

DOVER, KOHL & PARTNERS

t o w n p l a n n i n g



TOWN OF ALPINE MASTER PLAN

Dover, Kohl & Partners
1571 Sunset Drive
Coral Gables, FL 33143
October 15, 2024

Submitted to: Monica Chenault
Town of Alpine Clerk
307- 654-7757
clerk@alpinewy.gov

*Render Created By DK&P for
The Meadows, Buena Vista, CO*

COVER LETTER

October 15, 2024

Dear Members of the Selection Committee,

Thank you for the invitation to respond to your Request for Proposals for the Town of Alpine's Comprehensive Master Plan. This plan will shape and define the Town of Alpine for generations, and we are eager to contribute to its success, having been captivated by the remarkable opportunities and challenges the Town faces.

During our work this summer, while providing a sketch plan of 120 acres along the waterfront for Convergence Properties, we came to know the story of a beautiful and growing town called Alpine. This Town, situated at the confluence of the Snake, Salt, and Greys Rivers, nestled between expansive mountain ranges along the Palisades Reservoir, is navigating the incredible need and desire to chart an intentional path for sustainable growth amid immense pressures due to the growth of surrounding communities.

We understand that the challenges you face include affordability, housing, educational facilities, aging infrastructure and reluctance of long-term residents to see their valley developed. We hear that, we understand, and we would be honored to aid the Town of Alpine in this effort. This fall, we received communication from a resident of Alpine, unrelated to the project with Convergence, who was familiar with our work in other towns notifying us of the upcoming RFP and her hope for a thoughtful plan for Alpine that encouraged a vibrant downtown, well designed neighborhoods and a sense of community without losing the character of Alpine and its connection with nature. We share that desire and are thrilled the town has taken this step in initiating the RFP.

DK&P is dedicated to the healthy growth of towns and cities across the country and the Mountain West. From our early work on the plan for Boulder (1990s) to creating the town plan for South Main in Buena Vista (2004), the Downtown Master Plan for Missoula (2019), and shaping the Comprehensive Plan for Windsor (2023), we have seen firsthand the strength of community engagement, land planning, and urban design to enact positive change.

For this project, we thought a lot about whom to recruit to our team for engineering and technical assistance. We have brought on local experts with Nelson Engineering plus Crabtree Group to assess the Town's infrastructure and offer solutions and strategies that will support high-quality, livable urbanism.

Our team is ready to utilize our expertise, innovative techniques, familiarity with the region, and national best practice planning resources to help us review and propose updates to the Comprehensive Masterplan for the Town of Alpine. We want to convey to you our enthusiasm for Alpine and its prospects for sustainable growth in the future. Please do not hesitate to reach out to us with any questions you may have, and we look forward to hearing from you.

Claire Morris Williams

Claire Morris Williams
Project Director

Victor B. Dover

Victor B. Dover,
FAICP, LEED-AP & CNU Fellow
Founding Principal

ABOUT US

Dover, Kohl & Partners is focused on revitalizing towns and cities, growing authentic new neighborhoods, and fixing sprawl—with design. The common thread linking all our projects is a holistic approach to design-minded community building, with plans that emphasize complete neighborhoods as the basis for sound communities.

We believe that design is the missing element in contemporary urban planning, and our work centers on re-introducing form and beauty into easy-to-understand plans, visualizations, and development regulations that focus on the physical aspects of future growth and conservation.

We apply this methodology with community members at the table to projects of all scales, including regional and city-wide efforts, neighborhood and downtown plans, corridor plans, as well as plans for infill and redevelopment of specific sites.

Our process has helped communities across the country to visualize change before it occurs and has been the subject of education studies by the National Charrette Institute and the Congress for the New Urbanism.

The following pages include a description of our general methodology, developed over our 37 years of experience.

Company Entity:

The Image Network, Inc.,
d/b/a Dover, Kohl & Partners

Contact Information:

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Coral Gables, Florida 33143
United States of America

Website: www.doverkohl.com
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Primary Contact:

Claire Morris Williams
Project Director
cmorris-williams@doverkohl.com

Ownership Structure:

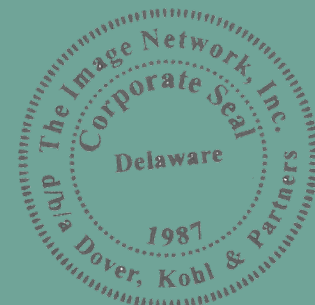
Corporation (Delaware)

The firm is led by a board of six directors who are also long-time employees:

Victor Dover, Joseph Kohl,
James Dougherty, Amy Groves,
Kristen Thomas & Kenneth Garcia

Year Established:

1987



PUBLIC ENGAGEMENT

The best plans are rooted in community. Our hands-on approach levels barriers to participation and makes design more accessible for all. For the past 36 years we have helped communities across the country to visualize change before it occurs. We embrace genuine public participation that yields a hands-on, immersive and visual experience—and a better plan. We are prepared, and excited, to be a part of this next chapter in the life of Alpine. A phased approach to public engagement is included in our Approach and Methodology section, but some highlights include:

ESTABLISHING PUBLIC AWARENESS

One of the most important steps in the public engagement strategy is making people aware of the planning process. It sounds simple, but communication is key. Dover, Kohl & Partners has developed a multi-step strategy that includes both on-line and in-print media platforms to reach residents, business owners, and recognized stakeholders. At the start of the process, we will work with the Project Manager to tailor engagement and communication to identify the best mechanisms to reach participants, with an emphasis on what has worked well in the past, new ideas to consider, and respect for folks who have participated in numerous planning projects over the years.



Strategy for a Successful Plan

- Provide for community participation by using a Charrette.
- Promote participation by key stakeholders in addition to the general public.
- Scrutinize the physical environment, the transportation systems, and the economic potential for new mixed-use, commercial, civic, and housing opportunities.
- Create and refine the plan on site. Community access to the work-in-progress helps steer the project and yields better results.
- Create a plan detailing the community's vision and implementation strategy that works for both the short- and long-term.
- Encourage the media to publish and promote the effort.
- Demonstrate ways to begin positive change in the short-term and sustain it in the long-term.
- Reform the land development regulations to ensure and encourage the desired results.

CONSENSUS THROUGH PUBLIC PARTICIPATION

Changes to land use can be controversial; education and a shared sense of authorship is key to creating consensus. Our “Designing in Public” charrette is the centerpiece of our planning strategy. Dover-Kohl charrettes are a combination of on-location planning, an open design studio and town meetings.

- The charrette focuses community input over a short period of time, through the hands-on effort of participants representing the full spectrum of interests.
- We then use the results to evolve the vision and plan over the following days in an on-site planning studio. Throughout the week the community's goals for each area of the plan are pursued while ideas and scenarios are tested. The community is invited into the studio to offer continual feedback on the work being produced.
- Through the in-depth charrette, participants come to care more about the plan; they see their ideas as they are refined and become part of a more finalized vision. As a result of the educational value of this approach, citizens become familiar with the tools of good urban design and gain an appreciation of the importance of long-range thinking.
- Rather than a series of meetings spread out over several months, the charrette consolidates participation and shortens feedback loops; rather than waiting weeks to see a plan idea unfold, concepts are sketched right on-site so that we can quickly determine “is this what you meant”?

We will also conduct additional community meetings and interviews both during the pre-charrette and post-charrette periods, to ensure active participation throughout the various stages of plan realization. A schedule of check-in meetings with the Project Team will be created at the start of the project to set expectations and gather feedback on elements of the plan and engagement process.

INSPIRE PUBLIC COMMITMENT TO IMPLEMENT THE PLAN

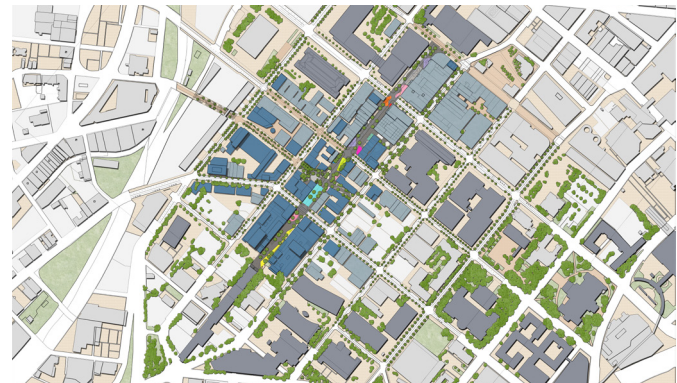
Public commitment is the key to getting a plan adopted and implemented. It is community energy that ensures the plan's success. When people are given an opportunity to directly shape the planning process through the charrette, they become invested in its future. Change-over-time visualizations help the community to understand the intended effects of new policies and have a clear blueprint for where to focus their future efforts.



Visualizing change



Designing in public



Strategic action



Growing more complete

DESIGNING IN PUBLIC



DK&P charrettes are a flexible assembly of on-location planning, open design studios, town meetings, educational roundtables, and group workshops uniquely curated for each project in order to build consensus through participation: This allows us to:

- Focus community input representing the full spectrum of interests over a short period of time – accelerating collaboration and building continuous momentum towards an equitable outcome.
- Evolve the vision and plan throughout the charrette in a variety of formats wherein constant feedback is provided. Throughout the week the community's goals, ideas, and scenarios are tested, workshopped, and incorporated in real time with decision-makers present at the table.
- Create a sense of authorship. Through in-depth charrettes, participants come to care more about a project as they see their ideas refined and part of a more finalized vision.
- Educate citizens with the tools of good urban design the value of design within their built environment.
- Include multi-disciplinary breakout meetings and conversations between staff, elected officials, regulators, and the public. These “side” conversations between departments and advocates or citizens and councilors accelerate positive progress, foster consensus, and excite all those involved about moving a project forward together.
- Inspire commitment to implementation. Public commitment is the key to getting a project adopted and thoroughly embraced. When people are given an opportunity to directly shape the planning process through a DK&P charrette, they become invested in its future.



