

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

Town of Alpine, Wyoming

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Prepared by
Kendig Keast Collaborative

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KENDIG KEAST
COLLABORATIVE

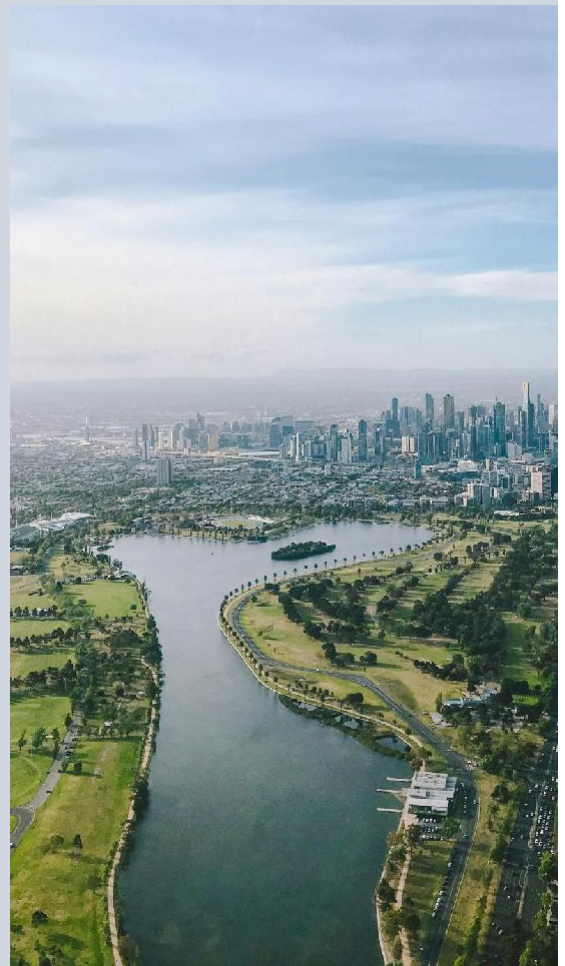


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Firm Profile

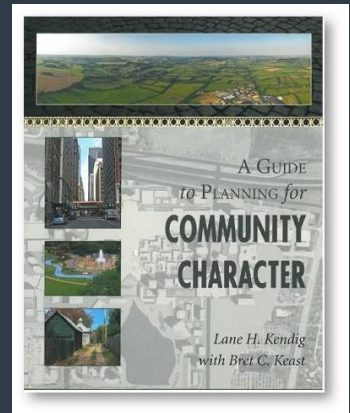
On behalf of Kendig Keast Collaborative (KKC), we are pleased to respond to the Town's request for proposal to facilitate the process of updating the Land Use and Development Code consistent with the Master Plan. This response demonstrates how our credentials, relevant experience, professional tools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

Zoning and Land Development Code Services

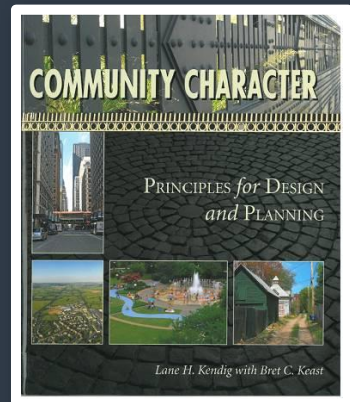
KKC's implementation and regulatory practice includes evaluating, drafting, and amending consensus-based land development regulations. Through thorough analysis and close attention to community input, we tailor regulatory strategies to achieve specific desired outcomes and foster sensitive site design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

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

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



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



OUR CODE DRAFTING EXPERIENCE

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



CLIENT REVIEWS

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

Honorable Henry Martinez
Former Mayor
City of Zachary, LA

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

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

Introduction

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

OUR PHILOSOPHY

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

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

IMPLEMENTATION OF THE ADOPTED MASTER PLAN

The Town has recently completed its Comprehensive Master Plan, and the new Land Use and Development Code must now serve as the principal implementation tool for that adopted policy direction. KKC's role will be to translate the Master Plan's vision, land use framework, growth policies, and community character objectives into a complete, modern, legally defensible, and user-friendly LUDC.

KKC will focus on policy-to-code implementation, meaning evaluating the Master Plan to determine how the new LUDC should be structured to carry out the Town's adopted goals.

