



A Proposal for the:

ALPINE TOWN MASTER PLAN

Prepared by:

avenue | CONSULTANTS



COVER LETTER

Dear Alpine Mayor & Town Council,

Avenue Consultants has assembled an experienced team of certified planners and licensed engineers to deliver Alpine a Town Master Plan that follows a transparent process, meets Wyoming State statute requirements, provides an orderly plan for growth, and focuses on special issues relevant to Alpine residents and businesses. Our team has the following strengths:

- **The Right Experience:** Kirby, our project manager, has been through the Master Planning process several times as a City Planner, Planning Director, and private consultant.
- **A Skilled Team:** Avenue has a current staff of nearly 200 employees, including certified planners and civil engineers who specialize in planning for and helping develop municipal infrastructure.
- **Local Knowledge:** Our team has worked on multiple projects in the area, and is currently working for Lincoln County to complete a master plan.

Thank you for the opportunity to submit this proposal for the Alpine Town Master Plan. Our team is genuinely excited to help Alpine produce a once in a generation plan that brings the community together. Please contact me with any questions.



J. Kirby Snideman

J. Kirby Snideman, AICP

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Avenue is currently leading the Transportation Master Plan for Lincoln County. This effort involves a comprehensive analysis of transportation and land use throughout the County. The team has been working with representatives from the incorporated areas such as Alpine to ensure their input is included in the process.

PROPOSAL OUTLINE

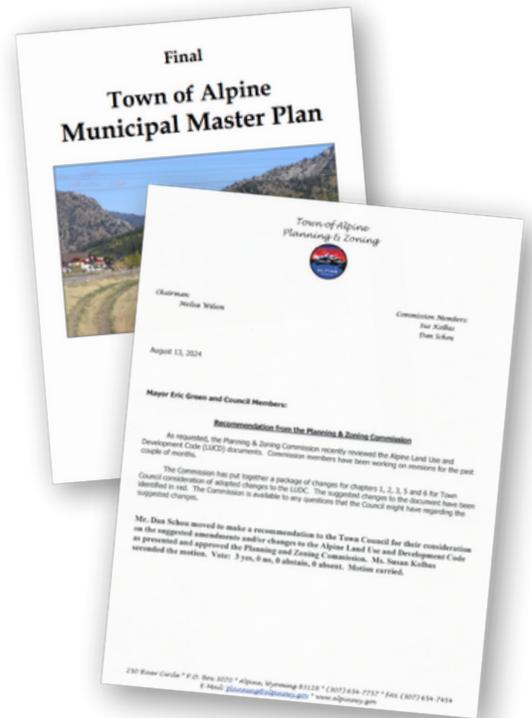
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METHODOLOGY & RESOURCES

PROJECT UNDERSTANDING:

Alpine is growing! While this represents an opportunity for the Town's economic development, it also comes with challenges. The 2006 Master Plan needs to be updated to reflect the current residents' vision for how this new growth should unfold.

To determine our ability to deliver a successful plan, we carefully reviewed current conditions in Alpine. We have read through the currently adopted Master Plan. We reviewed Planning & Zoning Commission meetings to understand the scale and timing of new development. We surveyed the 2023 update effort, as well as the 2024 recommendations to improve the Land Use and Development Code. Based on our understanding, we have identified the following priorities:



MASTER PLAN PRIORITIES:

