

THE CITY OF ROLLINGWOOD COMPREHENSIVE PLAN AND ZONING UPDATE

Proposal Prepared by Pegasus Planning and Development, 4/30/2020





Table of Contents

Introduction	2
Scope of Work.....	3
Project Schedule	5
Project Fees.....	6
Corporate Capabilities	6
Project Team	7
Relevant Experience.....	9

Introduction

The City of Rollingwood has never had a Comprehensive plan and desires to retain the services of a professional consultant to prepare the Comprehensive Plan and then update the Zoning Map and Ordinance - all the while involving and educating the community.

Pegasus Planning and Development is pleased to present this proposal to the City of Rollingwood, TX for the purposes stated above. Pegasus understands that one of the primary needs during this study is to critically examine the fiscal impact of the existing ordinances to educate the City and community on the current and potential fiscal health of the City.

The following proposal includes the Scope of Work that Pegasus will follow in the course of this project. The first step upon approval of the proposal is to collaborate with the City to create a final work plan with specific dates for community and stakeholder input, Council and Planning Commission meetings, and presentations. Found within this proposal is a generalized project schedule that will be further refined with the City .

Pegasus will utilize a fiscal analysis tool to examine Rollingwood's current fiscal health relative to other cities. We will continue to examine the fiscal aspects of the future land use plan as we work with the City and obtain feedback from the community. We have found this to be a very useful tool to get citizens and Council to understand the impacts of their future land use decisions.

Pegasus staff have already read through existing documents such as the Rollingwood Park Master Plan (2018), the Retail Market Analysis (2019), the Infrastructure Improvements Plan (2020) and the Commercial Corridor Study (1999). We will incorporate and not duplicate these former studies. Additionally, we will not spend too much time on the demographic and economic analysis portions of the Plan.

Pegasus will prepare the final Comprehensive Plan in accordance with State law. Once adopted, Pegasus will work with the City to modify and get adopted a revised Zoning Map and Ordinance so that it reflects the newly-adopted Comprehensive Plan and FLUM. Pegasus will provide several deliverables throughout the course of an estimated six (6) month schedule. We look forward to speaking with Rollingwood staff and Council further.

Scope of Work

The project will be carried out over five phases and six months (24 weeks) which are detailed below and on the preliminary project schedule:

- Phase One - Discovery: Work Planning (2 weeks)
- Phase Two - Learning: Listening and Input (6 weeks)
- Phase Three - Synthesis: Findings, Implications, Planning (6 weeks)
- Phase Four - Consensus: Strategy and Implementation (4 weeks)
- Phase Five - Land Development Code Modification (6 weeks)

It is worth noting that Pegasus understands that the majority of Rollingwood is residential and may not change at all. The primary area for proposed modifications of the Future Land Use Map within Rollingwood will be along the main commercial corridor – FM 2244 or Bee Caves Road. This will be where we will prepare various scenarios of redevelopment potential and demonstrate the fiscal impacts of these changes. It may be that the community seeks minor modifications in other areas of their zoning code. If so, Pegasus will also examine these areas and solicit feedback.

Phase One - Discovery: Work Planning (2 weeks)

This short two-week phase is primarily focused on finalizing contracts between Pegasus and the City of Rollingwood, including finalizing the scope of work, project schedule, and community input opportunities.

Deliverables: Final contract, Scope of Work, and Project Schedule

Phase Two - Learning: Listening and Input (6 weeks)

This six-week phase is focused on obtaining community and stakeholder input. Pegasus will be preparing initial presentations which will include (among other items), the Fiscal Analysis of the current Zoning Map/Code. This phase will include a heavy focus on educating stakeholders on the current fiscal health, having conversations about what this means, and how the City will grow to a point of full build out. At this time, we do not know what type of “social distancing” is going to be in place during this phase of the project. Pegasus is therefore prepared to do all community input sessions via tele-conferencing and through online polling/surveying.

Deliverables: PowerPoint Presentation, memo to Council summarizing community input, Fiscal Analysis and areas of concern/consideration

Phase Three - Synthesis: Findings, Implications, Planning (6 weeks)

This six-week phase of the project consists of creating the draft Comprehensive Plan including the creation of the Future Land Use Map and analyzing the fiscal impacts of the FLUM. Pegasus will prepare two scenarios and then do one final scenario of the FLUM (*further iterations will cost \$5,000 per iteration*). We will hold a work session with the Planning Commission and then another with Council.

Deliverables: PowerPoint Presentation to Planning Commission, draft of the Comprehensive Plan presented to Council and Planning Commission

Phase Four - Consensus: Strategy and Implementation (4 weeks)

This four-week phase is about getting the Comprehensive Plan and FLUM adopted. We will have one final presentation to Planning Commission who can recommend to Council for approval. We will hold the 1st reading with Council and solicit any further community feedback. We will edit the Comprehensive Plan before presenting it for a 2nd reading and adoption by City Council.