KKC's approach will ensure that the new LUDC:

- > Implements the adopted Master Plan and Future Land Use Map;
- > Translates policy direction into clear zoning districts, use regulations, dimensional standards, subdivision standards, procedures, and approval criteria;
- > Aligns the zoning map with the Town's adopted land use framework and desired growth pattern;
- > Provides clear standards for small-town character, housing, commercial development, environmental protection, wildfire mitigation, access, circulation, snow storage, drainage, and transitions between differing land uses;
- > Clarifies administrative responsibilities among staff, the Planning and Zoning Commission, Town Council, Design Review Committee, Building Official, and other applicable officials;
- > Eliminates inconsistencies, ambiguities, and conflicting provisions in the current LUDC; and
- > Creates a complete, stand-alone replacement code that is ready for adoption, publication, and future administration by Town staff.:

Throughout the project, KKC will coordinate closely with Town staff, the Planning and Zoning Commission, Town Council, and Town Attorney to ensure the new LUDC is consistent with Wyoming law, faithful to the adopted Master Plan, and practical for day-to-day administration. Final legal review and approval will remain the responsibility of the Town Attorney.

IMPLEMENTATION APPROACH

Translating Policy into Clear, Usable Regulations

The effectiveness of the new LUDC will depend not only on the quality of its individual provisions but also on how well the document functions as an integrated regulatory system. KKC will therefore approach the rewrite holistically, ensuring that zoning districts, use permissions, development standards, subdivision requirements, procedures, definitions, and administrative provisions work together seamlessly and without internal conflict.

Predictability and Ease of Administration

Particular attention will be given to improving predictability and ease of administration. We will consolidate and simplify where appropriate, replace subjective approval criteria with objective standards, eliminate redundant or conflicting provisions, and organize the document in a logical structure that is intuitive for applicants, staff, appointed officials, and the public. Modern tables, graphics, cross-references, and plain-language drafting techniques will be employed to make the Code easier to understand and apply while reducing the need for interpretation.

A Practical Tool for Long-Term Growth

As the drafting progresses, each article will be evaluated against the adopted Master Plan to verify that it advances the Town's long-term vision for growth, preserves Alpine's distinctive mountain character, protects natural resources and community assets, and provides sufficient flexibility to accommodate thoughtful development. The result will be a complete, internally consistent Land Use and Development Code that not only implements adopted policy but also serves as a practical day-to-day management tool capable of guiding high-quality development for decades to come.



PROJECT UNDERSTANDING

Alpine is at a pivotal moment. As one of Wyoming's fastest-growing communities, the Town is experiencing significant development pressure influenced by the Jackson/Teton region while seeking to preserve its small-town character, natural setting, community identity, and quality of life. The recently adopted Master Plan provides the policy foundation for addressing these pressures. The new Land Use and Development Code must now translate that direction into clear, modern, legally defensible regulations that guide growth in a manner consistent with Alpine's long-term vision.

The current LUDC—originally written nearly 20 years ago and amended many times since—no longer provides the clarity, predictability, organization, or modern regulatory structure needed to serve the Town effectively. Many provisions are internally inconsistent, overly discretionary, difficult to administer, or lacking the objective standards needed for consistent and defensible decision-making. Key issues include:

- ◆ *Overlapping authority and unclear administrative roles* among staff, the Planning and Zoning Commission, Town Council, Design Review Committee, Building Official, and other review bodies.
- ◆ *Missing or unclear development review procedures*, including completeness review, application processing steps, approval authorities, required findings, and hearing requirements.
- ◆ *Broad or subjective approval criteria* that should be replaced with clear, objective, and legally defensible standards.
- ◆ *PUD provisions and zoning district standards that should be modernized* to provide greater predictability, flexibility, open space protection, circulation, and design quality.
- ◆ *Lack of unified use and dimensional standards tables*, resulting in scattered, incomplete, or conflicting requirements.
- ◆ *Need for updated standards* addressing design, buffering, parking, landscaping, lighting, signage, access, circulation, connectivity, snow storage, drainage, steep slopes, riparian areas, wildfire mitigation, and transitions between differing land uses.
- ◆ *Subdivision standards that should be* rewritten into a coherent system addressing streets, utilities, drainage, easements, public improvements, development agreements, annexation, and approval criteria.
- ◆ *Need to align the zoning map with the adopted Master Plan*, Future Land Use Map, and updated zoning districts and overlays.

The new LUDC must function as more than a legal document. It must serve as a practical day-to-day administration tool for Town staff, appointed and elected officials, applicants, property owners, and the public. Planning and zoning administration in a small mountain community works best when procedures are clear, responsibilities are unambiguous, standards are internally consistent, and expectations can be communicated easily at the counter, in staff reports, and during public meetings.

KKC understands that the Town is not seeking a series of selected amendments or recommendations. The Town is seeking a complete, new, stand-alone replacement LUDC that is ready for adoption, publication, and future administration. Our work will therefore focus on preparing a fully integrated code with coordinated procedures, zoning districts, use regulations, development standards, subdivision regulations, definitions, graphics, tables, cross-references, and supporting provisions.

The result will be a modern, user-friendly, adoption-ready LUDC that implements the adopted Master Plan, improves consistency with Wyoming law, strengthens the Town's ability to manage growth, reduces uncertainty for applicants and neighbors, and provides Alpine with a durable regulatory framework for the next generation.

