



TOWN COUNCIL MEETING AGENDA

January 06, 2026, at 7:00 PM

250 River Circle - Alpine, WY 83128

Notice - The video and audio for this meeting are streamed live to the public via the internet and mobile devices with views that encompass all areas, participants, and audience members. Please silence all electronic devices during the meeting. Comments made on YouTube will not be answered. Please email clerk@alpinewy.gov with any questions or comments.

- 1. CALL TO ORDER** - Mayor Green
- 2. PLEDGE OF ALLEGIANCE** – Mayor Green
- 3. ROLL CALL** – Monica Chenault
- 4. ADOPT THE AGENDA**

- a. Possible action item addition:**

Resolution No. 2026-004 - Authorizing Staff To Submit A Grant Application To The Office Of State Lands And Investments for Workforce Housing Funding

APPROVAL OF CONSENT AGENDA

Items listed on the consent agenda are considered to be routine and will be enacted by one motion in the form listed hereafter. There will be no separate discussion of these items unless a Council member or citizen requests, in which case the item will be removed from the Consent Agenda and will be considered on the Regular Agenda.

- 5. CONSENT AGENDA** – Mayor Green
 - a.** Town Council Minutes: December 16, 2025, Town Council Meeting Minutes
 - b.** Bills to Pay: 12/12/2025 - 12/31/2025
- 6. WORKSESSION**
 - a.** Comprehensive Land Use and Development Code (LUDC) Redesign

- 7. REPORTS**
 - a.** Town of Afton Tourism Director - Lisa Grimsley
The Wall that Heals
 - b.** Mayor's Report – Eric Green

- c. Public Works Director Report - Craig Leseberg
- d. Code Enforcement Officer Report - Tara Bender - Submitted in Writing
- e. Engineering Report – Jorgensen Engineering 12/16/2025
- f. Alpine Education Foundation Report - Submitted in Writing

8. ACTION ITEMS

- a. Ordinance No. 2025-016 Allowing The Operation Of Off-Road Vehicles Within The Town Limits Of Alpine - 3rd Reading:

Seeking a motion to approve the 3rd Reading of Ordinance No. 2025-016 Allowing The Operation Of Off-Road Vehicles Within The Town Limits Of Alpine.

- b. Resolution No. 2026-001 - Official Appointments of 2026:

Seeking a motion to approve Resolution No. 2026-001 - Official Appointments of 2026.

- c. Resolution No. 2026-002 - Adopting Written Procedures For Evaluation Of Requests For Proposals For Grant-Funded Capital Projects:

Seeking a motion to approve Resolution No. 2026-002 - Adopting Written Procedures For Evaluation Of Requests For Proposals For Grant-Funded Capital Projects.

- d. Resolution No. 2026-003 - Establishing The Composition Of The Town Of Alpine Board Of Adjustment:

Seeking a motion to approve Resolution No. 2026-003 - Establishing The Composition Of The Town Of Alpine Board Of Adjustment

- e. Contract Increase – Alpine Pretreatment Program Development (JVA, Inc.):

Seeking a motion to approve the requested contract increase for the Alpine Pretreatment Program Development project with JVA, Inc. by increasing the not-to-exceed amount by \$5,200.00, for a revised project total not-to-exceed amount of \$18,900.00, and authorize the Mayor to execute any necessary amendment or documentation consistent with this action.

9. PUBLIC COMMENT

Public comment is limited to a total of 20 minutes, with each speaker allowed up to 3 minutes. This is an opportunity to address the Council on any topic. The Council may listen but will not take action on items raised during this time. Speakers are expected to maintain decorum and be respectful. Written comments may be submitted by 12:00 PM (Noon) on the day of the meeting.

10. ADJOURNMENT



TOWN OF ALPINE, WYOMING
RESOLUTION 2026-004

**A RESOLUTION AUTHORIZING STAFF TO SUBMIT A GRANT APPLICATION TO
THE OFFICE OF STATE LANDS AND INVESTMENTS FOR WORKFORCE
HOUSING FUNDING**

WHEREAS, the Town of Alpine is experiencing workforce housing challenges that impact local employment, economic stability, and community sustainability; and

WHEREAS, the State of Wyoming, through the Office of State Lands and Investments (OSLI), administers the Unmet Housing Grant Program to assist local governments in addressing housing needs, including workforce housing; and

WHEREAS, the Town of Alpine desires to apply for funding through the Unmet Housing Grant Program to support workforce housing planning and/or implementation efforts that benefit the community; and

WHEREAS, submission of the grant application requires formal authorization by the governing body of the Town of Alpine

**NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE
TOWN OF ALPINE, WYOMING:**

1. Town staff are hereby authorized to prepare and submit an application for workforce housing funding to the Office of State Lands and Investments on behalf of the Town of Alpine.
2. The Clerk is authorized to execute all documents and agreements necessary for the submission of the application and administration of the grant, if awarded.
3. This Resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 6th day of January 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>

Signed:

Eric Green, Mayor of Alpine

ATTEST:

Sarah Greenwald, Town Assistant Clerk



TOWN COUNCIL MEETING MINUTES

December 16, 2025 / 250 River Circle - Alpine, WY 83128

CALL TO ORDER

Mayor Green called the meeting to order at 7:00 p.m.

ROLL CALL

Clerk Chenault conducted roll call. Present were Mayor Green, Councilmembers Larsen, Scaffide, Wierda, and Burchard, establishing a quorum. Town Attorney James Sanderson was also in attendance.

PLEDGE OF ALLEGIANCE: Mayor Green led the Pledge of Allegiance.

ADOPTION OF AGENDA

Councilmember Burchard made a motion to adopt the agenda. Councilmember Larsen seconded. Voting Yea: Mayor Green, Councilmembers Larsen, Wierda, Burchard, and Scaffide. Motion carried.

APPROVAL OF CONSENT AGENDA: Items listed on the consent agenda are considered to be routine and will be enacted by one motion in the form listed hereafter. There will be no separate discussion of these items unless a Council member or citizen requests, in which case the item will be removed from the Consent Agenda and will be considered on the Regular Agenda.

CONSENT AGENDA

- (a)** Town Council Meeting Minutes: December 2, 2025, Town Council Meeting Minutes: Councilmember Burchard made a motion to approve the December 2, 2025, Town Council Meeting Minutes, Councilmember Scaffide seconded. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried.

- (b)** Planning and Zoning Commission Meeting Minutes: October 14, 2025, Public Hearing & Regular Meeting Minutes, October 28, 2025, Work Session Minutes, and November 25, 2025, Work Session Minutes. Councilmember Burchard made a motion to approve the listed Planning and Zoning Commission Meeting Minutes, Councilmember Scaffide seconded. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried

- (c) Bills to Pay Report: 11/27/2025 through 12/11/2025. Councilmember Burchard made a motion to approve the Bills to Pay Report: 11/27/2025 through 12/11/2025. Councilmember Scaffide seconded. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried.
- (d) Financial Report: 12/11/2025. Councilmember Burchard made a motion to approve the Financial Report: 12/11/2025. Councilmember Scaffide seconded. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried
- (e) ARPA Grant No. WS-1068 - Grant Draft Request #3: Councilmember Burchard made a motion to approve the ARPA Grant No. WS-1068 - Grant Draft Request #3. Councilmember Scaffide seconded. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried.

REPORTS

Mayor's Report:

Mayor reported that he is feeling significantly better than he was two weeks prior and thanked Council for handling the previous meeting in his absence. He noted he may still cough occasionally but is improving overall.