Deliverables: PowerPoint Presentation, final Comprehensive Plan and FLUM adopted

Phase Five - Land Development Code Modification (6 weeks)

This six-week phase of the project will focus on modifying Rollingwood's land development code (specifically the Zoning Map and Code). Pegasus will prepare an initial Zoning Map and Code that reflects the Comprehensive Plan. This will be presented to City staff and then the Planning Commission for their review and recommendation to Council. Pegasus will present the Code to Council for 1st reading, make any adjustments, then prepare the final Zoning Code for adoption at 2nd reading.

Deliverables: PowerPoint Presentation, memo to Council summarizing community input, Fiscal Analysis and areas of concern/consideration

Project Schedule

The scope of work described above will be accomplished over a 6-month period, including the final presentation and the acceptance of the Comprehensive Plan and Zoning Code Update by the City of Rollingwood. The following table illustrates the overall project schedule, which assumes a June 1st 2020 start date.

Rollingwood Comprehensive Plan		Preliminary -- Subject to change based on Phase ONE Scoping																							
PHASE	WEEKS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
ONE - Discovery: Work Planning																									
	Notification of selection																								
	Contract negotiation																								
	Identification of data + document needs																								
	"Notice to Proceed"																								
	Organizing teleconference to prepare for Trip 1																								
	Preliminary upload of data + documents from RW																								
	Trip 1: Kick-off sessions with RW staff																								
	Assessment / review of documents + data																								
	Phase ONE "Memo to Management" Report																								
	Adjust / finalize Scope, Timelines, Budget, Contract as warranted (based on defined Stakeholder plan)																								
TWO - Learning: Listening and Input																									
	Collaborate with RW on Stakeholder schedule																								
	Prepare Fiscal Analysis of Current Zoning Code																								
	Trip 2: Planning Commission Workshop and additional staff meetings																								
	Mobilize for, conduct electronic survey																								
	Community-wide discussions (In-Person or Virtual, depending on social distancing)																								
	Supplemental T=telephone interviews as needed																								
	Phase TWO "Memo to Client" Report																								
THREE - Synthesis: Findings, Implications, Options																									
	Organize / synthesize Stakeholder input																								
	Prepare Preliminary Future Land Use Map (FLUM) & Plan																								
	Review Fiscal Analysis of FLUM																								
	Deliver Draft Plan & FLUM w/Fiscal Analysis																								
	Trip 3: Work session with RW staff / Plan Commission																								
	Trip 4: Workshop with RW Council																								
	Phase THREE "DRAFT Comprehensive Plan"																								
FOUR - Consensus: Strategy & Implementation																									
	Prepare Final Comprehensive Plan																								
	Delivery Final Comprehensive Plan Draft for Client Internal Review																								
	Work session / (Recommend to Council) with Planning Commission on Final Comprehensive Plan																								
	Prepare initial draft of full plan document																								
	Deliver Final Comprehensive Plan to City Council - 1st reading																								
	Final editing of Comprehensive Plan																								
	Deliver Final Comprehensive Plan to City Council - 2nd reading / Adoption																								
	Plan Adoption by RW Council																								
FIVE - Land Development Code Modification																									
	Review Zoning Map and Code																								
	Delivery Proposed Recommendations for Modifying Zoning Map and Ordinance to Reflect the FLUM (for Client Internal Review)																								
	Work session / (Recommend to Council) with Planning Commission on Final Zoning Code																								
	Prepare initial draft of Revised Zoning Code document																								
	Deliver Final Zoning Map to City Council - 1st reading																								
	Final editing of Comprehensive Plan																								
	Deliver Final Map and Code to City Council - 2nd reading / Adoption																								
	Zoning Code and Map Adopted by RW Council																								
Legend																									
RW = City of Rollingwood																									
X = Deliverables																									
X = Trips/Meetings																									

Project Fees

Our fee estimate for the 6-month project is \$60,000, including expenses. We will rely on the City of Rollingwood and its partners to manage all meeting logistics including print materials, refreshments and audio visual equipment for presentations. A final fee will be negotiated once proposal is approved.

Corporate Capabilities

Pegasus Planning and Development was established to provide urban planning and market analysis services to public and private sector clients. Pegasus has helped hundreds of clients over the last fifteen years understand market opportunities, create land use plans and economic development strategies, revitalize vacant land or underutilized corridors and downtowns, facilitate strategic directions and achieve visions.

We are an Austin-based group of strategic planners with multi-disciplinary backgrounds and hands-on practitioner experience in urban planning, economic development, entrepreneurship and community colleges. We therefore bring a range of perspectives to identify the most appropriate, actionable, and sustainable solutions to our clients' most pressing problems. We approach every project with implementation as the goal, so we hit the ground running with our direct approach to finding success.