Project Approach

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

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

Consistent with the re-released RFP, the Scope of Services is organized around one required Phase 1 assignment: preparation of a complete, new Land Use and Development Code for Alpine. The work is structured to satisfy the Town's defined scope, anticipated budget, review process, and deliverable requirements, while reserving online publishing and digital implementation services for a separately priced Phase 2.

PHASE 1: COMPREHENSIVE LUDC REWRITE

A New Code for Adoption and Long-Term Administration

Phase 1 will prepare a fully integrated replacement LUDC that implements the adopted Master Plan, modernizes development regulations, improves usability, and strengthens consistency with Wyoming law. The work will not be limited to amendments, selected corrections, or recommendations. It will produce a complete adoption-ready code.

Primary Phase 1 emphasis:

- > *Translating the Master Plan* into clear zoning, subdivision, procedural, and development standards.
- > *Improving organization*, cross-references, definitions, tables, numbering, and internal consistency.
- > *Clarifying responsibilities* among staff, the Planning and Zoning Commission, Town Council, Design Review Committee, Building Official, and other review bodies.
- > *Simplifying application processing*, completeness review, approval criteria, hearings, appeals, and enforcement.
- > *Modernizing districts*, uses, dimensional standards, PUD provisions, subdivision regulations, and zoning map recommendations.
- > *Addressing Alpine-specific issues* such as wildfire mitigation, steep slopes, riparian protection, drainage, snow storage, access, circulation, connectivity, transitions, and community character.
- > *Preparing graphics*, tables, and illustrations where useful to improve clarity and administration.

Phase 1 deliverables:

- > Code Audit Memorandum.
- > Administrative Draft, Public Review Draft, Revised Draft, and Final Adoption Draft.
- > Adoption ordinance, meeting materials, final project summary, and zoning map exhibits.
- > Final LUDC in editable Microsoft Word and searchable PDF formats, with all tables, graphics, definitions, appendices, and cross-references incorporated.

Optional Phase 2:

Optional Phase 2 services, including enCodePlus publishing, GIS integration, public search tools, administrative editing, staff training, and ongoing maintenance, will be priced separately and excluded from the Phase 1 fee.

A Complete Replacement LUDC Within the Phase 1 Scope

KKC's approach is organized around the Town's stated objective: a complete, new, stand-alone Land Use and Development Code that replaces the existing LUDC and implements the adopted Master Plan. Our focus will be on delivering an integrated, adoption-ready code within the Town's Phase 1 scope and budget.

The process will begin with:

- > Review of the adopted Master Plan and Future Land Use Map;
- > Evaluation of the current LUDC, procedures, districts, and standards;
- > Identification of conflicts, gaps, ambiguities, statutory issues, and implementation barriers; and
- > Preparation of a Code Audit Memorandum to guide the new code structure.

Drafting an Integrated Regulatory System

The new LUDC will be drafted as a coordinated regulatory system, not a set of separate amendments. KKC will prepare updated procedures, zoning districts, use regulations, development standards, subdivision regulations, definitions, graphics, cross-references, and zoning map recommendations.

Clear Standards for Alpine's Local Context

Particular attention will be given to Alpine's mountain-community setting, including wildfire mitigation, steep slopes, drainage, riparian protection, access, circulation, connectivity, snow storage, land use transitions, PUD reform, and small-town character. These standards will be written to provide clear expectations for applicants while giving staff and decision-makers practical tools for consistent administration.

Usability, Predictability, and Legal Defensibility

The new LUDC will emphasize plain-language drafting, logical organization, objective approval criteria, coordinated definitions, and easy-to-use tables and graphics. This will reduce ambiguity, improve predictability for applicants and residents, and strengthen the Town's ability to make defensible decisions under Wyoming law.

Engagement, Review, and Adoption

The project will include structured engagement with staff, the Planning and Zoning Commission, Town Council, stakeholders, and the public. KKC will prepare the Administrative Draft, Public Review and Revised Drafts, and Final Adoption Draft, and will assist with meetings, hearings, presentation materials, adoption documents, and final revisions.

Phase 2 Digital Implementation

Optional digital implementation services will be presented separately as Phase 2, consistent with the RFP. These may include online code publishing, enCodePlus implementation, digital migration, GIS integration, parcel-based zoning lookup, public-facing search tools, administrative editing tools, accessibility support, staff training, and ongoing maintenance.

