life in Alpine.

The Alpine Town Council formally adopted the Municipal Master Plan in December 2006.



PROJECT: ENCAMPMENT COMMUNITY DEVELOPMENT PLAN

Location

Encampment, Wyoming

Client

Town of Encampment
P. O. Box 5
Encampment, WY 82325
(307) 327-5501

Contact

Susan Munson
Town Clerk/Treasurer

Year Completed

2005

Project Scope

The Encampment Planning Commission desired the preparation of a community development plan. The Encampment Town Council retained Pedersen Planning Consultants (PPC) to prepare that would provide a vision for the Town's future and concurrently meet the requirements of a municipal master plan.

PPC interviewed 24 residents to gain insights concerning community issues and priorities. Those residents included members of the Encampment Town Council, key municipal staff, the Encampment Planning Commission, small business owners, selected large landowners, utility representatives, and the Encampment River Valley Association. Subsequently, a series of informal meetings between the Planning Commission and PPC enabled a refinement of relevant community issues, potential community development strategies and recommended priorities. This approach was taken since a community assessment had already been completed by the Wyoming Rural Development Association.

A detailed analysis was conducted of relevant demographic characteristics and economic trends that will continue to influence the future growth of the community. This analysis was applied to the development of a resident population forecast for a 10-year planning period.

PPC inventoried all existing land uses and incorporated this field data into a geographical information system (GIS) for the Town of Encampment. PPC also carried out an assessment of residential, commercial, industrial, public facilities, community facilities, and recreational facilities to forecast future land use demands and to identify potential areas for future land use expansion. The capacity of supporting utility systems to support future expansion was also examined.

The plan recommended community development objectives and specific strategies designed to:

- Improve the investment climate of Encampment;
- Provide a vision for the type and general location of future land uses;
- Improve and expand community infrastructure;
- Attract new investments in homes and new small businesses;
- Improve future land use management;
- Help organize community marketing efforts; and
- Encourage existing residents and small businesses to remain in the community.



PROJECT: NORTH LINCOLN COMMUNITY CENTER FEASIBILITY STUDY/MASTER PLAN

Location

Etna, Wyoming

Client

Lincoln County Board of
County Commissioners
520 Topaz Street, Suite 1090
Kemmerer, WY 83101
(307) 877-9056

Contact

John Woodward
Lincoln County Planning Director
jwoodward@lccwy.org

Year Completed

2009

Project Scope

The North Lincoln Community Center Advisory Board desired the Lincoln County Board of Commissioners to sponsor a community facilities grant for the renovation of the former Metcalf Elementary School in Etna, Wyoming. The Advisory Board envisioned the renovation of the former elementary school into a community center that could support a variety of community programs, provide floor space for local small businesses, and provide recreational opportunities to local residents. In order to consider its sponsorship of the grant application, Lincoln County desired to review a more detailed analysis of the project to assess project feasibility.

The feasibility study initially defined a potential service area that primarily included the communities of Etna, Freedom, Nordic Ranches, and the Town of Star Valley Ranch. PPC examined existing land uses, economic trends, and the potential for future community growth within the service area. The potential need for a community center in Etna was also evaluated in the context of available community and public facilities in the nearby communities of Alpine, Star Valley Ranch, Thayne, Freedom and Etna.

This analysis enabled PPC to identify unmet needs for commercial floor space, indoor and outdoor recreational facilities, senior activities, and a community gathering place. Potential facility needs were quantified to determine potential floor space demands for commercial leases, community events and meetings, community education programs, and recreation.

A 6.5 acre site and related 32,565 square foot school building (Metcalf School) were inventoried and evaluated in terms of their potential adaptability to support the uses envisioned by the Advisory Board. PPC documented observable building deficiencies and needed repairs. PPC reviewed past building assessment reports and discussed needed mechanical system improvements with maintenance management representatives of the Lincoln County School District. A conceptual floor plan was developed for the school building. PPC also recommended furniture, fixtures and equipment that were needed to support proposed building uses and estimated their anticipated cost. This information, combined with cost estimates obtained by the Advisory Board, were used by PPC to develop an order-of-magnitude cost estimate for renovation of the building.