- **TRANSPARENT PROCESS:** For the planning process to be successful, it requires engaging local residents and stakeholders to ensure the plan reflects community values and has popular support. One key component of engagement is transparency. As our project approach demonstrates, we will spend considerable effort listening to and informing the community. We are proposing multiple public meetings, six stakeholder meetings, four online surveys, and an interactive website that will be continually updated—all to ensure residents and stakeholders have every opportunity to participate.
- **MEET STATE STATUTE REQUIREMENTS:** Our team has the experience and skill necessary to ensure the updated Master Plan meets the requirements outlined in the *Wyoming Statutes, Title 15 - Cities and Towns Chapter 1 General Provisions, Article 5 - Planning, Section 15-1-503 - Master Plan*.
- **PROVIDE AN ORDERLY PLAN FOR GROWTH:** Our team will deliver a Master Plan that serves as a comprehensive guide for new growth, ensuring that future development aligns with the town's long-term vision. Our team will identify gaps in public services and infrastructure, creating a list of future projects that are prioritized and phased with accurate cost estimates. This will allow the Planning & Zoning Commission and the Town Council to make better decisions when considering zone changes, annexations, and public investments.
- **FOCUS IN ON ISSUES RELEVANT TO ALPINE:** Throughout the planning process, our team will regularly incorporate the feedback of Town officials, residents, businesses, and other stakeholders. While our main objective will be to update the essential elements of the Master Plan (and follow Wyoming State Statute) we will also focus in on special issues that are of interest to the community at large. We will accommodate these emerging issues by being flexible and allowing for reasonable adjustments to our scope of work in order to meet the community's needs.

METHODOLOGY & RESOURCES

PROJECT APPROACH: TASKS & DELIVERABLES

Our Team will deliver the Town Master Plan in a **twelve-month timeline**, completing five tasks in three main areas. For a more detailed breakdown of tasks, meetings, and deliverables, refer to the proposed schedule on page 7.



Task 1: Project Management

- Our project manager will provide regular and continual communication throughout the project. This will start with a kickoff meeting, which can either be for Town officials / staff or include the public. The kickoff meeting will be used to explain the plan process in detail and also refine the goals, tasks, and deliverables. Following the kickoff meeting, we will have monthly virtual project team meetings to report progress. Additionally, our project manager will coordinate weekly through calls and emails to designated Town staff to ensure Town officials stay updated and can provide input.
- Deliverables:
 - In-Person Kickoff Meeting; Monthly Virtual Project Team Meetings

Task 2: Public & Stakeholder Engagement

- Our team understands that transparency and public involvement are key to the success of this plan. To that end, we will present our plan for engagement at the kickoff meeting and adjust it based on Town input. Our strategy will ensure all Town residents and business owners stay informed and are able to provide feedback by maintaining a project website, creating four online surveys, and facilitating two in-person public meetings. In addition, we will host four virtual stakeholder meetings. These stakeholder meetings will serve as focus groups meetings for special groups that have unique interests such as business owners, developers, Town partners such as WYDOT, utility companies, and other groups.
- Deliverables:
 - Project Website & Updates; Up to Four Public Surveys; Up to Four Virtual Stakeholder Meetings; Two In-Person Public Meetings

Task 3: Existing Conditions Analysis

- Our team will provide a comprehensive inventory and analysis of the Town's existing conditions (and projected conditions). This will include economic data, population and demographic data, a public infrastructure inventory, and a land use and zoning analysis. This work will be completed utilizing ArcGIS and the maps and data generated will be published on the project website for public review.
- Deliverables:
 - GIS / Data Collection & Management; Demographic Analysis; Infrastructure Inventory; Land Use & Zoning Analysis

Task 4: Draft Plan Creation

- Our team will create a ten chapter Master Plan, starting with an executive summary in chapter 1 and nine chapters that follow the outline of the currently adopted master plan (2. Natural resources and environmental setting; 3. Community demographic and economic trends; 4. Community land uses; 5. Prospects for future economic development; 6. Community infrastructure; 7. Land use management; 8. Conclusions and recommendations; 9. Community development objectives and strategies; 10. Implementation plan). Key deliverables of the draft plan will be a vision goals statement and a list of projects that are prioritized, phased, and have cost estimates. We will provide the draft plan in text form to City officials and will facilitate two rounds of edits.
- Deliverables:
 - Vision and Goals; Project List & Recommendations; Implementation Strategies; Draft Plan Text with Two Rounds of Edits

Task 5: Plan Finalization

- Our team will finalize the draft plan and format it to include maps, graphics, and be visually impressive. Our team will virtually attend and present the plan at the adoption meetings for the Planning and Zoning Commission and Town Council. The final adopted plan will be hosted online and in a PDF format to maximize its accessibility.
- Deliverables:
 - Final Plan (PDF & Website Versions); Commission & Council Adoption Meetings (Virtual)