SERVICE DELIVERY

APPROACH

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

SUMMARY TABLE: PHASE 1 LUDC REWRITE AND PHASE 2 DIGITAL IMPLEMENTATION

Task / Scope Element	Phase 1: Required LUDC Rewrite	Phase 2: Digital Implementation
Complete stand-alone replacement LUDC	✓	—
Master Plan implementation	✓	—
Code audit and diagnostic assessment	✓	—
Updated procedures and approval criteria	✓	—
Zoning district and overlay modernization	✓	—
Unified use table	✓	—
Unified dimensional standards table	✓	—
Development standards	✓	—
Subdivision regulations	✓	—
PUD reform	✓	—
WUI / wildfire mitigation standards	✓	—
Steep slope, drainage, and riparian standards	✓	—
Snow storage, access, circulation, and connectivity standards	✓	—
Graphics, diagrams, and tables	✓	—
Zoning map recommendations	✓	—
Adoption-ready ordinance documents	✓	—
Final Word and PDF versions	✓	—
Online code publishing	—	✓
enCodePlus platform implementation	—	✓
Interactive GIS / parcel zoning lookup	—	✓
Public-facing search tools	—	✓
Administrative editing tools	—	✓
Staff training and technical support	—	✓

Scope of Services

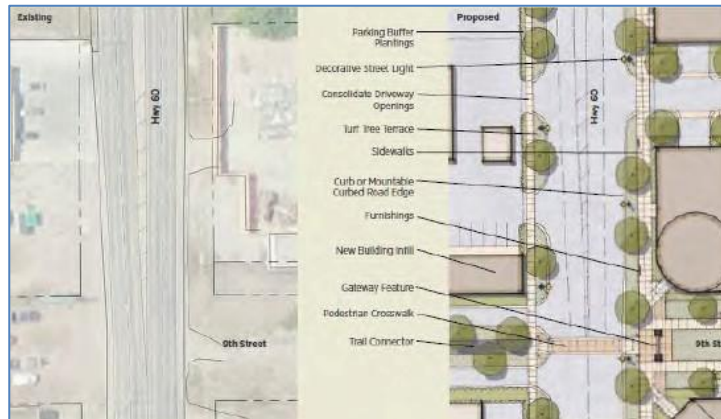
KKC will combine Town staff's day-to-day knowledge of Alpine with our national code drafting experience to prepare a complete, stand-alone LUDC that implements the adopted Master Plan, improves usability, and strengthens consistency with Wyoming law.

The LUDC rewrite will be led by experienced planners, code drafters, urban designers, GIS specialists, and facilitators focused on producing a practical, legally defensible, adoption-ready code with clear procedures, modern standards, useful tables and graphics, and a durable framework for future growth.

Consistent with the re-released RFP, Phase 1 will focus on the comprehensive LUDC rewrite in editable Word and searchable PDF formats. Optional digital implementation services will be addressed separately as Phase 2 and excluded from the Phase 1 budget.

OPTIONAL – COMMUNITY CHARACTER WORKSHOP

KKC would facilitate a focused, visual design workshop to help the Town identify desired small-town character outcomes and translate those preferences into clear, implementable zoning standards. By testing alternatives on real sites and grounding zoning decisions in a shared



understanding of community character, the workshop will provide consensus-driven direction that strengthens local identity, aligns future development with community values, and supports a more predictable regulatory framework.

Workshop Components:

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

PHASE 1 – COMPREHENSIVE LUDC REWRITE

TASK 1.1 PROJECT INITIATION + ORIENTATION

Task 1.1 launches the project by confirming expectations, refining objectives, and establishing the coordination structure needed to guide the comprehensive LUDC rewrite from initiation through adoption.

Deliverables:

- *Project schedule*

Meetings:

- *CAT Meeting #1 (on-site)*
- *Stakeholder Group (on-site)*
- *Staff-guided tour*

- > **Kickoff Meeting:** A virtual kickoff session with a Code Advisory Team (CAT) made up of the Mayor, Planning & Zoning Administrator, Planning and Zoning Commission Chair, Design Review Committee Chair, Public Works Director, Ordinance Enforcement Officer, Town Attorney, and KKC to:
 - Confirm project goals and desired outcomes.
 - Review the adopted Master Plan and its implementation priorities.
 - Establish communication protocols, review procedures, and meeting schedules.
 - Identify needed materials, data, maps, ordinances, and legal review coordination.
- > **Council-Appointed Stakeholder Group Meeting:** KKC will participate in a meeting with a Town Council-appointed stakeholder group to gather early input on community priorities, regulatory concerns, and practical issues with the current LUDC. The group may include landowners, developers, business owners, residents, builders, design professionals, neighborhood representatives, and others identified by the Town. Key discussion topics may include:
 - Development review challenges and procedural bottlenecks.
 - Neighborhood compatibility, small-town character, and design expectations.
 - Opportunities to improve clarity, predictability, fairness, and ease of administration.
- > **On-Site Reconnaissance.** Concurrent with Tasks 2 and 3, KKC will conduct an on-site field reconnaissance visit to observe existing land use patterns, development conditions, circulation and access issues, subdivision layouts, environmental constraints, and the visual and physical character that defines Alpine. This on-the-ground assessment will help verify where the current LUDC succeeds, where it creates friction, and where regulatory improvements are most needed to support the Town's adopted goals. Key components include:
 - *Evaluation of Key Corridors & Nodes:* Examination of U.S. Highway 26/89 corridors, commercial nodes, mixed-use areas, legacy subdivisions, and redevelopment opportunities.
 - *Neighborhood Pattern Assessment:* Review of housing diversity, block patterns, lot sizes, setbacks, transitions, and compatibility issues between residential and non-residential areas.
 - *Environmental & Hazard Context:* Field observation of wildfire-prone areas, steep slopes, riparian zones, drainage concerns, and other environmental features that influence standards and overlays.
 - *Subdivision and Infrastructure Issues:* Observation of street design, connectivity limitations, snow storage practices, parking patterns, and utility coordination.
 - *Photographic Documentation:* KKC will capture representative photographs to support drafting of standards and illustrate issues noted in the Code Audit Memorandum.