Events Committee Report - Andrea Burchard:

Councilmember Burchard reported the following upcoming activities and updates:

- Bingo Night will be held Friday. Alpine Trails and Pathways will be present selling tamales and conducting fundraising efforts, including raffle prize packages, to support the Coney Classic.
- Winter Jubilee is scheduled for January 30–31.
- The Coney Classic will take place on January 31.
- Planning is underway for Casino Night on January 31, and the committee is actively seeking dealers. Interested individuals are encouraged to participate.
- Fire dancers will return for Winter Jubilee and are scheduled to perform on January 30.

Engineering Report – Kevin Meagher, Jorgensen Engineering:

No Engineering Report was provided. The Engineer was out of town and did not submit a written report.

Planning and Zoning Report – Melisa Wilson:

Melisa Wilson reported that the Planning & Zoning Commission had no formal updates at this time.

She discussed the possibility of holding a future joint work session between the Planning & Zoning Commission and the Town Council to review and discuss updates to the Land Use and Development Code (LUDC). The Commission intends to continue working through LUDC updates during the slower winter months, consistent with past practice.

Gina Corson, Planning and Zoning Administrator, as well as the Commission, is compiling a list of items identified over the past year for discussion. Once prepared, a joint work session may be scheduled to allow Council input. This has been scheduled for February 3, 2026, at 6:00 PM.

Councilmember Scaffide requested that the Dark Sky Ordinance, previously submitted by her, materials be included as a discussion item at a future meeting for additional review and brainstorming.

Economic Development Report– Jeremiah Larsen:

Councilmember Larsen reported that he spoke earlier in the day with Bob King regarding economic development and county travel and tourism matters.

On the economic development side, Lincoln County representatives, including Dan Dockstader, are exploring efforts to reestablish an active Chamber of Commerce in the Valley. The initiative is currently being discussed as a no-cost effort, with the goal of revitalizing and restructuring the organization.

Regarding county travel and tourism, work is ongoing to organize branding, marketing, and grant efforts. Applications are currently being accepted for branding and marketing consultants. Additional discussions are underway regarding trail system development in coordination with the school district, the Caribou-Targhee National Forest area, and the State of Wyoming, including potential projects on state-owned lands south of Freedom.

Alpine Travel & Tourism Board Report - Jeremiah Larsen:

Councilmember Larsen reported that the Alpine Travel & Tourism Board met the prior week and approved funding up to \$25,000 for the Town of Alpine's America 250 / Semiquincentennial Fourth of July celebration, which appears later on the agenda.

The Board also approved a discounted advertising opportunity through Star Valley Independent and will work with staff on implementation.

Additionally, the Board received an application from local residents operating a production and promotional company to assist with advertising and promotional materials for Town events. An application related to Winter Jubilee was received, and coordination with the Winter Jubilee Committee will occur to develop promotional content, including a potential video.

The Board announced that its open application period runs from January 1 through March 15. Applications are for Fiscal Year 2026 (July 1, 2026 – June 30, 2027). Projects and events that benefit the community and support tourism, particularly during the off-season, are encouraged to apply. The Board anticipates beginning application reviews in early April.

Lincoln County Sheriff's Report – Submitted in writing:

The Lincoln County Sheriff's Report was submitted in writing. Councilmembers and the public were advised that the report is available for review on the Town's website.

ACTION ITEMS

Jenkinson, Kathleen, and William- Simple Re-Plat Application:

Marlowe Scherbel of Scherbel, Ltd presented a Simple Re-Plat Application on behalf of Kathleen and William Jenkinson.

The application proposes a lot combination of two existing parcels owned by the applicants into a single parcel totaling approximately 1.69 acres. The properties are located on the south side of Sunset Hill in the Lake View Estates area. The southern boundary of the combined lot adjoins forested land. The request is intended to consolidate the lots, which currently include an existing residence.

Ms. Corson submitted a detailed staff report that confirmed that the proposal complies with applicable zoning requirements, minimum lot size standards, and subdivision regulations. The request was described as straightforward and consistent with Town regulations.

Councilmember Larsen made a motion to approve Jenkinson, Kathleen, and William- Simple Re-Plat Application. Councilmember Burchard seconded.

Voting Yea: Councilmember Larsen, Councilmember Wierda, Councilmember Scaffide, and Councilmember Burchard. Voting Abstain: Mayor Green. Motion carried.

Ordinance No. 2025-016 Allowing The Operation Of Off-Road Vehicles Within The Town Limits Of Alpine - 2nd Reading:

Councilmember Larsen made a motion to approve 2nd Reading of Ordinance No. 2025-016 Allowing The Operation Of Off-Road Vehicles Within The Town Limits Of Alpine. Councilmember Burchard seconded.

Council discussed revisions made since the First Reading, including updates to the ordinance title to better reflect its intent. Council expressed support for the revised language and noted it aligned with the ordinance's original purpose.

Melisa Wilson commented that she appreciated the revisions and felt the rewritten language was well done. She raised a question regarding the ordinance's reference to "sidewalks," specifically whether the paved bike path along Greys River Road would be considered a sidewalk. She noted

concern that this could create confusion regarding off-road vehicle or snowmobile use on the path, as it functions as a multi-use trail rather than a traditional sidewalk.

Council discussed the concern and agreed the language could be clarified prior to the Third Reading if necessary.

Council noted that the designated ORV route map was not attached for the Second Reading. Mayor Green displayed a GIS overview of the route and confirmed that the map would be included on the Town website and attached for the Third Reading. The route generally follows Alpine Drive to Short Street, connects to Trail Drive, and continues to Greys River Road, consistent with routes historically used by local snowmobile operators.

Councilmember Larsen also identified a minor grammatical issue in Section 3(B) and agreed it would be corrected prior to the Third Reading.

Voting Yea: Councilmember Larsen, Councilmember Wierda, and Councilmember Burchard. Voting Abstain: Councilmember Scaffide and Mayor Green. Motion carried.

Ordinance No. 2025-012 - Utility Procedure Ordinance - 3rd Reading:

Councilmember Burchard made a motion to approve 3rd Reading of Ordinance No. 2025-012 - Utility Procedure Ordinance. Councilmember Larsen seconded.

Council asked whether any changes had been made between the Second and Third Readings. Staff reported that the revisions discussed during the prior work session were incorporated and provided to Council at that meeting. Additional minor revisions were made by Jim Sanderson, including edits to the proposed Equivalent Residential Unit (ERU) definition. The ERU definition was initially drafted by Raftelis; however, legal revisions were made to ensure enforceability. All updates were provided to Council during the two-week period between readings.

Council confirmed there were no further questions or concerns with the final version.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard, and Mayor Green. Motion passed **5-0**. Ordinance No. 2025-012 adopted on Third Reading.

Ordinance No. 2025-014 Capacity Fee Ordinance – 3rd Reading:

Councilmember Burchard made a motion to approve 3rd Reading of Ordinance No. 2025-014 Capacity Fee Ordinance. Councilmember Larsen seconded.

Council asked whether any changes had been made between the Second and Third Readings. Staff reported that no changes were made to the Capacity Fee Ordinance during the work session. However, the Equivalent Residential Unit (ERU) definition was updated to ensure

consistency across related ordinances. Council confirmed the ERU definition update was applied uniformly.

Council noted that the ordinance documents were lengthy and had been reviewed multiple times and asked if there were any additional questions or concerns. None were raised.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Voting Abstain: Mayor Green. Motion passed **5-0**. Ordinance No. 2025-014 adopted on Third Reading.

Ordinance No. 2025-013 Utility Rate Ordinance – 3rd Reading

Councilmember Larsen made a motion to approve 3rd Reading of Ordinance No. 2025-013 Utility Rate Ordinance. Councilmember Burchard seconded.

Clerk Chenault reported the proposed utility rate changes, noting that no increase to water rates was included at this time due to insufficient usage data. Mayor Green stated that additional data from the Town's newly installed meters is needed, particularly during the higher summer usage period, before considering any water rate adjustments.