CAPABILITY & EXPERIENCE

KIRBY SNIDEMAN, AICP

Project Manager

Kirby has seventeen years of project management experience and an extensive background working with local governments in both public and private positions. As a public servant Kirby has worked as a City Planner and Planning Director. His experience includes several aspects of master planning, including the implementation of adopted plans. His planning work includes the following:

- Comprehensive, General, and Master Plans
- Transportation Network & Corridor Plans
- Parks and Open Space Master Plans
- Affordable Housing Studies and Plans
- Blight Studies and Redevelopment Plans
- Land Development Code Updates
- Tax Increment Reinvestment Studies and Plans
- Impact Fee Facility Plans and Impact Fee Assessments for Parks, Fire, Police, Water, Sewer, Storm Water, Roads, and other Utilities
- Municipal Utility District Feasibility Studies
- Office, Retail, and Residential Feasibility Studies
- Local & Regional Population Growth Studies



Greg Sanchez, PE
Implementation Lead



Kevin Croshaw, PE
Infrastructure Lead



Kirby Snideman, AICP
Project Manager



Rob Eldredge, ACIP
Data & Analysis Lead



Matt Montgomery
Environmental Support



Thomas McMurtry, AICP
Documentation Lead



Toby Lowry
Planning / Data Support



Adrian Welsh
GIS Support



Jessica Tracy
Public Engagement Lead

ROB ELDREDGE, AICP

Data & Analysis Lead

Rob is a certified planner with sixteen years of experience collecting and analyzing socio-economic and land use data. He has overseen the analysis on dozens of municipal plans and will lead the existing conditions analysis for this plan. His work will provide a window into current and future conditions to help identify needs for public services and infrastructure.

THOMAS MCMURTRY, AICP

Documentation Lead

Thomas is a certified planner with twenty years of experience, and is currently leading the Transportation Master Plan for Lincoln County. He will provide support throughout the planning process and will take the lead role in developing a draft and final Master Plan that meets the requirements and reflects the vision of residents.

JESSICA TRACY

Public Engagement Lead

Jessica is a planner with seven years of experience. She will lead our public engagement effort by crafting presentations, launching and updating the website, publishing surveys, and reaching out to Stakeholders. She will be our point person in communicating to the Alpine community and gathering their feedback.

GREG SANCHEZ, PE

Implementation Lead

Greg is a planner and engineer with eight years of experience and a proficiency in the technical tools and methodologies required for complex planning projects. He will lead our implementation effort, ensuring that the Town has an implementation plan that is detailed and scaled to the capabilities of local staff and the Town's contracted engineering firm.

KEVIN CROSHAW, PE

Infrastructure Lead

Kevin is a municipal engineer with ten years of experience developing plans and studies for communities large and small. He will lead the effort to create a list of capital projects needed based on the gaps identified in the existing conditions analysis. He will work closely with the Town's contracted engineering firm to ensure that projects are prioritized and phased correctly.

ADDITIONAL SUPPORT STAFF

Providing support to our team will be **Adrian Welsh**, a GIS expert, **Matt Montgomery**, a environmental planner, and **Toby Lowry**, a planner and data analyst. Should we need it, we have additional planners and civil engineers ready assist the team and ensure that the project is completed within the twelve month timeline.

CAPABILITY & EXPERIENCE



COMPANY EXPERIENCE & REFERENCES

Avenue has been serving the Intermountain West communities for the past 18 years and is known for providing innovative planning and engineering services. With a current staff of nearly 200 employees, we have a deep bench of experts to pull including certified planners and civil engineers who specialize in planning for and developing municipal infrastructure.

OREM GENERAL PLAN UPDATE

Reference: Ryan Clark, Development Services Director, rclark@orem.org, 801-229-7058

Kirby led a team of City staff to update the Orem General Plan. All elements of the plan were updated including land use, economics, transportation, parks and recreations, and public services. A large part of process was a significant update to the City's affordable housing plan. This plan remains the currently adopted general plan of the City.