TASK 1.2. DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS

Task 1.2 evaluates the existing LUDC, identifies deficiencies and conflicts, and establishes the technical foundation for preparing a complete, integrated replacement code that improves clarity, defensibility, usability, and administration.

> **Code Structure and Organization:**

- Evaluate the current LUDC structure, article organization, numbering, and internal hierarchy.
- Identify provisions that should be retained, revised, relocated, or removed.
- Identify inconsistencies, redundancies, and ambiguities.
- Review opportunities for unified tables, coordinated definitions, and improved formatting.
- Establish recommended changes needed to support a replacement LUDC.

> **Regulatory and Administrative Assessment:**

- Review administrative roles, approval authorities, and development review procedures.
- Evaluate consistency with Wyoming statutes and applicable public hearing requirements.
- Evaluate zoning districts, overlays, use regulations, development standards, subdivision provisions, PUD standards, and zoning map alignment.
- Prepare a Code Audit Presentation summarizing findings, recommendations, and priority drafting direction.

TASK 1.3. CODE FRAMEWORK / ANNOTATED OUTLINE

Task 1.3 establishes the organizational framework for the new LUDC by translating the Code Audit findings, adopted Master Plan direction, and Town priorities into a clear structure for drafting the complete replacement code.

> **Subtasks:**

- Prepare a recommended hierarchy of articles, divisions, sections, tables, definitions, appendices, and supporting provisions.
- Identify where existing provisions should be retained, revised, consolidated, relocated, rewritten, or removed.
- Define the proposed structure for administration, procedures, zoning districts, use regulations, development standards, subdivision regulations, definitions, and zoning map implementation.
- Deliver a concise annotated outline summarizing the proposed organization, rationale, major policy choices, and implications for drafting.

TASK 1.4. DRAFTING OF THE NEW LUDC

Task 1.4 prepares a complete, integrated, adoption-ready LUDC that replaces the existing code and implements the adopted Master Plan through modern procedures, districts, standards, and regulations.

> **Subtasks:**

- Draft modern zoning districts, use regulations, unified use tables, and use-specific standards aligned with the Master Plan;
- Update definitions, graphics, tables, and cross-references to improve clarity and usability;
- Develop coordinated development and subdivision standards addressing dimensional requirements, parking, landscaping, buffering, lighting, signage, environmental protection, wildfire mitigation, access, circulation, connectivity, drainage, and snow storage;
- Prepare updated administration and development review procedures, including approval authorities, application requirements, public hearings, appeals, enforcement, and decision standards; and
- Prepare recommended zoning map revisions and other supporting materials necessary for a complete, stand-alone replacement LUDC.

Deliverables:

- *Code Audit Presentation*

Meetings:

- *CAT Meeting #2 (virtual)*

Deliverables:

- *Annotated Outline*

Meetings:

- *Staff discussion (virtual)*

Deliverables:

- *Administrative Drafts (2)*

Meetings:

- *CAT Meeting #3 (on-site)*
- *CAT Meeting #4 (virtual)*
- *Stakeholder Group (2)*

Deliverables:

- *Zoning Map Input*
- *Digital Interactive GIS Map (Optional Phase 2)*

Meetings:

- *Staff discussion (virtual)*

Deliverables:

- *Public Review Draft*
- *Final Adopted Draft*

Meetings:

- *Planning & Zoning Commission and City Council Work Session (virtual)*
- *Joint Planning & Zoning Commission and City Council Public Hearing (on-site)*
- *Separate meetings are on an Additional Services basis*

TASK 1.5. ZONING MAP EVALUATION

Task 1.5 evaluates the Town's Official Zoning Map for consistency with the adopted Master Plan and proposed LUDC and prepares adoption-ready revisions to support the new regulatory framework.

- > Review the existing Official Zoning Map for accuracy, clarity, and consistency with the proposed LUDC;
- > Identify recommended changes to zoning district boundaries, overlays, and classifications needed to implement the adopted Master Plan; and
- > Coordinate zoning map updates with revised districts, land use regulations, and development standards.