The Metcalf School site was renovated to become the new Star Valley Community Complex.

PPC also prepared a projected annual income statement and cash flow analyses for a 4-year period to consider the capability of intended building uses to support the future operation and maintenance of the proposed community center building. These evaluations required PPC to determine various building management and operation assumptions, recommend strategies for deriving revenues from proposed building uses, and prepare cost estimates. The preceding information enabled PPC to provide Lincoln County and the Advisory Board with an assessment of overall project feasibility.

Wyoming's State Land and Investment Board subsequently approved the Lincoln County community facility grant application.

In 2012, construction of the Star Valley Community Center Complex was completed.

PROJECT: ALPINE LAND USE AND DEVELOPMENT CODE

Location

Alpine, Wyoming

Client

Town of Alpine
P. O. Box 3070
Alpine, WY 83128
(307) 654-7757

Contact

Brenda Bennett
Project Manager/
Town Treasurer

Project Scope

The Town of Alpine, Wyoming retained Pedersen Planning Consultants (PPC) to revise its municipal zoning ordinance and related zoning map following completion and adoption of its revised municipal master plan. This revision addressed needed modifications to land use regulations that were outlined by PPC in the municipal master plan.

During this regulatory revision, PPC recognized the opportunity to incorporate a new zoning ordinance within a new Alpine Land Use and Development Code. This reorganization conveniently brought together all relevant land use regulations into one part of the municipal code. The establishment of a unified land use regulation also enables the Town of Alpine to add additional land use regulations to this section of the municipal code when necessary.

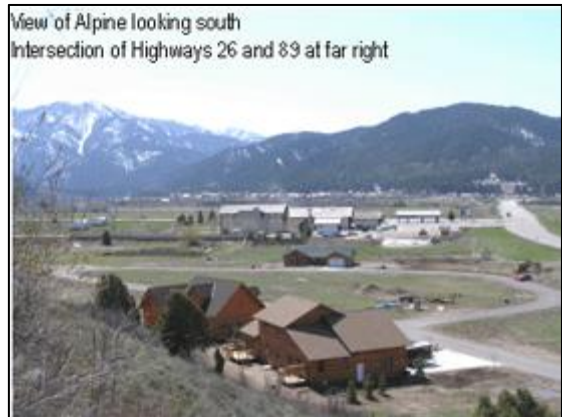
Year Completed

2008

The new land use and development code outlined the authority and scope of responsibilities for the Alpine Planning and Zoning Commission, the Alpine Town Council, a new municipal board of adjustment, a new zoning administrator, and building inspector. A detailed review and approval process was also established for land use plan amendments, zone changes, variances, and planned unit development projects.

Revisions to the zoning ordinance of the land use and development code expanded opportunities for home occupations in all residential districts, as well as established mixed commercial and residential zoning districts.

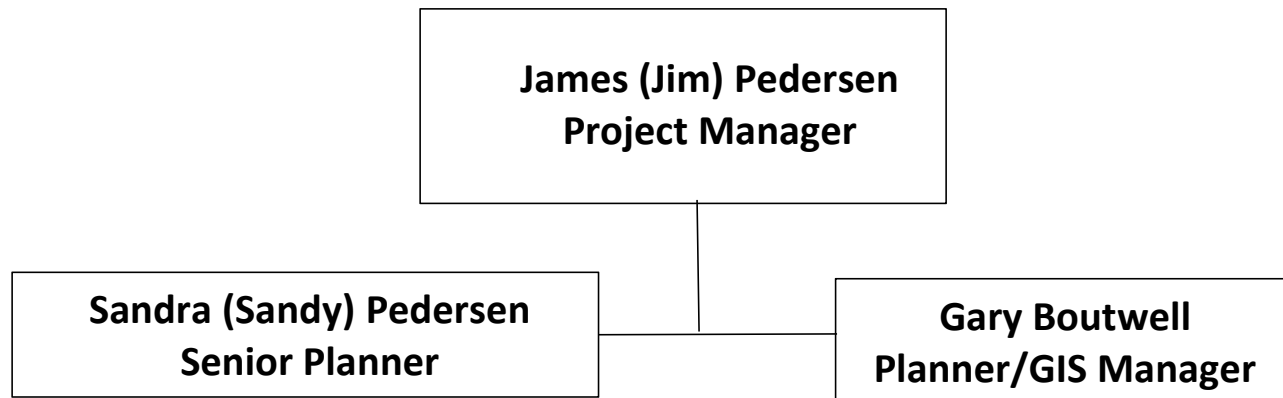
A revised zoning map was also prepared by PPC using the community land use plan map that was adopted as part of the 2006 municipal master plan update. Additional insights from the Alpine Planning and Zoning Commission, the Alpine Town Council, and the general public were also used to further refine new zoning map designations.