“The charrette is a transparent design process that generates momentum and builds consensus. This unique approach to imagining the future of El Paso allowed DK&P to use visualization that helped people to understand the planning concepts that were being proposed.”

– Carlos Gallinar, Deputy Director of Planning,
City of El Paso (2015)



VISUALIZING CHANGE

Change is easier to accomplish and more acceptable when we know what to expect – a picture is worth a thousand words. Throughout the Dover, Kohl & Partners charrette process we create many drawings and “before-and-after” sequences that can help the community study the options and visualize potential outcomes.

Our visualization process balances illustrating long-term goals (such as redevelopment, urban design, and streets connectivity) with elements more easily achievable in the short-term, so that the larger ideas become more accessible over time. This is beneficial for use by municipalities, developers, property owners, and for the viewing public to ensure a coordinated effort over time.

Combined with our collaborative and participatory charrette process, the visions that we illustrate inherently reflect the goals of the community because they’re made together. Change-over-time visualizations help the community understand the intended effects of new policies, design decisions, and can help to provide a clear blueprint for where to focus their future advocacy or education efforts within the project’s process.

(Right) The Bend, Chattanooga TN.



BEFORE



AFTER

DK&P

2

APPROACH AND METHODOLOGY

SHARED SENSE OF AUTHORSHIP 01



EVOLVE VISION 02



CHARRETTE PROCESS



INSPIRE IMPLEMENTATION 04



FINALIZE VISION 03

Based on our understanding of current needs, combined with our recent work in Alpine and professional experience across the country, we have outlined a preliminary series of tasks to update the Town of Alpine's Comprehensive Master Plan. Once complete, the plan will direct the town's growth and development in a sustainable manner that preserves the character and spirit of Alpine and enhances the town's connection to the surrounding natural environment.

Concise descriptions of each phase and an outline of proposed tasks are provided below. We are aware that this project presents completely unique opportunities and challenges; customization is key, and we look forward to working with the Town of Alpine to further tailor the approach. We hope that you will consider this proposal as a draft that we will gladly customize and refine to ensure that it best meets your needs while also working within your budget.

PHASE I: KICK-OFF + ANALYSIS

Phase 1 will include the review of relevant information, as well as initial community outreach and preliminary analysis to inform the planning process. Building upon previous and ongoing initiatives, and reports/data available, the team will review urban design, land use, transportation, demographic, and economic issues that affect the Town of Alpine. We will work collaboratively with the Town staff to identify key stakeholders and develop a comprehensive public engagement strategy to involve and reach the broader community. Anticipated Phase 1 tasks include:

PHASE 1: DELIVERABLES

- Work Plan & Detailed Project Schedule
- Public Engagement Plan
- Existing Conditions Report

1.1 KICK-OFF MEETING

DK&P will schedule a meeting (via Zoom) with Town staff and subconsultants as an introduction to the project team and provide a space to review base information needs, confirm project goals, strategize on the public participation process, identify key stakeholders, and outline a rough schedule for the planning effort.

1.2 PUBLIC ENGAGEMENT PLAN + DETAILED PROJECT SCHEDULE

Dover-Kohl will assist the Town in generating public awareness for the project, which is essential to getting a broad spectrum of the community involved. Our team will work to foster the inclusion of individuals, community organizations, and stakeholders, and to create mechanisms that best encourage their participation. More information on our approach to public engagement can be found in the "Designing in Public" section of our response; we look forward to working interactively with the community and to tailoring the engagement strategy to best fit Alpine's needs.

Following the Kick-Off meeting and approval of the public engagement plan, the DK&P team will create a detailed project management schedule with milestones, meetings, and deliverable due dates.

1.3 REVIEW OF BACKGROUND INFORMATION & EXISTING CONDITIONS ANALYSIS

The DK&P team will review background information provided by the Town, and become familiar with the details of previous plans, studies, and regulating documents.

This assessment is anticipated to include but is not limited to the following:

- A review of the 2006 version of the Comprehensive Master Plan including all goals and policies, implementation and community development strategies,
- An analysis of current Land Use Regulations, including zoning, development standards, and their relationship to the comprehensive plan.

The team will provide an assessment of how current regulations are contributing, or not, to good urban design outcomes and successful private development. In addition, the team will analyze the existing conditions of Alpine's built environment including an assessment of existing parks, infrastructure recreational facilities, open spaces, streets, and buildings.

1.4 BASELINE EVALUATION

The evaluation will begin in Phase 1, setting the stage for informed discussions and decisions related to priority projects, actionable strategy, and building a more complete community.

Based on experience, we anticipate providing the Town of Alpine with a review of local economic conditions, and recommendations on land use categories that represent gaps and the best opportunities for growth. As needed, this work can also include a Demographic Analysis with forecasts of population, households, and income through the year 2034. We begin with a thorough scan of community assets and activities to identify those that are performing well, those that are missing, and those that could be improved, drawing on our experience in a wide variety of markets and extensive input from stakeholders. We understand the importance of placemaking in creating a supportive environment that draws visitors, residents and employers alike.

We anticipate focusing most of the evaluation on the topics of retail and opportunities to expand housing near existing infrastructure. Growing the base of potential customers that can walk to daily needs can be very effective in supporting existing and new businesses. Across the country we have seen the power of walkable, mixed-use environments for revitalizing Towns and generating new economic activity. However, we also can address a wider range of topics, including employers with good-paying jobs, quality of public schools, advanced educational opportunities, health care, civic buildings, and other anchor institutions.

1.5 SITE VISIT

A DK&P Principal and Project Director, along with a representative from Nelson Engineering and Crabtree Group, will travel to Alpine for an initial 2-day site visit. A schedule for the site visit will include on-site analysis and focus-group interviews with key stakeholders as determined by Town staff.

Study Tour and Analysis

Team members will tour Alpine with Town staff to conduct a preliminary on-site analysis of existing conditions. Here we will examine the study area, analyzing the network of streets, blocks and lots, building types, building patterns and connections to natural resources. The analysis will also include a review of existing land use, density, infrastructure, transportation issues, market realities, and additional issues that could be limiting the Town from meeting its goals.

Stakeholder Interviews

By interviewing neighborhood and community leaders, advocacy groups, property and business owners, local developers, transportation officials, Town staff and elected officials, government agencies, and other community representatives, the team will acquire local knowledge about the history of the area, areas for improvement, areas for protection as well as identify any potential obstacles to reaching the Town's goals.

Community Kick-off Event

We also will participate in a community kick-off event to commemorate the start of the planning process. The format of the kick-off event will be tailored in close consultation with staff, but some ideas to consider: a "food-for-thought" presentation on best practices; an educational symposium on key issues related to the Town's growth and sustainability; a more social gathering like a community meet up at a local coffee shop, brewery, or market; or a downtown bike ride or walking tour, weather permitting. Regardless of the format, the event will be geared to raise awareness and enthusiasm for the Town of Alpine's Comprehensive Plan update.

PHASE 2: DESIGNING IN PUBLIC

Phase 2 of the planning process involves an intensive week-long public planning session—a charrette – to be held on-site in the Town of Alpine. Based on the public engagement strategy determined in Phase 1, Interactive meetings, hands-on public design sessions, interviews, and technical meetings can be held to engage the community at this time. During the Charrette, the Dover-Kohl team will use the public input received, coupled with baseline findings, to create an Illustrative Master Plan and visualizations of key concepts and ideas. By actively engaging the public and community stakeholders, we will obtain rapid feedback on plan proposals, building community support and plan feasibility while demonstrating through diagrams, illustrations, and plans change-over-time.

2.1 HANDS-ON DESIGN SESSION

The centerpiece of the charrette week is the Hands-on Design Session. The session is fun, interactive, open to all ages, and essential to building consensus and gathering input. The goal of the Hands-on Design Session is to mark the kick-off of the charrette process, continue to build community support and begin to develop a short and long-range vision for sustainable growth and development in the community. This session will consist of a presentation of best-practices and initial analysis findings, including interactive keypad polling questions related to the community's priority concerns and vision of the future. The presentation will be followed by a mapping and visioning exercise to locate key areas for improvement, preservation, and growth. By marking up maps and discussing and drawing specific ideas, the session will help to dive into the details of the plan and inform specific actions and areas to implement the vision.

2.2 OPEN DESIGN STUDIO

In the days following the Hands-on Design Session, The DK&P team will set up an on-site, Open Design Studio in a visible, accessible, and central location for the duration of the public design workshop, in a location coordinated by the Town. While working in the Design Studio, we will analyze the input gathered at the Hands-on Design Session and stakeholder interviews in order to formulate the initial concepts for the Comprehensive Plan Update developing a cohesive vision for sustainable growth, including zoning strategies, annexation plans and policies to support new and existing residents while illustrating how key study areas could evolve over time to achieve desired results for a more complete, connected community. Members of the Town leadership, local leaders, elected officials, local stakeholders and the community will be invited to stop in throughout the week as new issues come to mind and to check on the project's status. A number of activities will take place at the Design Studio, as described in the following paragraphs.

Draft Urban Design Concepts

Visualizing change is a key component of Dover-Kohl's planning approach. Illustrations can communicate ideas better than words; we use visuals to test or confirm plan concepts and gather meaningful input. When the planning process is complete, the imagery lives on, documenting the vision and guiding development. A draft Illustrative Master Plan for the study area will be created to demonstrate how lost spaces can be reclaimed and sites reimaged to spark this next chapter in the life of the community.

A 'change-over-time' sequence will depict the near-term and longer-horizon public and private investment and show how changes and redevelopment can be accomplished in an incremental way. The benefit of being able to visualize change is to move beyond just words and policies and to actually show what could be when community vision, economics, and urban design align.

Draft Transportation Concepts

We will identify multi-modal solutions that connect rather than divide the community and provide residents with viable choices of how they move about town. By engaging stakeholders and jurisdictional agencies during the Charrette, we can quickly gain consensus on potential solutions that make the Town of Alpine better served and connected.