Mayor Green discussed long-term rate-setting goals, including the intent for base rates to cover operating expenses, with usage charges providing additional revenue to support reserves, consistent with prior recommendations from Jorgensen Associates.

Clerk Chenault confirmed that the ordinance includes a 25% increase to sewer rates, intended to move the sewer utility closer to financial self-sufficiency. It was noted that the prior minimum sewer rate of \$54.00 per month per ERU will increase to \$67.50 per month per ERU, with one ERU being the minimum for most customers. Council acknowledged that the increase may not immediately result in full cost recovery but represents a significant step toward that goal.

Clerk Chenault added that the ordinance also includes a water replacement fee intended to accumulate overtime to support future infrastructure needs.

Council confirmed there were no additional changes from the prior discussion. No questions were raised by Council or the public.

Voting Yea: Councilmember Larsen, , Councilmember Wierda, Councilmember Burchard, and Mayor Green. Voting Nay: Councilmember Scaffide. Motion passed **4-1**. Ordinance No. 2025-013 adopted on Third Reading.

Lease Agreement - Lincoln-Uinta County Child Development Center:

Councilmember Burchard made a motion to approve the Lincoln-Uinta County Child Development Center Lease Agreement and authorize Mayor Green to sign. Councilmember Scaffide seconded.

Monica Chenault provided background on the lease agreement, explaining that shortly after the current administration took office, a roof leak was discovered at the Child Development Center building. At that time, it became clear that under the existing lease, the Town was responsible for all building maintenance and repair costs, including roof replacement expenses that were not fully covered by insurance.

Clerk Chenault explained that lease agreements for Town-owned buildings have historically varied and that efforts have been underway for several years to standardize lease language across Town facilities. The updated lease aligns maintenance responsibilities and requirements across Town-owned properties while maintaining appropriate distinctions between commercial tenants and nonprofit or public service entities.

Under the revised lease, the Town retains ownership of the building; however, responsibility for future roof repairs and certain maintenance costs shifts to the lessee, reducing the Town's financial exposure. Clerk Chenault noted that the Child Development Center has reviewed the lease and is agreeable to the revised terms.

Council discussed the nominal annual lease rate and acknowledged the essential community service provided by the Child Development Center as a county-operated, nonprofit entity. Council noted that while the lease rate is minimal, the arrangement supports an important public service, and the Town retains ownership of the facility.

No additional questions or concerns were raised.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard, and Mayor Green. Motion carried.

Resolution No. 2025-050 - A Resolution Authorizing The Town Clerk To Open Three Bank Accounts For Sewer Capacity Fees, Water Capacity Fees, And Meter Fees And Restricting The Use Of Said Funds:

Councilmember Burchard made a motion to approve Resolution No. 2025-050 - A Resolution Authorizing The Town Clerk To Open Three Bank Accounts For Sewer Capacity Fees, Water Capacity Fees, And Meter Fees And Restricting The Use Of Said Funds. Councilmember Scaffide seconded.

Monica Chenault provided background on the resolution, explaining that with the adoption of the utility-related ordinances approved earlier in the meeting, capacity fee revenues are required to be placed into separate, restricted bank accounts. While the Town already tracks these funds separately within its accounting system, an additional level of physical separation is required to ensure compliance and transparency.

Clerk Chenault explained that meter fee revenues will also be deposited into a separate account to clearly distinguish those funds for public transparency and long-term planning purposes. The \$2.00 monthly meter fee collected from customers would be transferred into the restricted meter fee account, with the timing of transfers discussed. Council suggested that annual transfers could

be considered instead of monthly transfers to reduce administrative burden, and staff agreed that this approach could be implemented.

Clerk Chenault further explained that capacity fees collected at the time of connection would be split at deposit, with the operational portion deposited into the operating account and the capacity fee portion deposited directly into the appropriate restricted account. She noted that this approach aligns with best practices and recommendations from Raftelis to avoid future compliance concerns.

Authorized signers on the new accounts will remain consistent with existing Town bank accounts.

No further questions or concerns were raised.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard, and Mayor Green. Motion carried.

Alpine Pretreatment Facility – Blower Failure / Pretreatment Design Assessment (JVA, Inc.):

Councilmember Larsen made a motion to authorize Mayor Green to sign the updated Letter Agreement with JVA, Inc. for the Alpine Pretreatment Facility Design Assessment. Councilmember Burchard seconded.

Clerk Chenault discussed ongoing concerns regarding the design and performance of the pretreatment facility blowers. She explained that JVA, Inc. has already been engaged to review other aspects of the facility and that this additional scope would provide a third-party professional assessment of the blower system and overall pretreatment design.

Clerk Chenault continued to report that the pretreatment facility has now been considered commissioned by the contractor, placing the project within the one-year warranty period. Staff emphasized the importance of promptly identifying and documenting design deficiencies in order to pursue corrective action while the facility remains under warranty.

Council discussed next steps following receipt of JVA's findings, including using the assessment to formally direct corrective action by the contractor. Funding for the assessment will be booked to the wastewater capital project, consistent with enterprise fund accounting requirements. Clerk Chenault noted this approach aligns with audit and accounting standards.

Council acknowledged the importance of proceeding with the assessment to resolve the blower issues and move the project forward.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard Voting Abstain: Mayor Green. Motion carried.

Resolution No. 2025-056 - Repealing And Replacing Resolution No. 2025-047 And Resolution No. 2025-049 And Authorizing The Use Of Alpine Travel & Tourism Funds For The Town Of Alpine's 250th Celebration:

Councilmember Burchard made a motion to approve Resolution No. 2025-056 - Repealing And Replacing Resolution No. 2025-047 And Resolution No. 2025-049 And Authorizing The Use Of Alpine Travel & Tourism Funds For The Town Of Alpine's 250th. Councilmember Scaffide seconded.

Jeremy Larsen stated that he would abstain from voting due to his position as Chair of the Alpine Travel & Tourism Board. He also recommended revising the wording in the resolution to better reflect the Board's intent.

Council discussed the intent of the Alpine Travel & Tourism Board's approval, clarifying that the funding is intended to provide up to \$25,000 for eligible expenses associated with the Town's 250th (Semi-Quincentennial) Fourth of July celebration, excluding fireworks, which are expected to be addressed through a separate application at a later date. The purpose of the resolution is to allow the Town to begin expending funds for approved celebration-related costs and seek reimbursement through Travel & Tourism.

Clerk Chenault explained that the resolution would allow flexibility for the Celebration Committee as event planning continues and that the funds are reimbursement-based and must be expended by the Town in accordance with state statute.

Motion to Amend:

Councilmember Scaffide made a motion to amend the resolution language to read that the Alpine Travel & Tourism Board has approved providing up to a total of \$25,000 for the Town of Alpine's 250th Celebration, removing specific allocations within the resolution. The amendment was seconded by Councilmember Burchard.

Vote on Amendment:

Motion to amend carried unanimously.

Council returned to the main motion as amended.

Voting Yea: Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard Voting Abstain: Mayor Green. Motion carried.

PUBLIC COMMENT

Daniel Schou addressed the Council and thanked them for their work. He asked for clarification regarding the operational status of the Alpine Pretreatment Facility, specifically questioning whether the facility is nonfunctional without the blowers. Staff clarified that the facility is operational; however, the blowers are not functioning as efficiently as intended and may not be properly sized, resulting in performance concerns.

Mr. Schou also commented on Ordinance No. 2025-016 regarding the operation of off-road vehicles within the Town limits. He expressed concern that the ordinance does not include specific enforcement penalties and questioned the effectiveness of an ordinance without fines for violations. Council and staff explained that the ordinance is required by the State to qualify for certain funding and follows a state-provided model. It was further noted that other existing ordinances and law enforcement authorities provide enforcement mechanisms for unsafe or unlawful behavior.