TASK 1.6. DRAFT REVIEW, REFINEMENT + ADOPTION SUPPORT

Task 1.6 advances the draft LUDC through staff review and the adoption process, resulting in a complete, coordinated, and adoption-ready document.

- > **Draft Review and Adoption Assistance:**
 - Prepare and present the Public Review and Final Adoption Drafts of the LUDC;
 - Facilitate work sessions with Town staff, the Planning and Zoning Commission, and Town Council to gather feedback and build consensus;
 - Revise the draft code in response to comments, legal review, and policy direction while maintaining internal consistency;
 - Prepare presentation materials, adoption-ready ordinance documents, and supporting exhibits for public hearings and ordinance readings; and
 - Assist the Town through final adoption by coordinating with staff and the Town Attorney, incorporating final revisions, and delivering the completed LUDC in editable Microsoft Word and searchable PDF formats.

SUMMARY OF SCOPE HIGHLIGHTS

This scope provides a clear path to a complete, adoption-ready replacement LUDC that improves clarity, usability, consistency, and legal defensibility while implementing Alpine's adopted Master Plan.

- > A diagnostic foundation identifying conflicts, gaps, outdated standards, and administrative challenges.
- > A structured code framework organized around clear procedures, modern districts, unified tables, coordinated definitions, and practical standards.
- > Updated zoning, subdivision, development, environmental, wildfire, access, circulation, snow storage, and design provisions tailored to Alpine's mountain-community context.
- > Improved procedures and approval criteria that provide clearer expectations for applicants and stronger tools for staff and decision-makers.
- > Adoption-ready deliverables, including complete drafts, final Word and PDF versions, zoning map guidance, graphics, tables, and supporting materials.

PHASE 2 –DIGITAL IMPLEMENTATION SERVICES

TASK 2.1. DIGITAL PLATFORM IMPLEMENTATION

Implement the adopted LUDC within the enCodePlus platform to create an interactive, searchable, and user-friendly online experience.

> **Subtasks:**

- Configure a custom cloud-hosted LUDC website.
- Import and publish the adopted code with full formatting and navigation.
- Build searchable tables of contents, cross-references, hyperlinks, and bookmarks.
- Optimize the platform for desktop and mobile devices.
- Provide accessibility-compliant (ADA/WCAG) presentation of online content.

TASK 2.2. LUDC NAVIGATOR (PUBLIC-FACING CODE SEARCH)

Develop a customized Navigator that organizes the LUDC into intuitive topics, procedures, districts, and standards, enabling users to quickly locate and understand applicable regulations.

> **Subtasks:**

- Build a topic-based navigation structure tailored to the Town's LUDC;
- Organize content by zoning districts, land uses, development standards, and review procedures;
- Create direct links between related sections, tables, graphics, and definitions;
- Improve usability through guided navigation and reduced reliance on keyword searches; and
- Provide staff, applicants, officials, and the public with a faster, more intuitive research experience.

TASK 2.3. AI KNOWLEDGE ADVISOR

Develop the AI Knowledge Advisor, an interactive tool that allows users to ask questions about the LUDC and receive document-based guidance grounded in the adopted Code.

> **Subtasks:**

- Configure the AI Knowledge Advisor to reference applicable LUDC provisions, definitions, procedures, standards, tables, and cross-references;
- Enable users to ask questions by zoning district, land use, development topic, procedure, or project type;
- Provide organized responses that identify relevant Code sections and summarize applicable requirements;
- Support applicants, staff, and decision-makers with clearer, faster, and more consistent Code interpretation; and
- Reduce research time while improving access to regulatory information.
- **Optional:** Incorporate the Comprehensive Master Plan so users may ask questions that draw from both the LUDC and adopted policy guidance, helping connect regulatory requirements with the Town's long-range goals and implementation priorities.

TASK 2.4. GIS ZONING ANALYST AND LOOKUP TOOL

Build the GIS Zoning Analyst using the GIS data provided by Jorgenson to provide parcel-based access to zoning information and applicable regulations through an online interactive map interface.

Code Maintenance and Codification:

Following adoption, enCodePlus will serve as the Town's long-term codification partner, maintaining the LUDC and ensuring that all amendments are accurately incorporated, published, and preserved in a current, legally organized format.