Development Scenarios

Designs and planning strategies will be tailored to respond to the underlying needs for different types of land use such as retail, office, institutional, residential, and mixed-use development. Most importantly, implementation and development strategies will be coordinated with planning principles, to identify those strategies that appear to be most feasible and achievable. Strategies could include

PHASE 2: DELIVERABLES

- Public Engagement Summary
- Work-In-Progress PowerPoint Presentation with Draft Sketches
- Progress on Deliverables, including:
 - Vision, Goals, Objectives Outline
 - Infrastructure Inventory Assessment
 - Opportunity Sites Analysis & Development Scenarios Results
 - Illustrative Master Plan
 - Maps, Images, and Illustrations

a mix of municipal policies, incentives, and investments, including infrastructure improvements, public-private partnerships, and solutions to remedy barriers to entry. We will create 3 scenarios to evaluate the community's potential trajectory. We will begin with the baseline evaluated in Phase 1. From there, we will model Alpine's future based on the continuation of current development trends as a "Business as Usual" scenario, "Scenario 1." Scenario 2 will assess a moderate approach relying on gradual infrastructure investments while reducing regulatory obstacles to meeting more of the housing need. Scenario 3 will depict outcomes of employing an implementation strategy that focuses on the creation of jobs and education opportunities while vigorously supporting housing, along with significant investment in the public realm including transportation, open space, transportation, and green infrastructure for long term sustainability.

Technical Meetings

While working in the Open Design Studio, the Dover-Kohl team will host various technical meetings with government agencies, Town officials and staff, key property owners, developers, neighborhood associations, community groups, and other key stakeholders as identified in Phase 1 by Town staff. These meetings will assist in our continued understanding of the physical, market, and organizational forces that are shaping the Town of Alpine and provide the team with direct feedback on plan concepts.

2.3 WORK-IN-PROGRESS PRESENTATION

At the end of the Charrette, we will present the draft concepts for the Comprehensive Master Plan update at a "Work-in-Progress" Presentation. Sketches and visualizations will be presented in draft form to illustrate design concepts and development opportunities, coupled with initial ideas for implementation. Various methods of community participation (including keypad polling, exit surveys, and small group conversations) will be used to gather feedback, which will help in the refinement process in Phase 3.

2.4 PUBLIC ENGAGEMENT SUMMARY

Following the conclusion of the Public Design Workshop, DK&P will produce a brief summary document of the public engagement facilitated and input received.

PHASE 3: DELIVERABLES

- Complete Draft of the Comprehensive Master Plan including:
 - Vision, Goals & Objectives
 - Infrastructure Inventory Assessment
 - Recommendations for projects to include within the SS4A Grant and Water Master Plan Grant
 - Opportunity Sites Analysis & Development Scenarios Results
 - Illustrative Master Plan
 - Maps, Images, and Illustrations
- Complete Draft of Implementation Strategies

PHASE 3: FIRST DRAFT

The compact, high-energy format of the public process described above is designed to make major advances towards the update of the Alpine Comprehensive Master Plan. After the Work-in-Progress Presentation and the end of the public design workshop, the DK&P team will refine the plans, visualizations and other work products and produce a first draft document. Regular communications via conference calls and zoom meetings with Town staff and the project team will ensure that the plan document meets the expectations and needs of Alpine.

3.1 REFINE GRAPHICS

The DK&P team will refine the charrette graphics and visualizations based on feedback received from the community and stakeholders. The final graphics for the Alpine Master Plan are anticipated to include:

- Illustrative Plan, drawn to depict the vision for future growth and development
- Analytical Maps, drawn to depict current assets, development opportunity sites, proposed character areas, proposed public spaces, and street network concepts
- Up to five (5) visualizations rendered in color showing significant sites and design concepts. This will include before-and-after imagery for key opportunity sites.

3.2 DRAFT COMPREHENSIVE MASTER PLAN

The DK&P team will prepare a draft document that is concise and highly visual, featuring the illustrations and renderings, engaging graphic design

and infographics to present the community vision, and plan recommendations. The recommendations will be coordinated with proposals for land use and transportation systems, as well as a completed Baseline Analysis. The draft Master Plan will also include an implementation strategy that defines a clear direction of how and where development should occur over the next 10, 15, and 20 years, and provides a specific plan for achieving immediate, short- and long-term goals. Within the implementation strategy, Dover Kohl will identify roles and responsibilities, potential funding sources estimated timelines, and budgets for key projects recommended in the Master Plan. In addition, essential revisions to existing land development regulations, planning codes, comprehensive plan policies, and other planning related documents, needed to realize the Master Plan Vision will be included in the implementation matrix.

3.3 REVIEW MEETING WITH TOWN STAFF & CONSOLIDATED COMMENTS

Key members of the DK&P team will participate (via Zoom) in a meeting with Town staff to review the first draft. The Town will be responsible for distributing the draft report to the community and stakeholders and gathering feedback. The Town should provide a consolidated set of comments and suggested revisions based on Town and community feedback.

PHASE 4: FINAL DRAFT OF THE COMPREHENSIVE MASTER PLAN

4.1 REVISIONS & FINAL PLAN PREPARATION

The DK&P team will produce and submit the final Town of Alpine Comprehensive Master Plan based upon revisions and input from the Town staff in Task 3.3.

4.2 FINAL PRESENTATION

A Principal from the DK&P team will return to Alpine on a mutually agreed upon date, to meet with the Town Council and other appropriate committees to present the Alpine Comprehensive Master Plan.

PHASE 4: DELIVERABLES

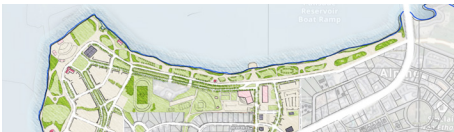
- Comprehensive Master Plan Complete Package (digital and print)
- Executive Summary (digital and print)
- Digital copy of the plan as a PDF and word document (text only)
- High resolution image files of all graphic content
- ArcGIS file geodatabase and GIS packages for all maps
- Implementation Plan in excel file



3

COMPARABLE PROJECTS

DK&P



CONCEPTUAL WATERFRONT PLAN, ALPINE, WY

The Waterfront Neighborhood plan was created to serve as a guide to address the rapid growth and escalating housing prices evident in this area.



MISSION TRAIL COMP PLAN EL PASO, TX

The Mission Valley Comp Plan includes a detailed plan for economic development, tourism development, climate resilience, and UNESCO World Heritage site designation.



DOWNTOWN MASTER PLAN MISSOULA, MT

The Master Plan Update will serve to help guide decisions over 10 years impacting Missoula's historic downtown and adjoining neighborhoods



COMPREHENSIVE PLAN HAMMOND, LA

The Hammond plan reflects the cities desire to grow sustainably, respects the City's history, enhances quality of life, and creates stronger complete community.



CITY PLAN 2025 FAYETTEVILLE, AR

The goal of city plan 2025 was to discourage suburban sprawl and make the traditional town form the "norm" while growing a livable transportation network.



CENTRAL HERCULES HERCULES, CA

The Central Hercules plan was created with the goal to reestablish the city core and the economic engine of the waterfront,



NORTHERN SOUTH PARK NEIGHBORHOOD PLAN TETON COUNTY, WY

Introduces diversity in housing types and a range of street types.



- > TOWN OF JACKSON WATER AND SEWER SYSTEMS CAPACITY STUDY TOWN OF ALPINE, WY
- > ALPINE WASTEWATER TREATMENT PLANT & SEWER COLLECTION SYSTEM
- > INDIAN SPRINGS RANCH WATER, SEWER AND ROADWAY INFRASTRUCTURE ASSET REVIEW

>>
120 ACRES
Project Area
2024
Designed

Contact: Mariah Underhill
Convergence Investments
Phone: (203) 520-4203
mariah@coninv.com

CONCEPTUAL WATERFRONT PLAN, ALPINE, WY

In the summer of 2024, Convergence Investments engaged Dover Kohl & Partners to develop a conceptual sketch plan for 120 acres along the waterfront in the Town of Alpine. This “back of the napkin” exercise was intended to aid stakeholders in evaluating the site during a critical moment in the town’s development.

The sketch plan illustrates an alternative to land use along the waterfront, showing how intentional planning can reimagine an industrial area into a vibrant, walkable community that supports the Town’s bottom line.

This example depicts how an investment in planning can channel rapid growth and escalating housing demands into needed investment in the town’s infrastructure while reducing sprawling development and maximizing the preservation of open space. The plan begins to show how key needs, such as workforce housing, local schools, restaurants, and lodging, can be addressed while also enhancing the town’s trail system with a vibrant Riverwalk, elevating the quality of life in Alpine.

BELOW: The proposed illustrative plan for Alpine waterfront community.





855 ACRES

Project Area

2019

Plan Adopted

Contact: Linda McCarthy
Executive Director
Downtown Missoula Partnership
Address: 218 East Main, Suite C
Missoula, MT 59802
Phone: (406) 543-4238
Email: linda@missouladowntown.com



Above: Downtown streets can be made more walkable and memorable - Shared street concept



Above: Proposed street design with protected bike lanes on South Higgins Avenue



Above: Potential enhancement under the Orange Street Bridge along the Milwaukee Trail

DOWNTOWN MASTER PLAN, MISSOULA, MT

Missoula's Downtown Master Plan is a project of the Downtown Missoula Partnership (DMP). The DMP itself is a collaboration between the Downtown Missoula Business Improvement District, the Missoula Downtown Association, and the Missoula Downtown Foundation.