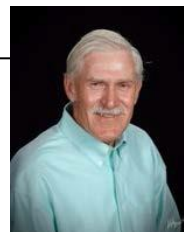
PEDERSEN PLANNING CONSULTANTS

"planning with heart for communities"

APPENDIX B PROJECT ORGANIZATIONAL CHART AND PROJECT TEAM



JAMES (JIM) H. PEDERSEN, PRINCIPAL PLANNER/PROJECT MANAGER



Work Experience

1986-Present Principal Planner
Pedersen Planning Consultants
Volcano, Hawaii, Encampment, Wyoming, and
Granby, Colorado, Keaau, Hawaii

1985-86
Project Manager/Senior Planner
Barrett Consulting Group, Inc.
Honolulu, Hawaii

1982-84
Senior Development Planner
Louis Berger and Associates
Anchorage, Alaska

1979-82
Project Manager/Senior Project Engineer
Holmes and Narver, Inc.
Orange, California and Anchorage, Alaska

1977-79
Senior Planner
American Samoa Government
Development Planning Office
Pago Pago, American Samoa

1976-77
Principal Planner/Partner
Resource Planning
Hilo, Hawaii

1972-76
Project Manager/Project Planner
Neighbor Island Consultants Hilo, Hawaii

1970-72
Social-Environmental Analyst
Koebig & Koebig Hawaii
Honolulu, Hawaii

Education

University of Alaska, Anchorage, Alaska
Graduate Studies, Planning, 1980-82

Pacific Lutheran University, Tacoma, Washington
B.A., Political Science, 1970

St. John's College, Winfield, Kansas AA,
Business Administration, 1968

Professional Affiliations

Member, American Planning Association (APA)
Member, APA, Hawaii Chapter
Former Member, APA, Colorado and Wyoming
Chapters

Continues - next page

Relevant Experience

Jim Pedersen is the principal planner of Pedersen Planning Consultants. As principal planner, Pedersen is the project manager for most of the projects completed by the firm and participates significantly in the performance of specific project tasks, community engagement, and client coordination.

Pedersen has 50 years of domestic and international planning experience. He has managed, participated, and authored a wide variety of regional and community land use, infrastructure, transportation, economic development, recreation, and natural resource management plans, land use regulations, feasibility studies, environmental assessments and impact statements. He has served in both private and public planning capacities in Alaska, Colorado, Hawaii, American Samoa, Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau.

Jim Pedersen has managed and prepared community master plans or comprehensive plans for various rural Colorado and Wyoming communities such as the City of Yuma and Town of Walden, Colorado. In Wyoming, he completed master plans for the Towns of Afton, Alpine, Burlington, Encampment, Frannie, Granger, Star Valley Ranch, Thayne, Star Valley Ranch, and Wright. These plans examined demographic, economic, and land use trends and other factors influencing future community growth, identified land use and economic development opportunities, determined supporting utility and transportation needs, examined the adequacy of land use regulations, outlined specific community development objectives and strategies, and related implementation plan. Each of these community master plans also included substantive community engagement processes that involved his interviews of community stakeholders, facilitation of community development issues and opportunities with community leaders, and the development and application of techniques to determine community development priorities.