Subtasks:

- Codify adopted ordinances and amendments into the official LUDC in a timely manner;
- Maintain amendment histories, archived versions, and document cross-references;
- Publish updated code content to the online platform with integrated navigation and search tools;
- Manage document formatting, numbering, hyperlinks, and internal consistency to preserve code integrity; and
- Ensure long-term data ownership, secure hosting, reliable backups, and ongoing platform support and maintenance

Deliverables:

- *Digital Interactive GIS Map*
- *AppTrak+ Application Intake, Review and Management*
- *Admin Portal*

Subtasks:

- > Build a GIS Online interactive interface including public road, parcels and addressing data from Lincoln County.
- > **OPTIONAL:** Build and incorporate additional layers of information to the Town's GIS Zoning Analyst:
 - Future Land Use Plan (GIS data provided by Cushing Terrell);
 - LiDAR 3D Data Portal provides access to 2-foot contour and Digital Terrain Model;
 - Wetlands, riparian, and deepwater habitats;
 - Geological hazards including earthquakes, faults, and landslides;
 - Groundwater data; and
 - Oil and gas fields, wells, and pipelines.
- > Integrate the GIS data with the Town zoning districts and display parcel-specific zoning information within an interactive map environment;
- > Link mapped properties directly to applicable LUDC use and dimensional standards; and
- > Provide a modern, map-based interface that improves transparency and public access to regulatory information.

TASK 2.5. APPTRAK+ APPLICATION TRACKING + REVIEW MANAGEMENT

Develop and configure enCodePlus' AppTrak+, a web-based application tracking and review management tool that helps Town staff organize, monitor, and manage development applications from intake through final action.

Subtasks:

- > Configure application types, review steps, status categories, and routing milestones consistent with the updated LUDC;
- > Establish application intake fields, submittal requirements, completeness review checkpoints, and staff review workflows;
- > Provide staff with tools to track application status, review comments, deadlines, decisions, and pending action items;
- > Support applicant-facing or internal project status summaries, as determined by the Town; and
- > Improve transparency, coordination, accountability, and consistency in development review administration.

TASK 2.6. ADMINISTRATIVE TOOLS, CODIFICATION, TRAINING + ONGOING MAINTENANCE

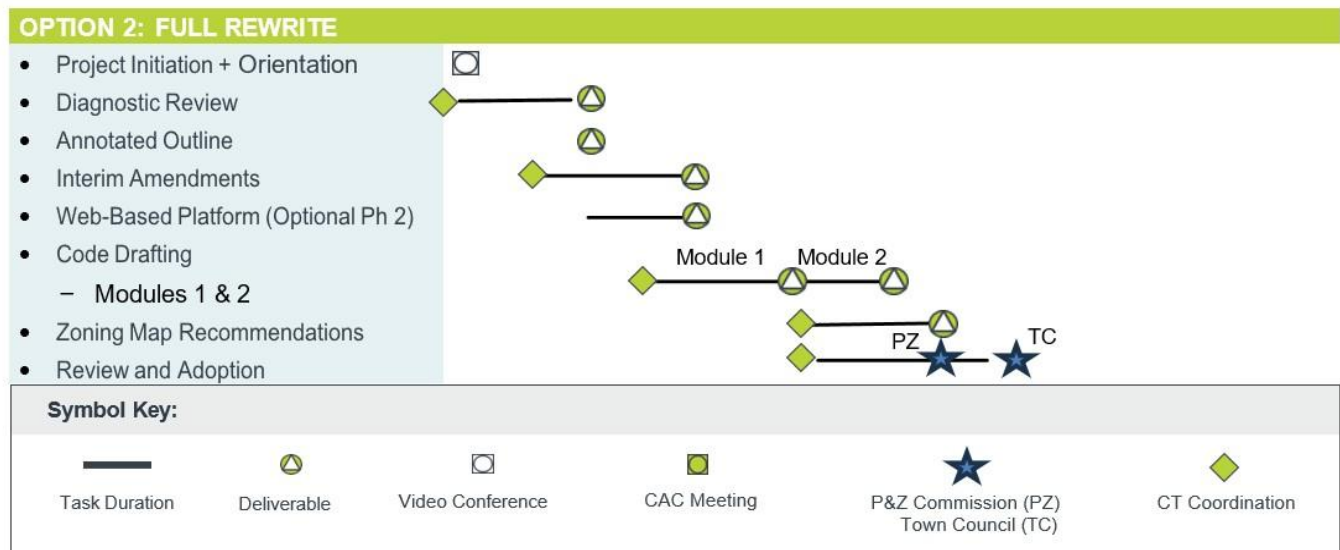
Implement the administrative tools, codification support, training, and ongoing maintenance services needed to support the long-term use and management of the enCodePlus platform after the LUDC is adopted and published.

Subtasks:

- > Configure administrative editing tools that allow authorized Town staff to manage limited content updates, supporting materials, links, and related information;
- > Provide staff training on platform navigation, administrative tools, codification procedures, content management, and ongoing use of the system;
- > Codify adopted ordinances, amendments, corrections, and future LUDC updates for publication in the enCodePlus platform;
- > Provide ongoing maintenance services, including hosting, technical support, software updates, security updates and routine platform management.

Project Schedule

KKC would collaborate with Town staff to develop a workable and detailed project scope and schedule for the Land Use & Development Code Update. Given our experience in projects for comparable communities of similar size and context, we are confident that the project can be completed within a 12-month timeframe from official contract execution and notice- to-proceed. We are proposing to complete a public hearing draft within 10 months, leaving a two-month period for review and consideration.