LAREDO COMPREHENSIVE PLAN CITY CODE UPDATE

Reference: Juan Mendive, LWCAMPO Director, jmendive@ci.laredo.tx.us, 956-794-1613

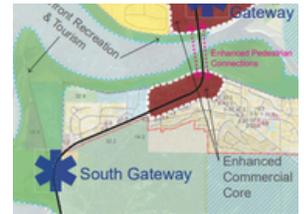
Kirby led a team of City staff and consultants to update 400 pages of the City's code after adopting a new Comprehensive Plan. This involved dozens of internal and public meetings bringing multiple City departments together along with private developers to find feasible solutions and supportable compromises where necessary.



LINCOLN COUNTY ECONOMIC DEVELOPMENT PLAN

Reference: Robert King, ED Director, robert.king@lincolncountywy.gov 307-885-4700

Kirby was part of a team of consultants who developed Lincoln County's currently adopted Economic Development Plan. This plan provided an extensive analysis of the County's economic related data as well as "Community-Based Enhancements" (local strategies) that can be implemented by Alpine and other towns to increase economic opportunities.



SLC NORTH TEMPLE ECONOMIC ACTION PLAN

Reference: Jake Maxwell, Deputy Director, jacob.maxwell@slcgov.com 801-535-7208

Kirby, Greg, Toby and the team are completing an economic focused plan for North Temple in SLC. This process involved a large group of stakeholders including City staff and local businesses. A key recommendation of the plan has been developing strategies to support new local businesses, including a sub-leasing program to create new retail spaces.



GARFIELD COUNTY TRANSPORTATION MASTER PLAN

Reference: David Dodds, Public Works Director, dave.dodds@garfield.utah.gov 435-238-0935

Kirby, Rob, Toby and the team have recently completed a transportation master plan for a rural county in Utah with increasing tourism. Due to limited funds, a key to the plan's success has been a small and efficient consultant team focused on results. The team developed an infrastructure inventory for the County to prioritize future funding for key projects.



LINCOLN COUNTY TRANSPORTATION MASTER PLAN

Reference: Amy Butler, County Engineer, amy.butler@lincolncountywy.gov, 307-877-2104

Thomas, Kirby, Rob, and the team are currently working on a transportation master plan for Lincoln County. This effort involves a comprehensive analysis of transportation and land use throughout the County, including the incorporated areas like Alpine. The team has been working with representatives from Alpine to ensure their input is included in the process.



CAPABILITY & EXPERIENCE

CREATIVE ENGAGEMENT:

Public engagement is not only a part of what we do, it's our favorite part. We make an effort to have meaningful interactions with stakeholders and community members that actually inform and shape the planning process. We do so by hosting events and meetings that we ourselves enjoy. If we have fun and learn something new, then so too will the stakeholders and public who attend. For the two Alpine public meetings, we will bring this same approach.