Mr. Schou thanked the Council for the clarification.

No additional public comments were offered.

EXECUTIVE SESSION

Councilmember Larsen made a motion to enter into executive session. Councilmember Burchard seconded. Council entered executive session at 8:05 p.m.

ADJOURNMENT

Councilmember Larsen made a motion to adjourn. Councilmember Burchard seconded the motion. Voting Yea: Mayor Green, Councilmember Larsen, Councilmember Scaffide, Councilmember Wierda, Councilmember Burchard. Motion carried. Meeting adjourned at 9:30 p.m.

MINUTES ARE A SUMMARY OF THE MEETING

Transcribed By:

Sarah Greenwald, Town Assistant Clerk

Date

Attest:

Monica L. Chenault, Town Clerk

Date

Minutes approved in a legally advertised meeting on January 7th, 2025

Signed:

Eric Green, Mayor

Attest:

Monica L. Chenault, Town Clerk

Town of Alpine

Check Register - Town of Alpine
Check Issue Dates: 12/12/2025 - 12/31/2025Page: 1
Dec 31, 2025 01:16PM

Report Criteria:

Report type: Summary
Check.Type = {<>} "Adjustment"

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount	
12/25	12/31/2025	0	870	Energy Laboratories, Inc	52-20100	703.00	
12/25	12/31/2025	0	1430	Kubwater Resources, Inc.	52-20100	6,231.97	
12/25	12/31/2025	0	1970	SOLV Business Solutions Safeguard 233439	52-20100	725.43	
12/25	12/31/2025	0	2390	USABlueBook	52-20100	110.69	
12/25	12/31/2025	0	2420	USDA Forest Service	51-20100	1,156.44	
12/25	12/31/2025	0	2450	Valley Auto Supply	10-20100	122.80	
12/25	12/31/2025	0	2480	Valley Wide Cooperative, Inc	10-20100	1,640.55	
12/25	12/31/2025	0	2870	Sanderson Law Office	10-20100	2,600.00	
12/25	12/31/2025	0	2890	High Country Linen	52-20100	359.37	
12/25	12/31/2025	0	1910	Servant Electric, PC	51-20100	3,309.58	
12/25	12/31/2025	0	200	Alarmlogix	10-20100	35.00	
12/25	12/31/2025	0	1510	Lincoln County Sheriff's Office	10-20100	65,000.00	
12/25	12/31/2025	0	4000	Midwest Assistance Program, Inc.	52-20100	900.00	
12/25	12/31/2025	0	4150	Yost	52-20100	115.79	
12/25	12/31/2025	0	4200	JVA, Inc.	52-20100	3,528.00	
12/25	12/31/2025	0	710	Core & Main LP	52-20100	182.20	
12/25	12/31/2025	0	910	Fall River Propane	52-20100	12.00	
12/25	12/31/2025	0	1340	Jorgensen Engineering	52-20100	17,757.55	
12/25	12/31/2025	0	1380	The Kemmerer Gazette	10-20100	69.99	
12/25	12/31/2025	0	1520	Lincoln County Treasurer	52-20100	12.50	
12/25	12/31/2025	0	3340	Ahren Schultheis	52-20100	1,000.00	
12/25	12/31/2025	0	4320	Assurity Life Insurance Company	10-20100	341.00	
12/25	12/20/2025	20626	1940	Silver Star Communications	10-20100	236.24	M
12/25	12/20/2025	20627	1940	Silver Star Communications	52-20100	321.36	M
12/25	12/20/2025	20628	1940	Silver Star Communications	10-20100	596.67	M
12/25	12/23/2025	20630	960	First Bank Card	51-20100	3,458.00	M
12/25	12/16/2025	20819	180	Advanced Pump and Equipment	52-20100	396.27	
12/25	12/16/2025	20820	200	Alarmlogix	10-20100	35.00	
12/25	12/16/2025	20821	250	Alpine Ace Hardware	51-20100	3,841.33	
12/25	12/16/2025	20822	480	Belinda Penny	10-20100	640.00	
12/25	12/16/2025	20823	570	Broulims-Alpine	10-20100	119.18	
12/25	12/16/2025	20824	620	Caselle	52-20100	3,097.00	
12/25	12/16/2025	20825	700	Control Engineers, PA	52-20100	8,790.01	
12/25	12/16/2025	20826	3920	Cushing Terrell	10-20100	18,187.50	
12/25	12/16/2025	20827	870	Energy Laboratories, Inc	52-20100	994.00	
12/25	12/16/2025	20828	1080	Green Turf Landscapes, Inc.	10-20100	12,600.80	
12/25	12/16/2025	20829	2890	High Country Linen	52-20100	384.19	
12/25	12/16/2025	20830	1310	Jenkins Building Supply	52-20100	917.89	
12/25	12/16/2025	20831	4200	JVA, Inc.	52-20100	4,868.00	
12/25	12/16/2025	20832	1510	Lincoln County Sheriff's Office	10-20100	706.50	
12/25	12/16/2025	20833	1530	Lincoln County Water Quality Lab	51-20100	81.00	
12/25	12/16/2025	20834	1680	Norco, Inc	10-20100	39.60	
12/25	12/16/2025	20835	1700	One Call of Wyoming	52-20100	22.05	
12/25	12/16/2025	20836	4090	Pacific Office Automation	10-20100	220.88	
12/25	12/16/2025	20837	1810	Parkland USA Corporation	10-20100	2,265.19	
12/25	12/16/2025	20838	3940	PEAC Solutions	10-20100	282.98	
12/25	12/16/2025	20839	1780	RE Investment Company	10-20100	157.95	
12/25	12/16/2025	20840	1880	Salt River Motors	52-20100	237.70	
12/25	12/16/2025	20841	4170	Stelting & Gross Attorneys at Law	52-20100	1,440.00	
12/25	12/16/2025	20842	2140	SVI Media	10-20100	349.13	
12/25	12/16/2025	20843	3990	Tara Bender	10-20100	24.12	
12/25	12/16/2025	20844	2450	Valley Auto Supply	10-20100	416.08	
12/25	12/16/2025	20845	2480	Valley Wide Cooperative, Inc	10-20100	510.89	

Town of Alpine

Check Register - Town of Alpine
Check Issue Dates: 12/12/2025 - 12/31/2025

Page: 2

Dec 31, 2025 01:16PM

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
12/25	12/16/2025	20846	4290	W.W. Grainger, Inc.	52-20100	201.36
12/25	12/16/2025	20847	3530	West Bank Sanitation	52-20100	3,412.04
12/25	12/16/2025	20848	2590	Western States Equipment	10-20100	424.35
12/25	12/16/2025	20849	2640	Wyoming Association of Rural Water Syst.	51-20100	505.00
12/25	12/16/2025	20850	4150	Yost	52-20100	234.68
Grand Totals:						176,928.80