Project Budget

We are pleased to submit the following Project Budget to prepare a new Land Use & Development Code, together with the budget for Optional Phase 2, Digital Implementation Services.

PHASE 1 - COMPREHENSIVE LUDC REWRITE		BUDGET	
TASK 1.1: PROJECT INITIATION + ORIENTATION			
Kick-Off Meeting + Council-Appointed Stakeholder Group Meeting		\$2,600	
On-Site Reconnaissance		\$1,800	
TASK 1.2: DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS			
Regulatory and Administrative Assessment		\$8,600	
TASK 1.3: CODE FRAMEWORK / ANNOTATED OUTLINE			
Annotated Outline		\$6,400	
TASK 1.4: DRAFTING OF THE NEW LUDC			
LUDC Reorganization & Reformatting		\$5,500	
Drafting & Illustrations		\$64,700	
Consolidated Draft		\$11,100	
Meetings		\$9,800	
TASK 1.5: ZONING MAP EVALUATION			
Recommended Changes		\$2,200	
TASK 1.6: DRAFT REVIEW, REFINEMENT + ADOPTION SUPPORT			
Public Hearing Draft		\$7,800	
Planning & Zoning Commission Hearing		\$8,000	
Town Council Hearing + Adoption		\$6,300	
PHASE 1 TOTAL		\$134,800	
PHASE 2 – DIGITAL IMPLEMENTATION SERVICES		ONE-TIME	ANNUAL
TASK 2.1: DIGITAL PLATFORM IMPLEMENTATION			
Design, Configuration and Population LUDC		\$2,250	\$0
Accessibility Compliance		--	\$250
TASK 2.2: LUDC NAVIGATOR (PUBLIC-FACING CODE SEARCH)			
Navigator Design, Build and Launch		\$3,000	\$0
TASK 2.3: AI KNOWLEDGE ADVISOR			
LUDC AI Training and Testing		\$2,000	
TASK 2.4: GIS ZONING ANALYST AND LAND USE LOOKUP TOOL			
GIS Interactive Interface		\$3,500	\$2,000
Optional Data Layers		\$1,500	--
TASK 2.5: APPTRAK+ APPLICATION TRACKING + REVIEW MANAGEMENT			
LUDC Configuration		\$5,000	\$500
TASK 2.6: ADMINISTRATIVE TOOLS, CODIFICATION, TRAINING + ONGOING MAINTENANCE			
Staff Training (Remote)		\$500	
Hosting, Support, Software Updates and Routine Management		--	\$1,500
PHASE 2 TOTAL		\$17,750	\$4,250

The budget is established by project task and includes all labor and direct expenses. It assumes the Town will have the capacity to accommodate our data needs requests and scheduling to optimize use of our on-the-ground time, (e.g., coordination activities, work sessions and meetings concentrated within consecutive days and evenings, etc.). **This budget is subject to adjustment if the scope of services is modified, additional meetings or deliverables are requested, project assumptions change, or delays occur that require additional coordination, travel, or professional services.**



KKC'S SUCCESS

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



**Good Land
Stewardship**



**Conservation
of Resources**



**Preservation and
Enhancement of Community
Character**



**Safeguarding
Neighborhood Integrity**



**Ensuring
Fiscal Responsibility**

Our Success and Reputation

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

AWARDS

♦ 2025 KENTUCKY APA OUTSTANDING PLAN AWARD

City of Paducah and McCracken County, KY
Joint Comprehensive Plan

♦ 2023 GREAT AMERICAN MAIN STREET AWARD

Florence, SC
Downtown Plans

♦ 2022 AMERICAN PLANNING ASSOCIATION'S (APA) DANIEL BURNHAM AWARD

Greenville, SC
GSO 2040 Comprehensive Plan

♦ 2022 HOUSTON APA COMMUNITY OF THE YEAR

Fulshear, TX
Comprehensive Plan, Major Thoroughfare Plan, and
Coordinated Development Ordinance

♦ 2021 KENTUCKY APA OUTSTANDING PROJECT, PROGRAM, OR TOOL

Covington, KY
Neighborhood Development Code

♦ 2020 OKLAHOMA APA OUTSTANDING PLAN

Claremore, OK
Comprehensive Plan and Special Districts Plan

♦ 2020 TEXAS APA COMMUNITY OF THE YEAR

Dayton, TX
Comprehensive Plan, Downtown Revitalization Plan, Parks Master Plan, and
Unified Development Code

Project Team

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



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



Ashley Woolsey
Advanced Associate
Ordinance Drafter



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



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

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

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

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

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

Web-Based Platform

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

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

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

enCodePlus Features Beneficial to Alpine Over Time

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

Example Client Sites

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