Our team has extensive experience with stakeholder engagement –utilizing different, effective approaches (interviews, focus groups, surveys, workshops, social media, etc.) in each of our projects. Our process begins by custom-designing stakeholder input sessions to most effectively garner the needed input for the comprehensive plan. These input sessions should include a wide range of stakeholders including business owners, community leaders, educational institutions, key non-profit organizations, and residents and beyond. For the most robust comprehensive plans, care and consideration should be given to ensure that all voices are heard and captured.

Pegasus has a wealth of experience creating comprehensive plans and economic development strategies. Pegasus recently assisted two cities, Horizon City and Lakeway, in updating their comprehensive plans, analyzing the fiscal impacts and creating economic value. For Horizon, the analyses were multifaceted, including a demographic and economic analysis of regional trends impacting Horizon City, and a fiscal analysis exploring the economic impacts of different land use scenarios. For Lakeway's plan, Pegasus performed a fiscal impact analysis of three land use scenarios and provided strategic recommendations to guide the planning process and future development of Lakeway.

Project Team



Sean Garretson, AICP

Sean is an Urban Planner, Economic Developer, Land Strategist, Strategic Planner, Facilitator, and Revitalization Expert. He leads a team of planners, analysts and creatives in providing strategic advice and direction to public and private sector clients.

A transformational experience in Africa with the Peace Corps as well as hands-on development and revitalization experience in East Austin, Texas has helped to shape Sean and Pegasus to become a mission-driven firm focused on making a difference in our communities.

Experience

- *Has led or partnered with other companies on 20+ Comprehensive Plans across the state of Texas.*
- *Led 8-County regional economic development restructuring plan for Northwest North Carolina that garnered the “Most Innovative Project of the Year” award from NADO.*
- *Led economic development planning efforts for a Mississippi statewide healthcare initiative.*
- *Led Bowling Green, KY Regional Economic Development Plan.*
- *Led the fiscal impact analyses for Horizon City and Lakeway, which explored distinct land use scenarios and culminated in strategic recommendations for future development.*
- *Conducted numerous housing-market studies, exploring existing market conditions, trends, housing projections, and workforce needs.*
- *Led Strategic Planning and regional Economic Development Strategy for Mississippi Gulf Coast Community College and Southern Mississippi, which included an in-depth socioeconomic and demographic analysis.*
- *Led the development of a \$10M senior housing project & a \$15M mixed use affordable community.*
- *Director of Planning for a large civil engineering company.*
- *Senior Planner for Texas’ largest utility company.*
- *Former Economic Development Manager for a Development District housed in the Central Texas Council of Governments.*
- *Adjunct graduate faculty at University of Texas-Austin in Economic Development Policy.*
- *President, Chestnut Neighborhood Revitalization Corporation – a workforce housing non-profit developer in Austin, Texas that has built 100 affordable housing units.*

Education

M.A., Community and Regional Planning, University of Texas-Austin, Economic Development Specialization, 1998

B.A., Anthropology, George Washington University, 1989

**Catherine Velarde**

Catherine has extensive experience in urban planning, conducting qualitative research, and facilitating public outreach. Catherine has worked with numerous private and public sector clients to create holistic plans which incorporate key stakeholders and the public, resulting in plans which holistically embody the community's vision. Her track record shows that Catherine is dedicated to ensuring that stakeholders are heard and represented in the planning process.

Additionally, Catherine is a GIS professional, with experience in socioeconomic analysis. Catherine has a dual master's in Urban Planning and Global Sociocultural Studies.

Experience

- *Manages analysis projects by collaborating with Pegasus analysts*
- *Lead a project analyzing the affordable housing policies of all municipalities within Miami-Dade County which resulted in policy-driven recommendations for improving the stock and quality of affordable housing within the County*
- *Develops maps using Geographic Information Systems (GIS) and a range of data for economic and social analyses*
- *Facilitates the creation of economic development strategies*
- *Performs Target Industry Analysis, utilizing methods such as LQ and Shift/Share Analysis*
- *Led Pegasus' survey creation, implementation and analysis for various planning projects*
- *Led the demographic analysis and housing-market research for various economic development strategies*
- *Created a transit-oriented regulating plan for Horizon City, TX*
- *Developed and coordinated public participation through a variety of community involvement techniques including open houses, focus groups, stakeholder meetings, workshops, and charrettes*
- *Research Assistant, Florida Atlantic University. Department of Urban and Regional Planning*