Summary by General Ledger Account Number

GL Account	Debit	Credit	Proof
10-20100	121.63	122,612.57-	122,490.94-
10-21130	341.00	.00	341.00
10-42-240	376.94	.00	376.94
10-42-315	4,602.40	.00	4,602.40
10-42-325	503.86	.00	503.86
10-42-335	1,287.90	.00	1,287.90
10-42-340	466.37	.00	466.37
10-42-350	35.63	.00	35.63
10-42-360	69.99	.00	69.99
10-42-410	435.66	12.63-	423.03
10-45-411	197.00	.00	197.00
10-48-410	85.50	.00	85.50
10-50-331	2,256.85	.00	2,256.85
10-50-350	228.00	.00	228.00
10-50-411	270.00	.00	270.00
10-54-333	502.11	.00	502.11
10-54-334	824.35	.00	824.35
10-54-351	424.35	.00	424.35
10-54-455	2,265.19	.00	2,265.19
10-56-319	65,706.50	.00	65,706.50
10-56-335	.99	.00	.99
10-56-454	24.12	.00	24.12
10-58-330	296.71	99.00-	197.71
10-58-332	997.01	.00	997.01
10-58-334	844.00	.00	844.00
10-58-336	1,250.00	.00	1,250.00
10-58-380	8.92	.00	8.92
10-58-410	2,137.77	.00	2,137.77
10-58-411	69.71	.00	69.71
10-58-450	49.30	.00	49.30
10-58-452	1,179.61	.00	1,179.61
10-58-454	1,600.02	.00	1,600.02
10-65-340	12,600.80	.00	12,600.80
10-65-454	100.00	.00	100.00
10-66-422	599.89	10.00-	589.89
10-66-425	1,014.75	.00	1,014.75
10-90-541	18,959.37	.00	18,959.37
51-20100	.00	14,143.33-	14,143.33-
51-42-315	4,407.60	.00	4,407.60
51-42-335	1,438.82	.00	1,438.82
51-42-360	505.00	.00	505.00
51-42-395	246.94	.00	246.94
51-42-410	539.55	.00	539.55

Town of Alpine

Check Register - Town of Alpine
Check Issue Dates: 12/12/2025 - 12/31/2025Page: 3
Dec 31, 2025 01:16PM

GL Account	Debit	Credit	Proof
51-80-320	81.00	.00	81.00
51-80-325	1,156.44	.00	1,156.44
51-80-332	1,011.05	.00	1,011.05
51-80-452	11.02	.00	11.02
51-80-454	145.00	.00	145.00
51-80-500	6.30	.00	6.30
51-90-545	4,594.61	.00	4,594.61
52-20100	.00	40,294.53-	40,294.53-
52-42-315	127.60	.00	127.60
52-42-335	1,303.84	.00	1,303.84
52-42-410	654.79	.00	654.79
52-82-300	12.50	.00	12.50
52-82-332	974.67	.00	974.67
52-82-335	135.00	.00	135.00
52-82-454	176.16	.00	176.16
52-82-455	70.00	.00	70.00
52-83-315	6,571.96	.00	6,571.96
52-83-320	440.69	.00	440.69
52-83-332	9,679.81	.00	9,679.81
52-83-454	3,012.64	.00	3,012.64
52-84-110	1,000.00	.00	1,000.00
52-84-315	55.00	.00	55.00
52-84-320	1,378.97	.00	1,378.97
52-84-332	3,705.27	.00	3,705.27
52-84-400	500.35	.00	500.35
52-84-454	256.68	.00	256.68
52-90-541	6,710.60	.00	6,710.60
52-90-543	3,528.00	.00	3,528.00
Grand Totals:	177,172.06	177,172.06-	.00

Dated: _____

Mayor: _____

Council: _____

_____Treasurer: 

Town of Alpine

Check Register - Town of Alpine
Check Issue Dates: 12/12/2025 - 12/31/2025Page: 4
Dec 31, 2025 01:16PM

GL Account Debit Credit Proof

Report Criteria:

Report type: Summary
Check Type = {<>} "Adjustment"

Why the LUDC Needs a Comprehensive Redesign

- ▶ • The LUDC has grown through amendments, not design
- ▶ • Issues are structural, not isolated
- ▶ • The updated Master Plan requires a modern regulatory framework

The Problem Is Systemic

- ▶ • Conflicting language across Parts and Articles
- ▶ • Undefined or inconsistent terms
- ▶ • Procedures that do not align with diagrams
- ▶ • Enforcement language lacking graduated steps

Internal Conflicts and Ambiguity

- ▶ • Multiple definition hierarchies
- ▶ • Unclear administrative authority
- ▶ • Nonconforming structures lack clear thresholds
- ▶ • Increased appeal risk

Evaluation Criteria Are Too Broad

- ▶ • Same criteria applied to different application types
- ▶ • Vague standards weaken findings of fact
- ▶ • Reduced predictability for applicants

Processes Are Illustrated but Not Enforceable

- ▶ • Diagrams exist but are not tied to code text
- ▶ • Applicants rely on diagrams
- ▶ • Decisions must rely on text

Administrative Burden on Staff

- ▶ • Multiple ordinances must be cross-referenced
- ▶ • Significant staff time spent interpreting code
- ▶ • Reduced efficiency and service

Why Professional Redesign Is Necessary

- ▶ • Code has force of law
- ▶ • Requires legal and technical expertise
- ▶ • Not suitable for incremental in-house edits

Benefits of a Comprehensive Redesign

- ▶ • Clear, predictable standards
- ▶ • Stronger legal defensibility
- ▶ • Easier administration
- ▶ • Better public experience
- ▶ • Alignment with Master Plan

Staff Recommendation

- ▶ • Proceed with comprehensive LUDC redesign
- ▶ • Engage professional consultants
- ▶ • Integrate Master Plan
- ▶ • Modernize structure and processes



STAFF REPORT

To: Town Council, Town of Alpine
From: Gina Corson- Planning and Zoning Administrator
Subject: Recommendation to Proceed with a Comprehensive Land Use and Development Code (LUDC) Redesign
Date: December 31, 2025

Purpose

The purpose of this staff report is to recommend that the Town Council seriously consider proceeding with a **comprehensive redesign of the Town of Alpine's Land Use and Development Code (LUDC)**. This effort is intended to strengthen the clarity, usability, defensibility, and overall effectiveness of the Code, while guiding next-step discussions, establishing priorities, and integrating the updated Master Plan to ensure cohesiveness. This process also presents an opportunity to modernize and digitize the LUDC, improving internal administration and external usability for residents, applicants, and builders.

Background

As staff continue to administer the day-to-day operations of the LUDC, it has become increasingly apparent that the Code suffers from **systemic and widespread deficiencies** that extend beyond any single section or topic. These issues affect applicants, decision-makers, and staff alike, and they significantly hinder efficient and consistent administration by both the Planning and Zoning Administrator and the Code Enforcement Officer.

The recently updated Master Plan underscores the need for clear, modern, and predictable development regulations. Effectively implementing that Plan requires a regulatory framework that is internally consistent, legally defensible, and aligned with contemporary planning and development practices.

Key Issues Identified

Through ongoing administration and review of the LUDC, staff have identified numerous issues, including but not limited to the following examples:

1. Internal Conflicts and Inconsistencies



Several sections of the LUDC contain textual inconsistencies, undefined or incorrect cross-references, and potential conflicts between Parts, Articles, and Sections. These issues create ambiguity for applicants, staff, and decision-makers, increasing the risk of inconsistent interpretation, enforcement challenges, and legal vulnerability.

Example A – Conflicting Authority Between LUDC and ICC Codes

- Section 4-201 adopts the most current ICC codes at the time of construction, while Section 4-202 states that LUDC definitions override IBC definitions in the event of conflict.
- This creates ambiguity when ICC terms are relied upon for enforcement but overridden by local definitions without clear cross-referencing or hierarchy.

*Applicants and enforcement staff cannot consistently determine which definition or standard controls, increasing appeal risk.

Example B – Nonconforming Structures and Expansion Thresholds

- Nonconforming structures are allowed limited expansion under Part 5, while Part 4 applies current building codes to new work without clearly stating whether thresholds trigger full compliance.
- These provisions are not cross-referenced, leaving interpretation to staff discretion.

*Creates an inconsistent application and exposes the Town to claims of unequal treatment.

2. Missing Provisions for Digital Submittals and Online Records

Modern land use codes typically include explicit authorization for electronic applications, digital signatures, electronic zoning maps, and online posting of meeting materials. These provisions are largely absent from the current LUDC, limiting the Town’s ability to modernize administrative processes.