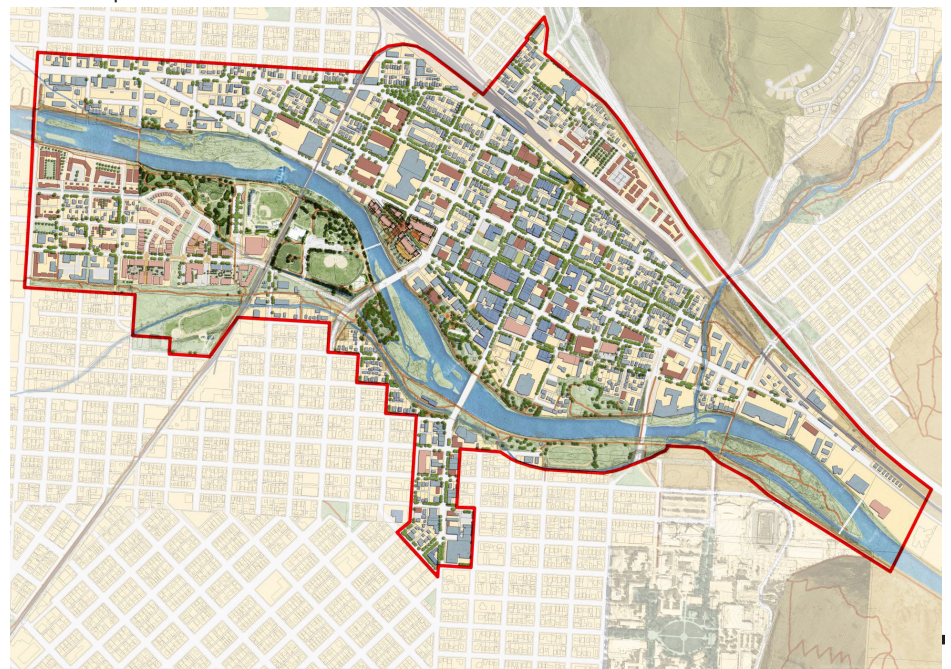
Dover, Kohl & Partners (DK&P) led a multidisciplinary team of seven specialty consultants and was largely responsible for land use, visualizations, historic preservation, and community engagement.

The Downtown Master Plan involves all aspects of city administration and community life: land use, infrastructure, housing, parking, street design, urban design, historic preservation, and retail and commercial business development.

The Master Plan Update will serve to help guide decisions over 10 years impacting Missoula's historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources.

Process: The Downtown Missoula Master Plan update process is based on authentic and robust community engagement. During the week-long charrette, the project team interacted with over 1,000 studio visitors, meeting attendees, and hands-on participants who helped shape the development of the plan. The project team made a specific effort to involve groups and constituents who do not typically participate in charrettes and other public processes. The project also has a large online component offering continuous community feedback.

Cities and neighborhoods are defined in large part by their natural amenities, and in Downtown Missoula that is the Clark Fork River. The updated Downtown Master Plan will make the river a centerpiece of Downtown with parks and buildings facing and engaging the river. The draft illustrative plan for Downtown Missoula is shown below.





CITY PLAN 2025, FAYETTEVILLE, AR

50 SQUARE MILES IN OZARK HILLS OF AR

Project Area

12 MONTHS Timeline

Contact: Karen Minkel
Senior Long Range Planner
City of Fayetteville
Phone: (479) 575-8271
kminkel@ci.fayetteville.ar.us



These images represent the density and character of various Transect zones, ranging from the most rural to the most urban. They represent the best scenarios for future development and will help preserve the intended character of Fayetteville.

Nestled in the Ozark Hills of Northwest Arkansas, Fayetteville is a rapidly growing city with an annual growth rate of more than 3.2 percent. This growth is twice as fast as the state as a whole, making Fayetteville part of the sixth fastest growing Metropolitan Statistical Area (MSA) in the nation. Uncontrolled expansion has led to suburban sprawl, environmental concerns and increased traffic congestion, prompting City Council to initiate a 20-year plan to balance the preservation of community character and livability with growth and development. Hall Planning and Engineering and Urban Advisors provided additional expertise for this project.

The project team hosted a 13-day charrette with four Hands-on Design Sessions in various areas of the city. Over 700 community members, from property owners to developers, elected officials, and students, participated, helping to define where growth should occur and what form it should take.

The result of the extensive public involvement was a policy blueprint with the following goals: Make Infill and Revitalization the Highest Priorities; Discourage Suburban Sprawl; Make the Traditional Town Form the "Norm"; Grow a Livable Transportation Network; Assemble an Enduring Green Network; and Create Attainable Housing. The outcome of the policy blueprint was City Plan 2025, which combined the work of Dover-Kohl and City staff. This Comprehensive Plan includes a detailed analysis of demographics, housing, employment and income, land use, transportation and economics. Maps identify future land uses and areas targeted for greenfield development, infill development, and land conservation as expressed by the public. The Future Land Use Map shows land type designations for all parts of the city, and the Sector Map provides overlays consistent with the SmartCode that show where the city will focus infill efforts and develop complete neighborhood plans.

In 2006, City Council adopted the City Plan 2025 and the Future Land Use Map. The City won a state planning award for the Plan in September 2006 and received a Congress for the New Urbanism Charter Award in 2007.



>>
7 LINEAR MILES
Project Area
16 MONTHS
Timeline

MISSION TRAIL COMPREHENSIVE PLAN, EL PASO, TX

In 2018, El Paso County's Economic Development Department commissioned Dover, Kohl & Partners to draft the region's Comprehensive Plan and Design Guidelines. The team included Gallinar Planning and Development, Daedalus Advisory Services, and Hall Planning and Engineering. The planning process involved over 800 participants. The Mission Valley Comprehensive Master Plan was unanimously adopted in 2019 and includes a detailed plan for economic development, tourism development, climate resilience, and, ultimately, UNESCO World Heritage site designation.

The El Paso Missions are a group of three frontier mission complexes situated along the Rio Grande River basin on the US-Mexico border. The complexes were built in the early eighteenth century to colonize, evangelize and defend the northern frontier of New Spain. The missions' physical remains comprise a range of architectural and archaeological structures including farmlands, cattle grounds, residences, churches, workshops, and water distribution systems. These can be seen as a demonstration of the exceptionally inventive interchange that occurred between indigenous peoples, missionaries, and colonizers that contributed to a fundamental and permanent change in the cultures and values of all involved.

The economic benefits of tourism reach virtually everyone in the El Paso and Ciudad Juarez region. By increasing tourism, economic development and growth is encouraged in an area that is challenged by high poverty rates and low literacy rates. More tourists mean more demand, more jobs and higher revenues, including higher tax receipts for local governments.

Left and Below: Work concepts





16 ACRES
Project Area

12 MONTHS
Timeline



Entry points into Hammond were identified and planned as landmark gateways.



A review of existing development regulations found that they were more likely to foster an undesirable auto-oriented, sprawl development pattern.



The Comprehensive Plan proposes new regulations that place an emphasis on building walkable, mixed-use neighborhoods.

COMPREHENSIVE PLAN, HAMMOND, LA

Hammond is the largest city in Tangipahoa Parish, Louisiana. The City has in recent years experienced significant growth as an inland city, rich in Southern character, with quality schools and growing regional facilities such as the Northshore Regional Airport, Southeastern Louisiana University, and a recently opened National Guard aviation facility. As the City's regional importance increases, residents want the City to grow in a way that protects and enhances its character. In 2009 Hammond began the creation of its first Comprehensive Plan in order to address future development and to ensure that the City grows in a choiceworthy, sustainable way.

In December, the City hosted a seven-day charrette to create the plan's vision. Over 100 community members participated including property owners, elected and appointed officials, developers, students, and representatives from civic organizations such as the Chamber of Commerce and local chapter of the Sierra Club. Through the charrette process, a series of goals were created to guide responsible growth in Hammond. These goals are encompassed in the City's vision to grow in a sustainable manner that respects the City's history, enhances our quality of life of residents, and creates a stronger, more complete community while maintaining the City's small town charm.

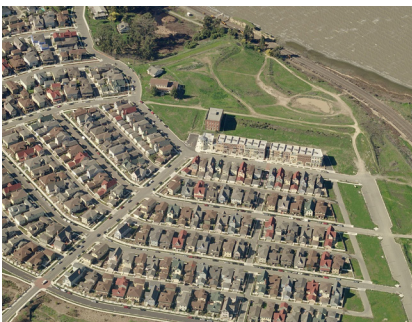
Dover, Kohl & Partners worked in collaboration with Hall Planning & Engineering and Villavaso & Associates. Dover, Kohl & Partners created a draft Comprehensive Plan document that identified goals, objectives and policies to improve the City's quality of life. This draft was reviewed by a Comprehensive Plan Steering Committee in a series of meetings, committee recommendations were incorporated, and the Plan was approved by the Planning and Zoning Commission in 2011.



>>
427 ACRES
Project Area
2001
Adopted

CENTRAL HERCULES, HERCULES, CA

Hercules, California is located 16 miles east of San Francisco along the eastern edge of San Pablo Bay in Contra Costa County. Once a thriving waterfront town built around the Hercules Powder Company, modern Hercules now struggles with issues that are familiar to all of the growing municipalities in the region, including a loss of natural scenic open space and sense of place, a rising tide of traffic, threatened environmental systems, spiraling housing costs, and the scramble for needed municipal revenue. To reestablish the city core and the economic engine of the waterfront, the Hercules Redevelopment Agency commissioned a study for the Central Hercules District, comprised of 427 acres of prime brownfield land at the center of the City and on the shore of the Bay. In 2000, Dover, Kohl & Partners was selected to design a master redevelopment plan and code to guide the regeneration of the heart of the City. Additional contributors to the Plan included Gibbs Planning Group, Fehr & Peers Associates, UrbanAdvantage, and Zimmerman/Volk Associates.



The Waterfront Quarter (above)

The Bixby Company (with Sargent Town Planning) is developing large portions of this new traditional neighborhood where the town meets San Pablo Bay. It will be home to a Bay Trail park, a waterfront square, a wide variety of offices, residences, live/work spaces, restaurants, plus a modest amount of retail. Designs for completing the neighborhood at the water's edge (by Opticos Design, Inc.) include additional mixed-use development focused around a new Amtrak station and potential ferry terminal.