Pedersen evaluated land use regulations of the City of Yuma, CO and recommended modifications to municipal land use regulations as part of PPC's completion of a comprehensive plan. Pedersen has also prepared land development codes for the Towns of Afton and Alpine, Wyoming, as well as zoning regulations for several other Wyoming

Other

Former Director (2010-2016), Silver Creek Water & Sanitation District Board, Granby, Colorado (/Town Elected Position)

Former Board Member/President (2002-4): Carbon County Economic Development Corporation, Rawlins, Wyoming (County Elected Position)

Awards/Recognitions

Recipient of Award/Plaque for:
Significant Accomplishments in Planning from the Wyoming Planning Association, 2005

Merit Award for:
Devoted and Unselfish 'Service Above Self' to this Club and to the Community from the Rotary Club of Pago Pago, American Samoa, 1999

Certificate of Appreciation in
Recognition of Outstanding Service to the ASCE Hawaii Section as Chair of the Pacific Islands Development Conference, Honolulu, Hawaii, 1992

Certificate of Appreciation, for
Outstanding Dedication and Professional Services to the People of the State of Truk, Office of the Governor, Truk State, Federated States of Micronesia, 1986

communities. These codes brought together regulatory requirements, review/approval processes, and appeal and enforcement provisions associated with municipal zoning, subdivision development, building permits and inspection.

Pedersen also conducted a review of subdivision regulations for the City of Rock Springs, Wyoming and the recommendation of revisions to municipal subdivision regulations. These recommendations were based, in part, upon the review of subdivision regulations for several smaller communities in Colorado, Utah, and Wyoming.

Pedersen managed and participated in the preparation of the Johnson County, Wyoming, Comprehensive Land Use Plan. This plan, in part, considered anticipated land use demands for housing and other land uses, population growth, the consequences of expanded rural development, natural resource issues, future land use management, and the recommendation of land use development patterns for the unincorporated areas of Johnson County.

Pedersen managed and participated in an evaluation of socio-economic impacts of a 345-mile natural gas project known as the Entrega Gas Pipeline Project. This analysis considered impacts upon Rio Blanco, Moffatt, and Weld County, Colorado; as well as Sweetwater, Carbon, Albany, and Laramie County, Wyoming.

Pedersen managed and participated in regional housing assessments for Park County, Hot Springs County, and Campbell County, Wyoming. The master plan effort for the preparation of a Housing Master Plan for the City of Rock Springs, Wyoming, included an inventory of all land

parcels and lots in the city, analysis of real estate trends, the preparation of population and housing demand forecasts, evaluation of potential residential expansion areas, review of residential lending activity and policies, and recommended housing development strategies.

He has also managed PPC's completion of a Comprehensive Economic Development Strategy that included two adjoining counties in Wyoming: Carbon and Sweetwater. Pedersen made a substantive review of regional economic issues and trends, community assets, and barriers to economic investment. In addition, specific economic development strategies were outlined for a five-year planning period. Internationally, Pedersen has completed similar economic development plans for the Republic of the Marshall Islands, the U.S. Territory of American Samoa, and the States of Pohnpei and Chuuk in the Federated States of Micronesia.

SANDRA (SANDY) A. PEDERSEN, SENIOR PLANNER



Work Experience

1986-Present
Senior Planner
Pedersen Planning Consultants
Volcano, Hawaii; Encampment, Wyoming;
Granby, Colorado; Keaau, Hawaii

1988-1993
Co-owner/Operator
Volcano Bed and Breakfast
Volcano, Hawaii

1984-86
Executive Director
Hawaii Island YWCA
Hilo, Hawaii

1984
Special Assistant for Neighborhood Action
Municipality of Anchorage, Planning Dept.
Anchorage, Alaska

1981-83
Community Input Coordinator/
Mayor's Special Assistant
Municipality of Anchorage, Mayor's Office
Anchorage, Alaska