Example A – Paper-Based Procedures Throughout Part 2

- Part 2 assumes physical submission and posting requirements (e.g., notices posted at Town Hall, sign postings, mailed affidavits) with no authorization for electronic equivalents.
- No language authorizes electronic zoning maps, digital records, or online agendas.

*Limits modernization, complicates CitizenServe and GIS integration, and creates legal uncertainty around electronic processes already in use.



3. Evaluation Criteria Are Overly Broad

Section 2-202 contains general criteria for evaluating land use proposals; however, the criteria are vague (e.g., “contribute to public welfare,” “promote compatibility”) and are not tailored to specific application types such as Planned Unit Developments, zone changes, variances, subdivisions, or Special Use Permits. This lack of specificity reduces predictability and defensibility in decision-making.

Example A – Section 2-202 “General Evaluation Criteria”

- Criteria include phrases such as:
 - “Consistency with the community land use plan”
 - “Promote compatibility”
 - “Contribute to public welfare”
- The same criteria are applied to:
 - Zone changes
 - PUDs
 - Variances
 - Subdivisions
 - Special Use Permits

*Lack of tailored standards weakens findings of fact, reduces predictability for applicants, and increases vulnerability to appeals.

4. Process Diagrams Not Legally Integrated

While the LUDC includes process diagrams (Figures 2-1 through 2-7) illustrating review procedures, the operative code text does not clearly reference or incorporate these diagrams, leaving uncertainty as to which steps are legally controlling.

These examples represent only a portion of the issues identified. Staff can provide additional detailed examples upon request.

Example A – Figures 2-1 through 2-7



- The LUDC includes multiple procedural diagrams illustrating approval paths, but the text does not:
 - Reference the figures
 - State whether the diagram or the text controls
 - Resolve conflicts when steps differ between text and diagram

*Creates confusion during hearings and appeals when applicants rely on diagrams but decisions must be based on text.

5. Ordinance Layering and Amendment History Issues

The LUDC is a compilation of amended ordinances rather than a fully integrated code.

Example A – “Exceptions to Adopted Building Codes”

- Section 4-203 allows future exemptions to be adopted and incorporated, but prior exemptions are scattered across separate ordinances with no consolidated reference table.
- The “LUDC Ordinances to Review” list shows multiple adoption ordinances that modify overlapping sections without reorganization.

*Staff must interpret multiple ordinances simultaneously, increasing administrative burden and legal risk.

Staff Capacity and Risk Considerations

Addressing these issues through incremental amendments or internal drafting would require a **significant commitment of staff time and resources**, primarily from the Planning and Zoning Administrator, and would detract from other essential duties. Moreover, staff does not possess the specialized expertise required to redesign a land use code that carries the force of law.

Because the LUDC establishes enforceable regulations, careful attention must be given to structure, language, internal consistency, and legal defensibility. For these reasons, staff believes a comprehensive redesign should be led by qualified professionals experienced in land use code development.

Professional Assistance and Funding

The Town has received **three bids** from professional planning and code consulting firms for a comprehensive LUDC redesign. Staff has also engaged in discussions with the **Wyoming**



Business Council to explore potential funding opportunities. In addition, we will be meeting with local developers to discuss the potential contribution of funding toward the redesign effort.

Recommendation

Staff strongly recommends that the Town Council give serious consideration to proceeding with a **comprehensive redesign of the LUDC**. This effort represents a logical and necessary next step to implement the updated Master Plan and is critical to ensuring the Town of Alpine has a modern, clear, and effective regulatory framework that supports orderly growth, improves administrative efficiency, and enhances legal defensibility.

A comprehensive redesign of the LUDC is not only timely but **essential for the Town of Alpine to grow and thrive**.



December 30, 2025

25-13

Town of Alpine
PO Box 3070
Alpine, WY 83128
Via email: planning@alpinewy.gov

ATTN: Gina Corson
RE: Proposal/Agreement, Alpine LUDC Update

Gina,

As requested, this is a proposal for professional services to assist the Town of Alpine in updating its Land Use Development Code. This letter can serve as an agreement, or I am also happy to provide additional details or discuss and refine the scope of work to fit your budget.

As discussed in our initial meeting, OPS Strategies is a single-person LLC, founded in 2019 to assist communities, organizations, and landowners in meeting their goals through strategic organization, planning, and study. OPS Strategies has worked with counties, towns, school districts, nonprofits, and landowners to identify strategic solutions that align with community values, trends, and needs. Principal Alex Norton brings award-winning experience in comprehensive planning and public engagement, as well as in affordable housing, growth management, conservation development, small-area planning, land development regulation writing, organizational planning, trend monitoring and analysis, and adaptive management. Alex also has experience implementing SaaS solutions, providing the crucial bridge between practical planning needs and the software developers. Alex has lived in Jackson, Wyoming, his entire life and is available to attend meetings, workshops, and hearings in Alpine, and specializes in the unique community dynamics of living in the mountains of Wyoming.

Rian Rooney of RDR Planning is also available to assist OPS Strategies remotely for this project as a subconsultant. Rian has also worked in Jackson, as well as Ketchum, Idaho, and brings experience writing zoning district and PUD/Master Plan implementation standards in Wyoming. Our resumes are attached.

Examples of past work experience relevant to this project are listed below. We are happy to provide references for any of the projects or provide additional examples of relevant work.

- Teton County Northern South Park Master Plan Implementation Code (2024)
- Town of Jackson and Teton County LDR Cleanup amendments (2020, 2022, 2023)
- Town of Jackson and Teton County Zoning Update to Implement Comprehensive Plan (2016-2022)
- Town of Jackson and Teton County LDR Restructure (2014)
- Teton County permit database SaaS implementation and administration (2007-2018)

Thank you again for this opportunity, and please reach out with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alex Norton".

Alex Norton, AICP
Principal, OPS Strategies

PROJECT DESCRIPTION

It is my understanding that the Town of Alpine is seeking assistance in updating and digitizing its Land Use Development Code to address existing inconsistencies, improve administration, and implement the Comprehensive Plan update.

Project Summary

Task	Deliverables	Schedule	Fee
1. 2026 Permit Season Updates	<ul style="list-style-type: none"> +/- 30 targeted LUDC amendments to address known inconsistencies. 	March 2026	\$13,125
2. LUDC Restructure and Digitization	<ul style="list-style-type: none"> Updated and restructured LUDC formatted for digitization. Advice on digitization platform. 	September 2026	\$56,000
3. New Zones and Overlays	<ul style="list-style-type: none"> Standards for new zones and overlays identified in the Comprehensive Plan. 	September 2026	\$39,375
4. Regular Project Check-Ins	<ul style="list-style-type: none"> Virtual or in-person meetings with staff. 	Throughout	\$3,150

SCOPE OF SERVICES

1. Update the existing LUDC to address inconsistencies and omissions in advance of the upcoming permit season. This initial task will also familiarize OPS Strategies with the LUDC and opportunities for improvement in subsequent tasks.
 - Review the staff list of inconsistencies and desired clarifications (+/- 30 targeted amendments).
 - Draft updates.
 - Present updates to the Planning & Zoning Commission and Town Council.
2. Update the LUDC structure and administrative procedures to implement the Comprehensive Plan and format it into the structure required for third-party Software as a Service (SaaS) digitization. The updated LUDC will rely on organization and cross-references to help users easily identify the provisions applicable to a site/project while avoiding repetition that can lead to inconsistency as the LUDC is updated over time. OPS Strategies can format the code for whichever SaaS the Town selects, including working within an SaaS like enCodePlus.
 - Review the Comprehensive Plan and determine the desired administrative processes and appropriate LUDC structure options with examples from other communities.
 - Conduct public workshops with Council and/or the Planning & Zoning Commission to review administration options (1-2 workshops).
 - Restructure the existing codes for clarity, usability, and adaptability for future zones and overlays.
 - Present updates to the Planning & Zoning Commission and Town Council. (2-5 hearings).
 - Amend draft LUDC as necessary based on hearing direction.
 - Advise the Town in selecting a digital code platform and the appropriate options.
 - Digitally format the updated LUDC, with the necessary cross-references, so that the code can be digitized in enCodePlus, Municode, or another Town-selected digital code platform.
3. Create new zones and overlays to implement the Comprehensive Plan
 - Review the Comprehensive Plan to determine the new zones and or overlays needed for implementation.
 - Conduct public workshops to identify the desired standards for new and existing zones (1-2 workshops).
 - Draft new and updated zoning standards.
 - Present updates to the Planning & Zoning Commission and Town Council (2-5 hearings).
 - Amend draft zone as necessary based on hearing direction.
 - Format the new zones, with the necessary cross-references, so that the code can be digitized in enCodePlus, Municode, or another Town-selected digital code platform.