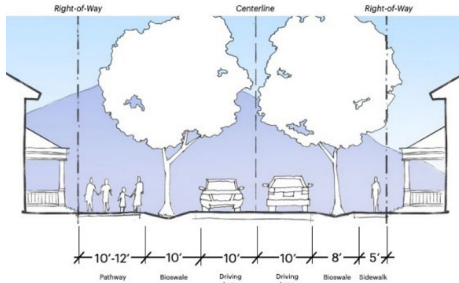
The Central Urban Quarter contains the intersection of San Pablo and Sycamore Avenues (above); this "main & main" intersection caters to the automobile, with wide travel lanes and auto-oriented uses. This critical main street fails to display the look and feel that Hercules should embody in its most visible spot, as the sense of place is compromised when the proportion of road width to building height is too wide.



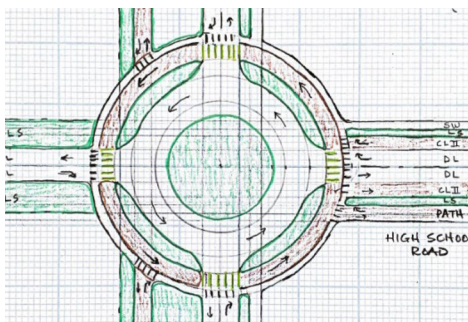
A first step for improvements is to bring buildings close to the edge of the street and restore on-street parking. This initial change helps to create a sense of place. As time passes, later buildings will follow the lead of the earlier ones, continuing to improve the pedestrian environment dramatically.

>>
225 ACRES
Project Area

2022
Completed



Street section that focuses on pedestrian safety.



Recommendation for a traffic circle instead of a standard intersection.



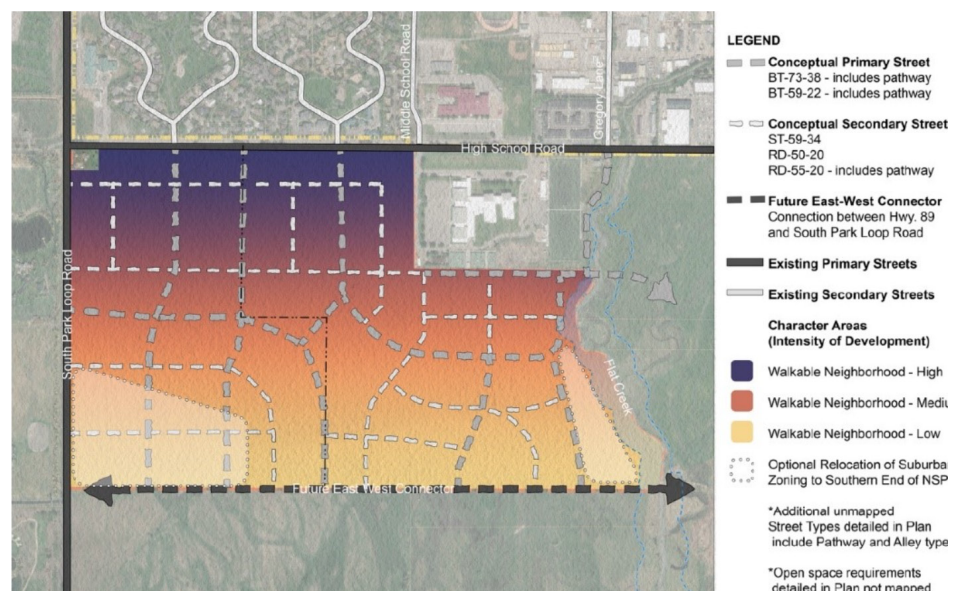
Illustration of missing middle housing.

NORTHERN SOUTH PARK NEIGHBORHOOD PLAN, TETON COUNTY, WY

Northern South Park designs a mixed-income, multi-modal, Complete Neighborhood that delivers a high quality of life for residents, minimizes impacts to surrounding communities and ecosystems, and provides a significant quantity of deed restricted housing for people working in Teton County.

HIGHLIGHTS

- Reflects the community's ambitions within a development framework that is attractive relative to existing development entitlements and feasible for private development.
- Utilizes a combinations of diverse housing types and deed restrictions to address "Missing Middle" and attainable housing.
- Range of street types to accommodate public transportation, private vehicles, bikes, and pedestrians in promoting ride sharing and ride hailing services.
- Utilizes Low Impact Development techniques to minimize the installation and maintenance costs on infrastructure



Map of the density layout throughout the entire 5.6 Subarea (Credit: Teton County Planning Staff).

>>
225 ACRES
 Project Area

2024
 Completed

BITTER ROOT STOCK FARM, HAMILTON, MT

Bitter Root Stock Farm provided a range of retail and housing options to address the needs of a diverse array of income and lifestyles found in the Hamilton area, while respecting the agricultural lands and historic structures adjacent to the site. The plan provides walkable and multi-mobility, with an emphasis on providing good pedestrian access across the site and into adjacent areas.

HIGHLIGHTS

- Provide needed retail space combine with a variety of housing types.
- Utilizes historic Daly Mansion as a terminated vista while respecting the area surrounding the historic site.
- Provides connected multimodal streets throughout the site.
- Utilizes Low Impact Development techniques to minimize the installation and maintenance costs on infrastructure



>>
12 MONTHS
 Timeline
**JACKSON,
 WYOMING**
 Location

TOWN OF JACKSON WATER AND SEWER SYSTEMS CAPACITY STUDY TOWN OF ALPINE, WY

The 2020 Water and Sewer Systems Capacity Study for the Town of Jackson (ToJ) was Part 2 of a comprehensive study commissioned by the ToJ. Part 1 was a Water and Sewer Rate Study that was performed by Raftelis Financial Consultants, Inc., out of Denver, Colorado.

This study reviewed the existing water and sewer system capacities and formed a list of recommendations for improvements to the existing systems. The study also performed a review of the future buildout flow capacities of the water and sewer systems. Nelson Engineering (NE) contracted with OPS Strategies to perform projections on future buildout water and sewer demands. These growth projections allowed NE to review the system's capacity to accommodate obligated growth.

The existing water and sewer infrastructure was analyzed to determine modifications or improvements which were needed to address existing systems capacity and future buildout capacity. Recommendations from this study were included with the ToJ's Ten Year Water and Sewer CIP plans to provide a comprehensive water and sewer masterplan to address current and future uses.

>>
12 MONTHS
Timeline
TOWN OF ALPINE,
WYOMING
Location



ALPINE WASTEWATER TREATMENT PLANT & SEWER COLLECTION SYSTEM TOWN OF ALPINE, WY

In 2007-2008, Nelson Engineering completed two joint projects, both expansion of the existing sewer collection system and construction of a new wastewater treatment facility. Nelson was responsible for planning, securing both State grant and loan funding, design, permitting, bidding and construction administration for both. The Town of Alpine Wastewater Treatment Plant was awarded the 2008 Clean Water State Revolving Fund PISCES Award for performance and innovation in the SRF creating environmental success, is a membrane bioreactor (MBR) type of activated sludge facility designed to treat a maximum day flow of 0.4 MGD and be expanded to 0.8 MGD.

Wastewater Treatment Plant: The primary treatment facilities consist of two parallel 2 mm rotating screens with integral washer compactor and screenings bagging system, influent flow measurement, and a raw wastewater lift station.

The secondary/tertiary treatment process has two flow trains each consisting of a flow equalization/anoxic/pre-aeration basin and a membrane biological reactor. The raw sewage is comingled in the anoxic basin with the mixed liquor returned by gravity from the MBR. Denitrification, removal of nitrate from the process stream, occurs when the heterotrophic bacteria convert nitrates (NO₃) to nitrite and nitrogen gas as part of cellular respiration. The flow then enters a pre-aeration basin where the dissolved oxygen is increased to 2.0 mg/l with fine bubble aeration and variable speed blowers utilizing a DO probe to control the process. The wastewater is then lifted into the membrane bioreactor at a constant flow which is adjusted once per day based on influent flow.

Wastewater Collection System (Phase I):

In Fall of 2006, Nelson Engineering was selected by the Town of Alpine to complete a Master Plan to identify and evaluate all reasonable alternatives and develop a final Master Plan which will provide sewer service to all un-sewered properties, amounting to approximately 55% of all lots, located within the incorporated limits of the Town. At the time, the collection system was desperately needed to address environmental concerns and regulations, address future demographics, promote efficient land use, and encourage well-planned future development. The outcome of the report led to the design and construction of 23,600 LF of new sewer main, boring 200 LF with 6-inch diameter HDPE force main under U.S. Highway 89/191, one lift station, sewer service lines to nearly 220 of the existing 480 individual lots within Town limits, and the restoration of all roads and open space within the construction area. Phase I facilities installed under this project were designed to accommodate future system build-out required to sewer the entire Town.

**JACKSON HOLE,
TETON COUNTY,
WYOMING**
Location

**>> INDIAN SPRINGS RANCH WATER AND SEWER SYSTEMS
AND ROADWAY INFRASTRUCTURE ASSET REVIEW AND
REPORT OF ASSET MANAGEMENT RECOMMENDATIONS**

The Indian Springs Ranch Water and Sewer Systems and Roadway Infrastructure Asset Review and Report of Asset Management Recommendations included gathering existing data and information related to the water system, sewer system, and roadway assets currently serving Indian Springs Ranch, evaluating the systems, and providing a summary report of the information and findings with regards to maintenance and replacement to the homeowners. Assets included in the project were the roads, bridges, signage and gates; the water and sewer systems and appurtenant facilities.

The Report presentation to the homeowners was formatted in a manner that facilitated education pertaining to the existing systems and observed or known issues and included a summary of recommended capital improvements and maintenance and an opinion of cost for the recommended improvements, maintenance, and ultimate replacement for the assets.