1980-81
Assistant Ombudsman Investigator
State of Alaska, Office of the Ombudsman
Anchorage, Alaska

Professional Affiliations

Former Member, Western Planners Assn
Former Member, Wyoming Planning Assn
(APA), Board of Director, 2005-2007

Education

University of Hawaii at Hilo
Business Administration, 1974, 1978-79

Other

Member (2011-15) Architectural Review
Committee, Silver Creek Master
Homeowners Association Granby, CO

Relevant Experience

Sandy Pedersen is a senior planner for Pedersen Planning Consultants (PPC). She manages and participates in the completion of various types of planning analyses. Because of her extensive experience with community participation, Mrs. Pedersen also has responsibility for the organization and implementation of all community engagement programs that are associated with larger regional and community planning projects.

Sandy Pedersen has 38 years of diverse planning experience associated with regional and community planning. Since joining Pedersen Planning Consultants in 1986, she has participated in project assignments in Colorado, Wyoming, Hawaii, the Republic of Palau, the Federated States of Micronesia, Republic of the Marshall Islands, and American Samoa. Her participation in these projects included fieldwork associated with regional water and wastewater master plans, the preparation, tabulation, and analysis of housing surveys, participation in land use inventories, as well as evaluations of child care facilities and other community services. She has also developed a number of computer models supporting forecasts of regional and community resident populations, land use demands, water consumption, wastewater generation, as well as complex cost-benefit analyses for port improvement projects.

Mrs. Pedersen has participated in regional and community comprehensive master plans, economic development plans, and various infrastructure planning projects. For various housing assessments, she developed statistical models that were used to forecast future resident populations and housing demands. She also conducted interviews, prepared household surveys, and completed field research that supported the evaluation of housing trends and issues.

For the City of Yuma, CO Comprehensive Plan, Mrs. Pedersen organized the community engagement processes that involved her participation in the development and evaluation of a community survey, stakeholder interviews, community workshops, and other work sessions with the Planning Commission and City Council. She also supported the evaluation of demographic, economic and land use trends, and was responsible for the editing and publishing of the Comprehensive Plan report.

Sandy Pedersen served as project manager in the preparation of a Community Needs Assessment for Carbon County, Wyoming. The project involved her evaluation of regional community services that examined the adequacy of various social and health services. Subsequently, she developed an overall strategy for addressing community service needs of a wide variety of public and private agencies. Pedersen developed, tabulated, and analyzed a survey that was used to help identify issues regarding community services. She also conducted numerous interviews with service agency representatives, coordinated four public meetings throughout Carbon County, and was the primary author of the project report.

GARY R. BOUTWELL, PLANNER/GIS MANAGER

Work Experience

2005-Present
GIS Manager/Planner
Pedersen Planning Consultants
Encampment, WY; Granby, CO; Keaau, Hawaii

1983-2003
Chief Petty Officer
U. S. Navy

1972-1982
Mechanic, Open Pit
Climax Molybdenum
Climax, CO

Education

2006-2008
Courses in ArcGIS offered by
Environmental Systems Research Institute (ESRI)
Denver, CO

1983-2003
Various mechanical and electrical engineering
and personnel Management courses provided
by the U. S. Navy

Professional Experience

Gary Boutwell is responsible for performing data collection, general planning research, and planning analyses for projects carried out by Pedersen Planning Consultants (PPC). He prepares land use databases and applies statistical models to various types of demographic, economic, land use and infrastructure demand analyses.

Boutwell also expands or develops new geographical information systems (GIS) that are applied to most projects completed by the firm. He also manages the firm's local area network and security systems.

Boutwell has applied geographical information system (GIS) technology to PPC's preparation of community and regional plans in Colorado, Wyoming, Republic of the Marshall Islands, and Federated States of Micronesia. He coordinates the completion of community land use inventories that are typically associated with comprehensive regional or municipal master plans. Boutwell establishes geodatabases and carries out various spatial analyses that are related to community development issues and opportunities that are

investigated for comprehensive county or municipal plans. For land use regulations, Boutwell prepares zoning maps and other supporting illustrations that enhance the communication and understanding of regulatory processes, management needs, and requirements.