4. Regular virtual or in-person check-ins with staff to discuss the project.

EXCLUSIONS TO SCOPE OF SERVICES

The scope of services **does not** include the following:

1. Legal review of proposed regulations.
2. Attendance at 2nd and 3rd readings of ordinance adoption.
3. Printing or publishing (all products will be delivered digitally in a format acceptable to the Town).
4. Subscription to SaaS digital code service.
5. Ongoing maintenance of the digital code.

FEE AND PAYMENT TERMS

OPS Strategies will complete the scope of services on a time and materials basis at a rate of \$175 per hour, with a total project cost not to exceed **\$111,650**. You will receive an invoice at the end of each month for the work completed the previous month.

This financial agreement is based upon the prompt payment of OPS Strategies invoices and the orderly, continuous progress of the project. OPS Strategies reserves the right to stop work if invoices remain unpaid 60 days past the date of invoice. Past due invoices will be charged finance charges at a rate of 1% per month.

ADDITIONAL SERVICES

If services in addition to the proposed scope of services become necessary, I will discuss the services with you and will request your approval to perform such services on a time and materials basis or for an agreed-upon lump sum fee. I will require your approval before proceeding with additional services. Please note that revisions requested to completed work will be considered additional services.

PERFORMANCE SCHEDULE

Upon receipt of a signed agreement, OPS Strategies agrees to complete Task 1 by March 31, 2026, and Tasks 2 and 3 by September 30, 2026. Tasks 2 and 3 may run concurrently or sequentially.

If there are protracted delays for reasons beyond my control, I would expect to negotiate with you an equitable adjustment of the completion date and my compensation, taking into consideration the impact of such a delay on items including, but not limited to, reallocation of my time and changes in price indices and pay scales applicable to the period when services are in fact being rendered. Additional services, if requested, may constitute just cause for OPS Strategies to renegotiate the completion date of the services.

CLIENT RESPONSIBILITIES

As the Client, you agree to provide OPS Strategies with all pertinent and available project information and promptly inform OPS Strategies of any change in the work that pertains to the scope of services. Known information needs include:

- Planning Director's list of potential LUDC amendments.
- Editable version of the current LUDC.
- GIS files for existing property boundaries, zoning districts, and Comprehensive Plan areas.
- Adopted Comprehensive Plan, and Comprehensive Plan update process materials.

AGREEMENT

This proposal can serve as a Letter of Agreement for services. This proposal represents the understanding between you and OPS Strategies with respect to the project and may only be modified in writing signed by both parties. If

it satisfactorily sets forth your understanding of our agreement, please sign in the space provided and return a signed copy as soon as possible.

Thank you for the opportunity to submit this proposal and to be of service to you. Please call if you have any questions.

Sincerely,



Alex Norton, AICP
Principal

Proposal Accepted by: Town of Alpine
Eric Green, Mayor

(signature)

(date)



ALEX NORTON, AICP

Principal | alex@opsstrategies.com | 307-690-9892

Education

B.S., Urban and Regional Studies, Cornell University, 2006

Certifications & Trainings

American Institute of Certified Planners, 2013

Essential Facilitation, Interaction Associates, 2016

Techniques of Public Participation, IAPP, 2012

Community

Teton County Search and Rescue, 2007-today

Coach, Jackson Youth Hockey, 2006-today

Coach, Jackson Hole Youth Soccer, 2021-today

Skills

- ✗Comprehensive Planning
- ✗Land Development Regulation Writing
- ✗Technical Writing and Presentation
- ✗Public Process Design
- ✗Facilitation
- ✗Organizational Structure
- ✗Project Management
- ✗GIS and Mapping
- ✗Land Use Policy
- ✗Housing Policy
- ✗Transportation Policy
- ✗Conservation Incentives
- ✗Natural Resource Protections
- ✗Success Metrics
- ✗Trend Analysis and Projections

Relevant Experience

OPS Strategies 2019-Today

- Drafted zoning ordinances for the adoption of specific Comprehensive Plan goals in communities in ID and WY.
- Assisted communities in ID and WY with comprehensive evaluation and update of land use regulations, ensuring internal consistency, coherence, and usability.
- Facilitated and authored a strategic partnership and 4-year action plan for Teton County Search and Rescue, which is a public-private-private partnership between the Sheriff, the Search and Rescue volunteers, and a supporting non-profit foundation. Similar work done for other non-profit and B-Corp organizations.
- Co-authored housing needs assessments for numerous communities across WY, ID, CO, CA, and NV, combining local, State, and Federal data with community surveys and engagement to identify needs and strategies for meeting those needs.
- School District enrollment projections to assist in facilities planning and community growth policy.

In Partnership with LegacyWorks Group 2020-Today

- Developed a GIS model of land in Teton County, WY, for potential community conservation efforts, applying working group prioritization of community character values to publicly available datasets.
- Co-developed a [Community Wellbeing Dashboard](#) with guidance from topical community working groups to consolidate and make sense of the array of data and information available in the community.

Town of Jackson and Teton County, WY 2006-2018

- Joint Long-Range Planner for both jurisdictions.
- Administered project tracking database including SaaS migration and software company interface work, and local customizations.
- Project managed and co-authored the 2012 Jackson/Teton County Comprehensive Plan
- Managed projects to update zoning regulations and other policies to integrate and implement community goals across conservation, affordable housing, transportation, and growth management values. Awarded a National Planning Achievement Award from the American Planning Association for public engagement related to housing, parking, and natural resource protection work.
- Developed the Jackson/Teton County Indicator Report methodology and presentation, which was turned into a [dashboard](#) in 2024 by OPS Strategies and LegacyWorks Group.

RIAN ROONEY

he, him, his / rdrplanning@gmail.com / 203.448.6248 / New York, NY

Employment

City of Ketchum, ID Housing Dept., Program and Policy Strategist (Contract)

Research and design housing development and preservation incentive programs. Coordinate with local planning departments on review of affordable housing zoning regulations and development applications. Managed production of and presented an Analysis of Impediments to Fair Housing Choice for Blaine County, led zoning and land use analysis section. Apply for grant funding, develop educational materials, lead data and research efforts.

Remote

8/2022 - Present

Teton County, WY Planning Dept., Independent Planning Consultant (Contract)

Coordinated with stakeholders and drafted new zoning regulations and implementation mechanism to enable development of an 1,800 unit neighborhood of market + affordable housing neighborhood. Supported staff in review of related planning applications.

Remote

7/2022 - 3/2024

Teton County, WY Planning Dept., Associate + Senior Long Range Planner

Promoted to Senior Long Range Planner in under two years. Developed amendments to zoning map and land development regulations, reflecting stakeholder engagement and technical analysis to achieve policy goals. Reviewed and presented recommendations on applications to elected officials. Produced and presented annual indicator report to analyze community trends. Administered Teton County conservation easements and engaged with property owners.