Stakeholder BBQs



LEGO® Brainstorm for In-Meeting Concepting



Survey Work on Location



Project Booths at Local Events



Utilizing VR to Envision Plans



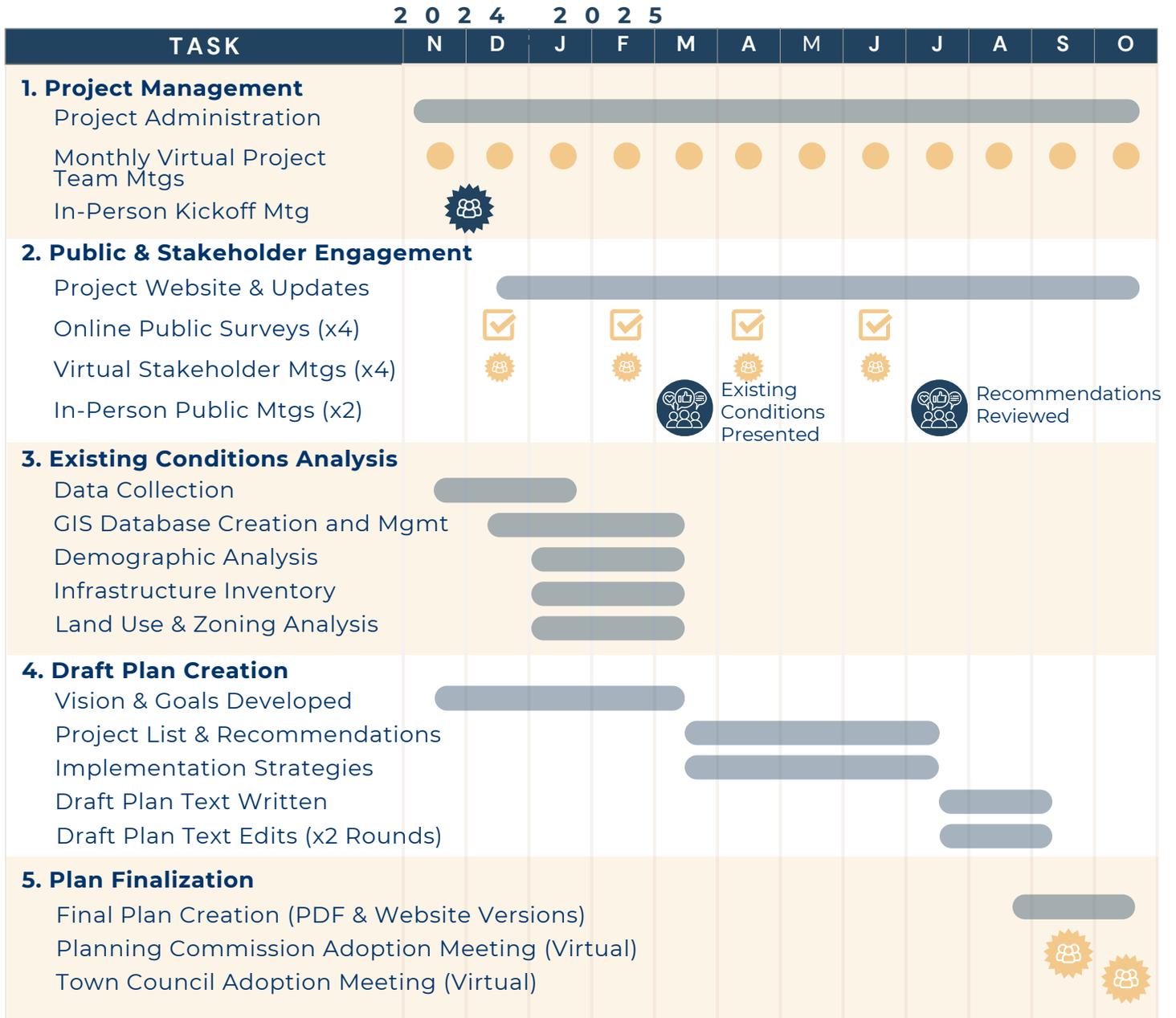
Accessibility Tours



Bike Tours

PROPOSED SCHEDULE

The schedule below reflects a **twelve-month timeline**. Existing conditions analysis and vision and goals development will occur in the first five months. Plan recommendations, the project list, and implementation strategies will be produced in the following four months. In the final three months a master plan document will be drafted, reviewed, and finalized. We are proposing six virtual meetings and **three in-person meetings**. The virtual meetings will include up to four stakeholder meetings and the final adoption meetings (our team will attend virtually). The in-person meetings will include a kickoff meeting and two public meetings. As part of the public engagement effort we will organize up to four online public surveys to ensure we have adequate public input. Our team will also facilitate regular monthly virtual project team meetings to keep Town staff and officials updated.



● In-Person Meetings ● Virtual Meetings

PROPOSED BUDGET

The proposed budget below includes all hours and expenses for Avenue to complete the plan within the proposed schedule. The hours displayed below include a mix of hours and hourly rates from the team members listed on the team information page. Our budget for expenses include the cost associated with travel to Alpine and meeting supplies.

	Hours	Cost
1. Project Management & Project Team Coordination	94	\$16,460
2. Public and Stakeholder Engagement	146	\$21,080
3. Existing Conditions Analysis	195	\$29,475
4. Draft Plan Creation	140	\$21,200
5. Plan Finalization	66	\$8,640
	Sub-total	\$96,855
		*Expenses
		\$2,950
		Total
		\$99,805

** The amount allocated for expenses which is not utilized may be billed as additional hours to the project.*