Boutwell significantly expanded an existing geodatabase and related GIS for the City of Yuma, CO Comprehensive Plan. He used these planning tools to examine natural hazards, water resources, existing land uses and potential land use expansion opportunities within a three-mile radius of Yuma, water and wastewater system issues, as well as municipal road and airport facility needs,

Boutwell expanded an existing geographical system for Walden, Colorado, to incorporate various other types of spatial information, e.g., land use, soils, and utilities data that supported the firm's completion of a municipal master plan. Land use data input into the Walden GIS was derived from an inventory that he completed for all land uses within the community.

In 2011, Boutwell updated and expanded a statistical population model, which he developed for PPC's completion of a municipal master plan for the Town of Walden, Colorado, in 2008. The revised model was used to calculate average and maximum day water demands for hydraulic water modeling study.

Boutwell led the completion of an inventory of almost 9,000 housing units in the City of Rock Springs, Wyoming. Using ArcGIS software, he input this data into attribute tables associated with the Rock Springs GIS to facilitate the completion of various project tasks for the City of Rock Springs Housing Master Plan. Boutwell completed spatial analyses of available community assets and various physical constraints influencing future opportunities for future residential expansion. He also developed a statistical model that was applied to the project to develop population and housing demand forecasts.

Boutwell has also coordinated completion of housing inventories that were made in conjunction with housing assessments for Hot Springs County and Park County, Wyoming. Information gained from these inventories was integrated with available spatial data associated with local geographical information systems.

Boutwell has completed land use inventories, developed geographical information systems, as well as participated in the evaluation of demographic, economic and land use trends for the Wyoming Towns of Alpine, Afton, Thayne, Star Valley Ranch, and Granger. These analyses and geographical information systems were completed in conjunction with PPC's preparation of municipal master plans for each of these communities.

PEDERSEN PLANNING CONSULTANTS

Eleven Month Period (March 1, 2025 through January 31, 2026)

Tasks	March	April	May	June	July	August	Sept	October	Novem	Decem	January
A PROJECT COORDINATION											
A1 Town of Alpine Designated Project Administrator											
B COMMUNITY ENGAGEMENT PROCESS											
B1 Public Information Meeting											
B2 Use of Town of Alpine Website											
B3 Stakeholder Interviews											
B4 Community Survey											
B5 Community Development Strategies Workshop											
B6 Public Review of Draft & Final Master Plan Reports											
B7 Public Hearing											
C PLAN ELEMENTS											
C1 Evaluate Natural Resources											
C2 Determine Natural Hazards Influencing Community Development											
C3 Evaluate Demographic and Economic Trends											
C4 Examine Land Use Trends, Needs, Opportunities											
C5 Determine Municipal Infrastructure Needs											
C6 Determine Transportation Needs											
C7 Prepare Land Use Map											
C8 Evaluate Land Use Regulations											
C9 Prepare Implementation Plan											
D TOWN OF ALPINE MUNICIPAL MASTER PLAN DOCUMENT											
D1 Prepare Draft Municipal Master Plan Report											
C2 Prepare Final Municipal Master Plan Report											

Monthly work progress report submitted to Town's Project Administrator, as well as biweekly consultations, as needed

Field trip to Town of Alpine to complete project tasks

→ Estimated time periods to complete project tasks

APPENDIX D

COST PROPOSAL (Page 1 of 2 Pages) TOWN OF ALPINE MUNICIPAL MASTER PLAN UPDATE Prepared by: Pedersen Planning Consultants October 10, 2024