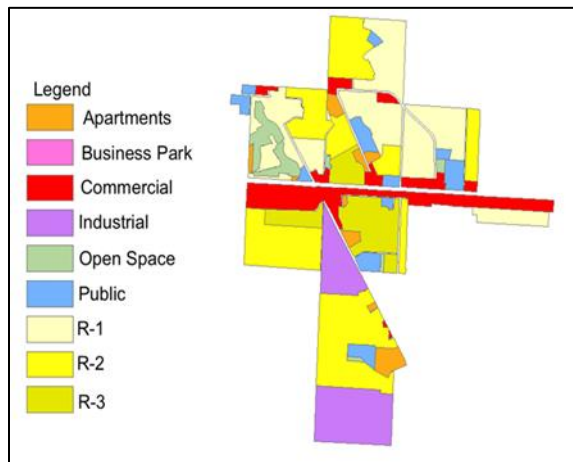
Education

M.A., Urban and Regional Planning, Florida Atlantic University, 2019

M.A., Global Sociocultural Studies, Florida International University, 2019

B.A., Sociology/Anthropology (Magna Cum Laude), Florida International University, 2016

Relevant Experience

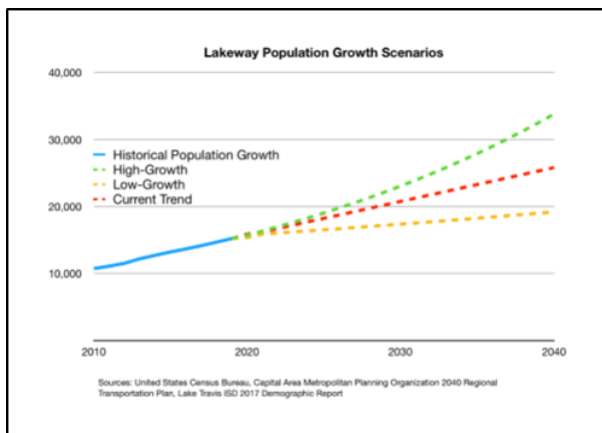


Comprehensive Plan, Economic Development Strategy, TOD Regulating Plan, and Fiscal Impact Analysis – Horizon City, TX

As part of a team of consultants, Pegasus led the socioeconomic and demographic analysis and the creation of an economic development chapter for Horizon City's updated comprehensive plan. The new economic development chapter considers key areas, corridors, and incorporates TOD initiatives.

Pegasus performed a fiscal analysis exploring the economic impacts of different land use scenarios. These analyses culminated into goals, objectives, and recommendations for the future development of Horizon City, outlined in the new comprehensive plan.

Pegasus also led the development of a regulating plan for a 64-acre vacant parcel and convinced the City to move its new city hall, as part of an overall mixed-use urban Town Center. Pegasus is examining the full-build out and overall fiscal analysis for the TOD site, as well as the overall city's FLUM.



Comprehensive Plan, Fiscal Impact Analysis, and Economic Study – Lakeway, TX

Pegasus was among a group of experts that created a comprehensive plan for the City of Lakeway, TX. A relatively built-out city that has limited areas for future expansion. Specifically, Pegasus performed a fiscal impact analysis of three land use scenarios and provided strategic recommendations to guide the planning process and future development of Lakeway. Pegasus

also performed an in-depth market and demographic analysis of Lakeway comparing them to peer cities. Among key economic considerations for this project was the need to address workforce development and the exploration of redevelopment opportunities which respond to the City's anticipated population growth. The fiscal analysis has proved to be one of the most critical aspects of the overall planning effort, which is driving the final FLUM.



Downtown Lot Redevelopment Plan – Stillwater, OK

The City of Stillwater hired Pegasus to continue building on recent successful implementation of downtown public improvements & infill programs spurring densification between Oklahoma State University and Main Street. Pegasus worked

in partnership with architects at ADG and landscape architects of PDG to identify market opportunities and formulate a redevelopment revitalization strategy for two full city-owned blocks in the heart of downtown Stillwater.

Through extensive public outreach and stakeholder input our team facilitated the creation of a community-defined vision for improvements, new developments, and recommended programming for these important lots which included: a revamping of the existing Stillwater Community Center into a modern indoor-outdoor performing arts hub; boutique hotel & with events/meeting facilities; urban lofts; and small-scale retail and office space.



Fields District Study & Economic Development Strategy, Meridian, ID

Pegasus created an Economic Development Strategy, a Downtown Multi-use Plan and a Multifamily Feasibility Study for the City of Meridian, ID (one of the fastest growing cities in the US under 100k population). Pegasus

provided market analysis and feasibility analysis for an Ag-Tech Innovation Campus in the City of Meridian, Idaho. Meridian is a large and growing community located west of the capital of Boise. It sits in the rich agricultural region of the Treasure Valley. More recently, the MSA has witnessed expansion within the technology sector. As the city continues to grow economically and expand geographically into surrounding greenfield areas, the City is seeking a creative, harmonious balance between development and agricultural land preservation.