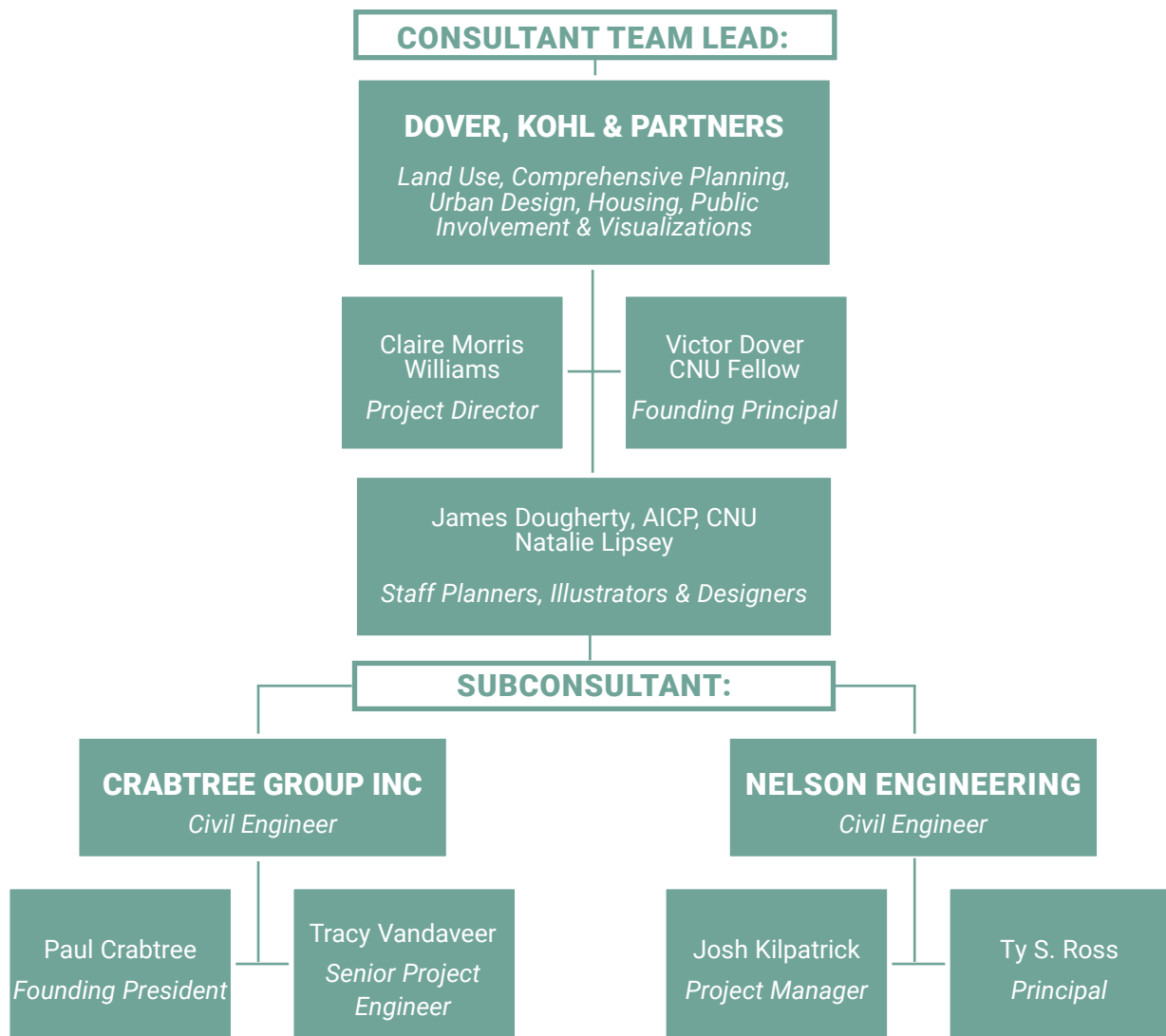
The scope of services included the following:

1. Review of record engineering drawings, as-built drawings, permits, water rights, operating manuals and files in cooperation with the HOA and/or related design consultants. Archived data and drawings, in both paper and electronic format, in the possession of Nelson Engineering were also reviewed, and prior knowledge of Nelson Engineering personnel was employed to the greatest extent possible.
2. Interview of designee for the original developer, past systems operators/managers, and available contractors possessing relevant knowledge of the assets.
3. Visits to the site as necessary, to assess and document existing and/or recently revised infrastructure and facilities.
4. Analysis of the existing conditions with respect to the original designs and approvals, any subsequent modifications, governing codes, regulations, professional and industry standards applicable to each asset reviewed, and identify shortcomings or deficiencies.
5. Compilation of infrastructure and facilities assets on a spreadsheet showing, age, anticipated economic life, and estimated installed value/depreciated value and a summary of estimated costs for recommended improvements, maintenance and replacement.
6. Preparation and presentation of a written Final Report documenting findings and recommendations from the above reviews and analyses, including recommendations for remedial work, if any, required to bring included assets to an acceptable state of repair and reasonable operating condition.



Lake Wales, FL

THE TEAM





CLAIRE MORRIS WILLIAMS | PROJECT DIRECTOR, URBAN DESIGNER

Claire is an Urban Designer/Town Planner at Dover, Kohl & Partners. Her unique pairing of Urban Design and Business degrees has allowed her to fill several roles on various complex projects. Claire's design work has ranged from transit-oriented urban infill projects to form-based greenfield design and development. Her municipal experience has included Comprehensive Planning and Land Development Code updates, while her development work has included managing real estate development projects from design to construction. These experiences in private development and public planning give her a valuable perspective and elevate her design solutions so that they are both practical and innovative. Claire commands a masterful understanding of the nuances that enhance the public realm and is committed to helping others understand how to push the boundaries on critical elements to achieve walkable, inviting, and unique places.

Claire is passionate about promoting sustainability and community through design and firmly believes that the difference between a good project and a great one is in the details.

SELECTED PROJECTS

Conceptual Waterfront Plan - Alpine, WY

Convergence Investments retained Dover Kohl & Partners in the summer of 2024 to create a conceptual sketch plan for the future of 120 acres along the Town of Alpine's waterfront to aid stakeholders evaluation of the site during a critical moment in the Town's development. Impacted by rapid growth and rising housing prices, this area is well positioned to become a walkable mixed use neighborhood within the forming Town of Alpine to meet critical needs such as workforce housing, local schools, restaurants and lodging while expanding the trail system with a vibrant Riverwalk elevating the quality of life in Alpine.

Denver Broncos Stadium District Master Plan - Denver, CO*

The Denver Broncos Stadium District is a 58-acre urban infill development in downtown Denver that will transform the underutilized surface parking lots surrounding the Denver Broncos Stadium into a year-round vibrant mixed-use neighborhood while supporting the Broncos fanbase on gameday with an array of restaurants, tailgating parks, and entertainment. The new stadium district will connect existing communities to the west to the downtown core while providing a variety of new housing options, jobs, activities, amenities, and integrated access to regional transit and the City's park system along the South Platte River.

Fox Park Master Plan - Denver CO*- Fox Park is a 41-acre expansion of Denver's urban core and park network—integrating open space, culture, and commerce into a mixed-use community that reflects a creative and spirited new generation. Positioned at the intersection of I-25 and I-70 in Denver's Globeville neighborhood, Fox Park will be a new gateway to the city and region. The transformation will bring together next-generation workspaces, a boutique hotel, retail and residential spaces and urban agriculture, creating a diverse community fueled by transformative industrial reclamation.

EDUCATION

Master of Urban Design

University of Miami
Coral Gables, Florida

BS in Commerce & Business, Minor in Urban Planning

University of Alabama
Tuscaloosa, AL

PROFESSIONAL EXPERIENCE

Urban Designer & Town Planner

2023-Present
Dover, Kohl & Partners
Coral Gables, Florida

Project Manager, Urban Designer

Town Planning & Urban Design
Collaborative

Associate, Urban Designer

Tryba Architects
Denver, Colorado

Project Manager

The I'on Group
Mount Pleasant, South Carolina

COMMUNITY POSITIONS & APPOINTMENTS

Seaside Institute Board of
Governors (2023 - Present)

HONORS

ULI Hines Competition - National
Honorable Mention
International Honors
Magna Cum Laude

*Projects completed with other
organizations



VICTOR DOVER, FAICP, LEED-AP, CNU FELLOW | FOUNDING PRINCIPAL

In 1987 Victor Dover co-founded the firm that became Dover, Kohl & Partners, and he serves as Principal-in-charge. Along with his partner Joseph Kohl, Mr. Dover's practice focuses on the creation and restoration of real neighborhoods as the basis for sound communities. Victor has personally led over 140 charrettes worldwide. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Mr. Dover was cited by Architecture magazine as being among "the country's best urban designers and architects." Dover-Kohl's projects are profiled in many textbooks, including The New Urbanism by Peter Katz, Community by Design by Kenneth Hall, Sustainable Urbanism by Doug Farr, and Retrofitting Suburbia by Ellen Dunham-Jones and June Williamson. Street Design: The Secret to Great Cities and Towns, co-authored by Victor Dover and John Massengale, is required reading at major universities.

Victor Dover is former Chair of the Congress for the New Urbanism (CNU) and was the Founding Chair of the CNU Florida Chapter, the first of its kind. He was a key player in the creation of the Form-Based Codes Institute and the National Charrette Institute, both leading think tanks for sustainable urbanism and community-based planning. Victor is a Fellow of the American Institute of Certified Planners and the CNU. He served on the Core Committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND). Victor is a five-time Ironman triathlete.