Task	Per- sonnel	Hours	Hourly Rate (\$)	Labor Cost (\$)	Total by Task (\$)
A COORDINATION					
A1 Coordinate w/Designated Project Administrator	JP	16	100	1,600	
Subtotal: Task A					1,600
B COMMUNITY ENGAGEMENT PROCESS					
B1 Public Information Meeting	JP	16	100	1,600	
	SP	16	85	1,360	
B2 Use of Town of Alpine Website	SP	8	85	680	
B3 Stakeholder Interviews (<i>Trip 1</i>)	JP	60	100	6,000	
	SP	20	85	1,700	
B4 Community Survey	SP	40	85	3,400	
	JP	8	100	800	
B5 Community Development Strategies Workshop	JP	16	100	1,600	
	SP	24	85	2,040	
B6 Public Review of the Master Plan Report	SP	12	85	1,020	
B7 Public Hearing	JP	16	100	1,600	
	SP	16	85	1,360	
Subtotal: Task B					23,160
C PLAN ELEMENTS					
C1 Evaluate Natural Resources	JP	24	100	2,400	
	GB	24	75	1,800	
C2 Determine Natural Hazards Influencing Future Community Development	JP	24	100	2,400	
	GB	16	75	1,200	
C3 Evaluate Demographic and Economic Trends	JP	24	100	2,400	
	SP	12	85	1,020	
C4 Examine Land Use Trends, Needs and Opportunities	JP	60	100	6,000	
	SP	24	85	2,040	
	GB	64	75	4,800	
C5 Determine Municipal Infrastructure Needs	JP	48	100	4,800	
	GB	12	75	900	
C6 Determine Transportation Needs	JP	20	100	2,000	
	GB	8	75	600	
C7 Prepare Land Use Map	JP	24	100	2,400	
	GB	16	75	1,200	
C8 Evaluate Land Use Regulations	JP	40	100	4,000	
C9 Prepare Implementation Plan	JP	40	100	4,000	
	SP	24	85	2,040	
Subtotal: Task C					46,000
D MUNICIPAL MASTER PLAN DOCUMENT					
D1 Prepare Draft Municipal Plan Report	JP	80	100	8,000	
	SP	40	85	3,400	
	GB	30	75	2,250	
D2 Prepare Final Municipal Plan Report	JP	24	100	2,400	
	SP	24	85	2,040	
	GB	8	75	600	
Subtotal: Task D					18,690
TOTAL LABOR COSTS:					89,450

Continues to Page 2

COST PROPOSAL (Page 2 of 2 Pages)
TOWN OF ALPINE MUNICIPAL MASTER PLAN UPDATE
Prepared by: Pedersen Planning Consultants

Task	Per- sonnel	Hours	Hourly Rate (\$)	Labor Cost (\$)	Total by Task (\$)
DETAIL OF OTHER DIRECT COSTS				\$	
Trip1(Tasks B1, B3, C4)					
Mileage: Cheyenne-Alpine 886 miles RT @\$0.65/mile				576	
Mileage: Saratoga-Alpine, 672 miles RT @ \$0.65/mile				437	
Lodging, 2 persons, 10 nights @ \$230/night				2,300	
Lodging, 1 person, 2 nights @ \$230/night				460	
Per Diem: 2 persons 9 days @ \$59/person/day				1,062	
1 person 4 days @ \$59/person/day				236	
Trip 2 (Task B5)					
Mileage: Saratoga-Alpine, WY 672 miles RT @ \$0.65/mile				437	
Lodging: 2 nights @ \$230/night				460	
Per Diem, 2 persons for 3 days @ \$59/person/day				354	
Trip 3 (Task B7)					
Mileage: Saratoga-Alpine, WY 672 miles RT @ \$0.65/mile				437	
Lodging: 1 night @ \$230/night				230	
Per Diem: 2 persons 3 days @ \$59/person/day				354	
Report Production (Task D)					
Preliminary Draft, 15 hardcopies @ \$50/copy				750	
Draft Report 15 hardcopies @ \$50/copy				750	
Final Report 15 hardcopies @ \$50/report				750	
TOTAL OTHER DIRECT COSTS:					9,593
TOTAL PROPOSED COST:					\$99,043