SERVICE

President, Parks Foundation of Miami-Dade, (Board Member 2018 to 2022; President, 2021 to 2022)

Tropical Audubon Society, Board Member, 2021 to present)

Board Member, National Recreation & Parks Association, 2018 to 2023
Chair, Wheels Florida, 2014 to present

Member, FDOT Multimodal Design Task Force, 2015

Chair, Congress for the New Urbanism (CNU), 2010 to 2012

Vice-Chair, Congress for the New Urbanism, 2008 to 2010

Founding Chair, Florida Chapter, Congress for the New Urbanism, 2004-2006

Charter Member, Congress for the New Urbanism (CNU), 1993 to present

Emeritus & Founding Board Member, National Charrette Institute, 2001 to present

Board Director and Co-Founder, Form-Based Codes Institute, 2004 to present

Paul Harris Fellow, Rotary International, 1996

Assistant District Governor, Rotary Club of South Miami, 1998-1999

President, Rotary Club of South Miami, 1996-1997

EDUCATION

Master of Architecture in Suburb and Town Design

University of Miami
Coral Gables, Florida

Bachelor of Architecture

Virginia Polytechnic Institute
Blacksburg, Virginia

PROFESSIONAL EXPERIENCE

Co-Founder & Principal

1987 to Present
Dover, Kohl & Partners
Coral Gables, Florida

Faculty

2004 - Present
Form-Based Code Institute

Faculty

1995, 1997, 2003, 2018
Mayors Institute on City Design

Adjunct Faculty

1988-1997, 2015-Present
University of Miami
School of Architecture
Coral Gables, Florida

PUBLICATIONS

Street Design: The Secret to Great Cities and Towns (2014)

Victor Dover & John Massengale



JAMES DOUGHERTY, AICP, CNU-A | PRINCIPAL, DIRECTOR OF DESIGN

James Dougherty is the Director of Design at Dover, Kohl & Partners. James has dedicated his career to helping communities envision and implement a more walkable, sustainable future. James began working with Dover-Kohl in 1996 and has since participated in over 250 design and form-based coding charrettes in the United States and abroad. James works closely with the firm's Principals, Project Directors and Urban Designers to establish the design direction of each of the office's projects. He participates in all aspects of the office's work, including public involvement, development of master plans, regulating plans and form-based codes. James also specializes in the creation of many of the company's three-dimensional illustrations, using a blend of hand-drawn and computer techniques.

James holds a Bachelor of Architecture degree from Hampton University and a Master of Architecture degree from the Town & Suburb Design Program at the University of Miami, where he serves as an Adjunct Professor. He is certified by the American Planning Association and the Congress for the New Urbanism. James is an instructor with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James has successfully completed all portions of the Architectural Registration Exam.

James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over fifteen books. He co-curated the 2012 exhibit "The Art of the New Urbanism" featuring over 200 visualization artworks by leading practitioners of the New Urbanist movement. James founded and continues to co-lead the Congress for the New Urbanism's urban design and illustration training series, the CNU Art Room. James was honored to receive the 2012 Congress for the New Urbanism Florida's "Charles A. Barrett Memorial Award for Continuing Excellence in Architecture And Urban Design". The American Society of Architectural Illustrators has presented James with "Awards of Excellence" in their prestigious Architecture in Perspective (AIP) 24 and 25 international competitions, and "Top Informal Category Award" in their AIP 29 competition.

AFFILIATIONS

Member, American Planning Association, 2005 to present (AICP certification)

Member, Congress for the New Urbanism, 2002 to present (CNU-a certification)

Member, American Society of Architectural Illustrators, 2008 to present

LECTURES

"The Importance of Art and Illustration in the New Urbanism"
Lowe Museum, 2011, Miami, FL

"Brief History of American Urbanism," "Brownfield and Greenfield Projects," and "Infill and Redevelopment Projects," Form-Based Codes Institute, 2007-2012

EDUCATION

**Master of Architecture
Town and Suburb Design**
University of Miami
Coral Gables, Florida

Bachelor of Architecture
Hampton University
Hampton, Virginia

PROFESSIONAL EXPERIENCE

Director of Design
1996 to present
Dover, Kohl & Partners
Coral Gables, Florida

Intern Architect
MMM Design Group
Norfolk, Virginia

**Assistant Construction
Superintendent**
Project Management & Design,
Inc.
Virginia Beach, Virginia

TEACHING Faculty

2007 to present
Form-Based Code Institute

Adjunct Professor
2006, 2012 to present
University of Miami
School of Architecture
Coral Gables, Florida



NATALIE LIPSEY | TOWN PLANNER & URBAN DESIGNER

Natalie Lipsey attained her Bachelors of Architecture from the University of Miami and her Masters of Real Estate Development from New York University (NYU). Natalie is a passionate creator who strives to be involved in all phases of the architectural project. In pursuit of this goal, Natalie has gained experience in architecture design and documentation, analysis, research, and development. Natalie welcomes the opportunity to bring her strong public speaking, problem-solving, motivation, and collaborative spirit to the design team.

Natalie strives to create a sustainable world one community at a time. Her interests led her to motivate others as president of the US Green Building Council student branch, steering member of the Living Future Florida Collaborative, and lobbying for construction regulation updates in areas prone to flooding and hurricane wind forces with the American Institute of Architects.

Since starting with Dover, Kohl & Partners in 2020 she has worked on a variety of projects. Natalie has led charrettes where she communicates with officials and locals to initiate the architectural design phase for town planning for multiple communities. In addition to fostering communication between residents, owners, and designers, Natalie utilizes her proficiency in 2-D and 3-D modeling to create visuals and reports to communicate a design intent.

EDUCATION

Masters of Real Estate Development

New York University
New York, New York

Bachelor of Architecture (BArch)

University of Miami
Coral Gables, Florida

PROFESSIONAL EXPERIENCE

Town Planner

2020 - Present
Dover, Kohl & Partners
Coral Gables, Florida

LEED Consultant

The Spinnaker Group
Palm Beach, Florida

Intern

HNGS Consulting Engineers
Miami, Florida

AFFILIATIONS

American Institute of Architects
(AIA)

Volunteer

US Greenbuilding Council (USGBC)

Volunteer

Living Building Challenge South
Florida

Steering Member

SELECTED PROJECTS

Conceptual Waterfront Plan - Alpine, WY

Dover Kohl & Partners created a conceptual sketch plan for the Town of Alpine on a key site along the waterfront. As a response to the rapid growth and rising housing costs, the area was designed to become a walkable, mixed-use neighborhood that prioritizes workforce housing, local schools, restaurants, lodging, and enhances the town's trail system with a vibrant Riverwalk and an interconnected green network.

Missoula West Broadway - Missoula, Montana

Dover, Kohl & Partners led a multidisciplinary effort with the Missoula Redevelopment Agency, Business Improvement District, and IMEG to create a master plan for the gateway into the downtown Missoula area. Bounded by West Broadway Street, North Russell Street, North California Street, and the Clark Fork River, Missoula West Broadway aims to create a network of greenways, affordable housing, and comers, revitalizing the West Gateway.

Neptune Beach - Panama City, Florida

In order to establish a shared vision of how Neptune Beach should look and feel as it evolves, Dover, Kohl & Partners created the Phase 1 Vision Plan in which we worked with the City Council and staff, community stakeholders, and the general public to prioritize investments and policy reforms. In early spring 2020, Natalie along with the team and city hosted a Project Kick-Off Meeting, Neighborhood Workshops, and a week-long Design Charrette. The charrette was a fully virtual event, giving the citizens multiple opportunities to engage with the team and provide feedback through a range of online platforms and activities.



PAUL CRABTREE, P.E., CNU-A, ASCE | PRINCIPAL

Paul Crabtree is a Civil Engineer who has focused his work on the integration of intelligent urban infrastructure with New Urbanism and Smart Growth Planning. Paul is the founder and president of Crabtree Group, Inc. – a full service civil engineering firm established in Salida CO in 1999. Paul has been a faculty instructor for the Form Based Codes Institute and is a leader in the Congress for New Urbanism Rainwater Initiative, as well as an author and lecturer on sustainable infrastructure, from water to transportation. Paul is a founding member of the Transect Codes Council, the Project for Lean Urbanism, and a contributing author of *Sustainable and Resilient Cities* (Wiley, 2011) and *Urbanism for a Difficult Future* (Routledge, 2022).

EDUCATION

B.S Civil Engineering,
Washington University
Saint Louis, MO
B.A. Physics,
Hamline University
Saint Paul, MN

PROFESSIONAL EXPERIENCE

President
1999-Present
Crabtree Group, Inc.
Development Manager
1996-1998
Homestead Village Inc.
Senior Project Manager
1993-1996
Civil Land Consultant, Inc.
Project Manager
1989-1993
Warner Engineering
Owner's Representative
1984-1989
Era Productions
Design Engineer
1978-1979
Hydro-Air Engineering

CERTIFICATES

International, California, Colorado, Utah,
New Mexico, Massachusetts, Oklahoma,
West Virginia, Tennessee, Minnesota,
Arizona, North Carolina, Florida, Alabama,
Texas, Georgia, Illinois.
Registered File with NCEES, for facilitated
registration in all states NCI Charrette
Planner and Manager
Congress for New Urbanism (CNU-A)

SELECTED PROJECTS

South Ark Neighborhood Planning. 2023 with SimpleSeed, City of Salida. Infrastructure master planning for parks and new neighborhood, including analysis of existing infrastructure capacities, and planned infrastructure upgrades.

Representative Salida, Buena Vista, and Poncha Springs Projects, 1999 to PT. Trailside Estates, Cottonwood Green, Confluent Park, Angelview Neighborhood, Salida RV Resort, River Ridge, 505 Oak Street, Chaffee Housing Trust – 3rd&M, Chaffee Housing Trust – River Ridge, Jane's Place, HRRMC Medical Campus, HRRMC Housing, South Arkansas Pedestrian Bridge, Salida High School, Longfellow Elementary School, Early Childhood Center, De Anza Vista, Crossroads Village, Poncha Town Center, Poncha Meadows, Tailwinds Village, Little River Ranch, Monarch Crossing, Monarch Meadows, Poncha Pedestrian Crossing, Little River Ranch Bridge, Poncha Springs Ln. Bridge, Quarry Station, Mesa View Townhomes, KCDM Business Park, Crossroad Retail Park, Hutchison Visitor's Center, Poncha Water Tank, Poncha Visitor's Center, Spartan Heights, Colorado Outpost, Buena Vista True Value, Loves Country Store, Casa DelRio, Block 41, Northside, Legacy Bank.

North South Park Masterplan, Town of Jackson and Teton County,. October 2020 to 2023 with Opticos, for Town of Jackson and Teton County. Sustainable green infrastructure master planning for 500 acres traditional neighborhood masterplan, including analysis of existing infrastructure capacities, and planned infrastructure upgrades. Team was commissioned by the Town and County to resolve and integrate privately owned properties.

"The Parcel" at Mammoth Lakes, Jan 2019 to May 2020 with Lisa Wise Consulting and Opticos, for the Town of Mammoth Lakes. Provided infrastructure master planning and cost estimating for a 25-acre, 450-unit affordable housing development sponsored by the Town of Mammoth Lakes.



TRACY VANDAVEER, P.E. | PROJECT ENGINEER

Tracy Vandaveer is a Professional Engineer with extensive experience in site/infrastructure layout and design of sustainable sites utilizing green infrastructure techniques. In addition to working on several LEED certified projects his work has been published in Stormwater magazine for its innovative and sustainable solutions to drainage problems.

SELECTED PROJECTS

Representative Salida, Buena Vista, and Poncha Springs Projects, 1999 to PT. Trailside Estates, Cottonwood Green, Confluent Park, Angelview Neighborhood, Salida RV Resort, River Ridge, 505 Oak Street, Chaffee Housing Trust – 3rd&M, Chaffee Housing Trust – River Ridge, Jane’s Place, HRRMC Medical Campus, HRRMC Housing, South Arkansas Pedestrian Bridge, Salida High School, Longfellow Elementary School, Early Childhood Center, De Anza Vista, Crossroads Village, Poncha Town Center, Poncha Meadows, Tailwinds Village, Little River Ranch, Monarch Crossing, Monarch Meadows, Poncha Pedestrian Crossing, Little River Ranch Bridge, Poncha Springs Ln. Bridge, Quarry Station, Mesa View Townhomes, KCDM Business Park, Crossroad Retail Park, Hutchison Visitor’s Center, Poncha Water Tank, Poncha Visitor’s Center, Spartan Heights, Colorado Outpost, Buena Vista True Value, Loves Country Store, Casa DelRio, Block 41, Northside, Legacy Bank.

Leadville Railyard, Leadville Colorado, 2017- Present. Entitlement and design of various resort expansion projects. Included entitlement, permitting, and design of water system, flood analysis, site planning, as well as bridge, roadway and pedestrian design.

Tabor Star, Leadville Colorado 2018-Present. Planning and design of 8 acre residential use development. Including Design of street, water, sewer, and stormwater systems.

EDUCATION

B.S Civil Engineering,
1997 Montana State University
Bozeman, MT

PROFESSIONAL EXPERIENCE

Sr. Project Engineer
2004-Present

Crabtree Group, Inc.

Design Engineer

2002-2004

The Weintraub Organization

Design Engineer

1999-2002

Harp Engineering

Project Engineer

1997-1999

TEI Engineering

CERTIFICATES

Professional Engineer (Civil) Colorado
and Texas Certified Professional in
Sediment and Erosion Control

PROFESSIONAL MEMBERSHIPS

American Society of Civil Engineers



JOSHUA L. KILPATRICK, PE | PROJECT MANAGER, CIVIL ENGINEER

Josh has been with Nelson Engineering in the capacity of resident engineer, owner's representative, project engineer, project manager, district engineer and Owner/Director in the firm. In his tenure, Josh has filled key roles in planning and project design, permitting, bidding, and construction administration. He is intimately familiar with County and State processes concerning loan and grant funding procurement, completion of State funded studies, and design and permitting of new infrastructure. He has completed improvement studies and master planning for water and sewer infrastructure for several districts and municipalities in northwest Wyoming. His experience is best reflected by his involvement in the handful of engineering roles and projects described below.

EDUCATION

**Bachelor of Civil Engineering with
Environmental Option**
University of Wyoming
Laramie, Wyoming

PROFESSIONAL REGISTRATION

Wyoming PE 12741 (Civil)

PROFESSIONAL EXPERIENCE

Project manager, Civil Engineer
2005 - Present
Nelson Engineering
Jackson, WY

Civil Engineer
2004

Jorgensen Associates, P.C.,
Jackson, WY

SELECTED PROJECTS

District Engineer – Teton County, WY

Mr. Kilpatrick currently serves as acting District Engineer for the Teton Village Water & Sewer District (WSD), Wilson WSD, Teton Village Association Improvement & Service District (ISD), Teton Village ISD, Spring Creek Ranch ISD and Skyline Ranch ISD. Responsibilities include administering and/or facilitating district planning, budgeting, landowner agreements, funding procurement, design, permitting, bidding, contracting and construction QA/QC activities for public works projects.

Teton Village WWTP Expansion – Teton County, WY

Mr. Kilpatrick is the project manager for a wastewater treatment plant expansion project at Teton Village, WY. Responsibilities included multimilitary team management for planning, design, permitting and construction of new chemical feed facilities, equalization basins, clarifier, digester and maintenance shop facilities. The project began in 2021 and is currently under construction with an anticipated completion of January 2025. The cost of construction totals \$10.85M.

Town of Jackson – Jackson, WY

Mr. Kilpatrick served in the capacity of project manager for completion of a Wyoming Water Development (WWDC) Level II Study to assess capacity and hydraulic adequacy of the Town's water system, and to identify system deficiencies and viable alternatives for improvement. The outcome of the study indicated a need for increased storage and supply capacity where several alternatives were investigated. Feasibility studies for each alternative were completed, and schematic designs and cost estimates for each were developed. Alternatives explored included four separate sites for a 2-million-gallon water storage tank, and two separate sites for locating new public water supply wells. Currently, Mr. Kilpatrick is managing a multidisciplinary team to complete design for three (3) new 1450 gpm public water supply wells and well house including electrical, controls, standby power and chemical treatment and disinfection facilities. The anticipated cost of construction totals \$4.5M.



TY S. ROSS, PE | PRINCIPAL, PROJECT MANAGER

Mr. Ross is a Civil Engineer with over thirty years of experience in the areas of comprehensive land development (including master planning and utility company/ISD formation), hydraulics/hydrology/drainage, construction management/quality control, surveying, road design, and utility system evaluation, design, and rehabilitation. Ty manages a variety of projects from stages of inception and feasibility to final design and construction. His specific responsibilities include data acquisition and interpretation, distribution network modeling, construction inspection/quality control, and preparation of technical studies, designs, specifications, reports, cost estimates, and budgets.

SELECTED PROJECTS

Bear Run Subdivision Improvements, Driggs, ID

Project Manager. Work involved significant revision and finalization of improvement plans for the Bear Run Subdivision. Assisted Owner with initial due diligence, research and review of prior improvement designs, correlation of applicable, current design standards and regulations, update of improvement designs including gravity sewer, water distribution, and transmission line relocation, extensive coordination with City of Driggs during design, culminating in submittal for approval, and advertisement/bidding. Construction administration/oversight anticipated, to successfully complete the Project.

Trail Creek West – Phases I & II, Victor, ID

Project Manager. First and second phases of a multi-phase residential development comprised of multiple townhome and condominium units clustered in various building arrays. Project also included considerations for Trail Creek Crossing commercial development on adjacent property for master grading, drainage, and site utility plans. Extensive easement coverage required detailed coordination with Bonneville Power Administration, City of Victor, and local power and irrigation companies. Oversaw all project designs related to utilities, grading, and drainage, orchestrated project permitting through IDEQ and the City of Victor, and collaborated/coordinated with all involved entities over the course of the project.

Indian Springs Ranch Sewer Improvements, Teton County, WY

Project Manager. Worked in collaboration with Owner and its property management company to evaluate options for transitioning from two failing community septic systems permitted through the WDEQ UIC program, and that presently serve only half of the HOA constituency, to a centralized low pressure sewer network capable of serving the entire subdivision. Design included ultimate connection/discharge to the Town of Jackson sewer collection system with final effluent treatment and disposal at the ToJ Wastewater Treatment Facility. Extensive coordination with WDEQ and Town of Jackson Public Works to secure sewer use agreement and for design and permitting of new pressure sewer system.

EDUCATION

**Bachelor of Civil Engineering with
Environmental Option**
University of Wyoming
Laramie, Wyoming

**PROFESSIONAL
REGISTRATION**

Idaho PE 10042
Wyoming PE 8894

**PROFESSIONAL
EXPERIENCE**

Principal, Project Manager
2017 - Present
Nelson Engineering
Jackson, WY

Civil Engineer

2000-2017
Meridian Group, Inc.,
Jackson, WY

Civil Engineer

1998-2000
The Engineering Company (TEC)
Fort Collins, CO

5

ANTICIPATED PROJECT SCHEDULE

The following table describes the preliminary timeline for each task in the Scope of Services. Working closely with the Town, this schedule will be refined and detailed as part of Task 1.2. This schedule is based on the assumption that the Master Agreement will be completed and signed by mid-November.

		MONTH									
TASK		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1	1.1 PROJECT KICK-OFF MEETING										
	1.2: PUBLIC ENGAGEMENT PLAN + PROJECT SCHEDULE										
	1.3: REVIEW OF BACKGROUND INFORMATION + EXISTING CONDITIONS ANALYSIS										
	1.4 ECONOMIC CONDITIONS ANALYSIS										
	1.5 SITE VISIT										
2	2.1 HANDS-ON DESIGN SESSION										
	2.2 OPEN DESIGN STUDIO										
	2.3 WORK-IN-PROGRESS PRESENTATION										
	2.4: PUBLIC ENGAGEMENT SUMMARY										
3	3.1: REFINE GRAPHICS										
	3.2: DRAFT COMPREHENSIVE MASTER PLAN										
	3.3: REVIEW MEETING & CONSOLIDATED COMMENTS										
4	4.1: REVISIONS & FINAL PLAN PREPARATION										
	4.2: FINAL PRESENTATION										

ADDITIONAL SERVICES

The following tasks may be added at the Town’s request for additional fees, including, but not limited to:

- Additional Plan Renderings – included as part of Phase 3 and 4
- Draft language for recommended land use, zoning, and comprehensive plan amendments – completed as a separate Phase 5 task with the scope and fee to be determined during Phase 4
- 3d Sketchup Model of the Illustrative Plan
- Video Animation/Fly-Over of Key Focus Areas and Plan Concepts – details of what this video will show and the resulting fee shall be determined in close collaboration with the client