Jackson, WY

2/2020 - 5/2022

City of Newton Planning & Development Dept., Planning and Zoning Intern

Drafted a new zoning map for a citywide update using ArcGIS and Adobe Creative Suite. Developed an Excel model to test and analyze development impacts and outcomes of new code. Presented maps and research to staff and city councilors.

Newton, MA

6/2018 - 6/2019

Education

Harvard University, Graduate School of Design

Master in Urban Planning, with Distinction

Cambridge, MA

Graduated 2019

Columbia University, Columbia College

Bachelor of Arts, Architecture, Cum Laude

New York, NY

Graduated 2012

Experience

Wright-Ingraham Institute, Field Stations Fellow

Participated in an integrative landscape and sustainability workshop in Colombia. Researched land use, property relations, and extractive industries in rural areas and produced report summarizing findings and observations.

Colombia

7/2019 - 8/2019

Harvard Graduate School of Design, Graduate Researcher

Conducted field research in Mexico on wind energy development. Produced a community-scale proposal for energy security and local, rural development that was presented at a symposium and published in a university publication in May 2019.

Oaxaca, MX

5/2018 - 5/2019

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

Town of Alpine, Wyoming

December 22, 2025



Prepared by
Kendig Keast Collaborative

Point of Contact:

Bret C. Keast, AICP, CEO
281.989.8792
bret@kendigkeast.com



Table of Contents

Firm Profile

Zoning and Land Development Code Services

Our Code Drafting Experience

Introduction

Our Philosophy

Coordination with Cushing Terrell

Project Understanding

Project Approach

Option 1: Constrained Update

Option 2: Full Rewrite and Reorganization

Scope of Services

Project Schedule

Proposed Project Budget

Our Success and Reputation

Project Team

Firm Profile

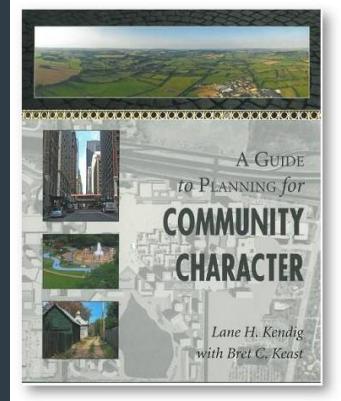
On behalf of Kendig Keast Collaborative (KKC), we are pleased to respond to the Town's request for proposal to facilitate the process of updating the Land Use and Development Code consistent with the Master Plan. This response demonstrates how our credentials, relevant experience, professional tools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

Zoning and Land Development Code Services

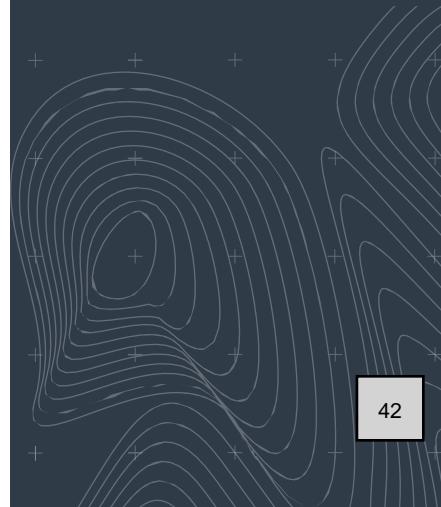
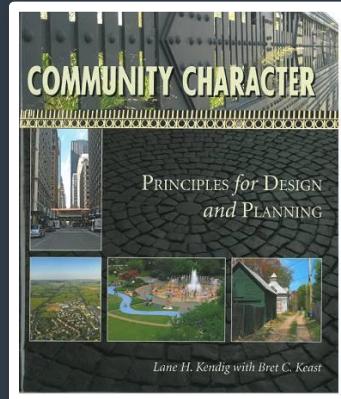
KKC's implementation and regulatory practice includes evaluating, drafting, and amending consensus-based land development regulations. Through thorough analysis and close attention to community input, we tailor regulatory strategies to achieve specific desired outcomes and foster sensitive site design 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		

Introduction

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

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 forthcoming 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.

COORDINATION WITH CUSHING TERRELL

The Development Code Update will be closely coordinated with the Town's Master Plan effort currently being prepared by Cushing Terrell (CT). Because the Master Plan will establish the community's long-range vision, land use framework, and policy direction, the Code Update—whether the Town selects Option 1 (Constrained Update) or Option 2 (Full Rewrite)—must align with and support the emerging goals, themes, and recommendations of the Master Plan.

KKC's approach ensures that both projects—Plan and Code—advance in a complementary, synchronized, and mutually reinforcing manner.

Shared Understanding of Roles and Deliverables

- > *Cushing Terrell* would be responsible for:
 - Development of the Town Master Plan, including vision, guiding principles, land use policy framework, growth concepts, mobility and infrastructure considerations, and implementation strategies.
 - Public engagement, stakeholder interviews, and community outreach connected to long-range planning.
 - Preparation of the Future Land Use Map and related policy diagrams.
- > *Kendig Keast Collaborative* would be responsible for:
 - Updating or rewriting the LUDC to implement the policy directions established in the Master Plan.
 - Strengthening procedures, districts, standards, and development review processes.
 - Ensuring consistency, defensibility, and usability of the regulatory framework.
 - Drafting zoning and development standards that reflect Alpine's desired long-term small-town character and growth patterns.

Coordination Strategy

- > *Regular Inter-Consultant Coordination Meetings.* KKC and CT will meet at key milestones to:
 - Share progress updates;
 - Confirm points of alignment between the Master Plan and the LUDC;
 - Coordinate schedules and deliverables; and
 - Review emerging recommendations and identify regulatory implications early.

These meetings would be held virtually.

- > *Sharing of Technical Background and Analysis.* KKC would make use of Cushing Terrell's:
 - Growth projections;
 - Land capacity analyses;
 - Infrastructure considerations;
 - Community values and themes;
 - Buildout assumptions; and
 - Engagement findings (where appropriate).

This minimizes duplication, reduces cost, and ensures one unified foundation for regulatory and policy decisions.

- > *Schedule and Deliverable Alignment.* The Code Update schedule will be coordinated with Cushing Terrell's deliverable timeline.



PROJECT UNDERSTANDING

Alpine is at a pivotal moment. As the fastest-growing community in Wyoming, Alpine is experiencing escalating development pressure from the Jackson/Teton region while striving to preserve its small-town character, natural setting, and sense of community identity.

Residents and Town leadership expressed a clear message in our discussions:

"Alpine wants to remain a community where families can thrive, neighbors know each other, and growth enhances—rather than erodes—our sense of place."

The Town's Land Use & Development Code (LUDC)—originally written nearly 20 years ago and amended many times since—no longer provides the clarity, predictability, or modern structure needed to manage this growth effectively. Many sections of the code are internally inconsistent, overly discretionary, or lacking essential standards needed for defensible decision-making. These concerns were thoroughly documented in the KKC Observations & Resolutions review, including:

- ◆ *Overlapping authority and ambiguous administrative roles* between P&Z, Zoning Administrator, Building Official, and Design Review Committee (DRC).
- ◆ *Missing or vague procedures* (no completeness checks, shot clocks, or aligned process diagrams).
- ◆ *Broad, subjective approval criteria* that lack legally defensible findings.
- ◆ *PUD requirements and zoning structure* that create unnecessary layers of review and unpredictable outcomes.
- ◆ *Lack of a consolidated use table and dimensional table*, resulting in incomplete or contradictory regulations.
- ◆ *Inadequate design standards*, wildfire overlay standards, buffering requirements, and modern development expectations.
- ◆ *Split subdivision standards* that require applicants to jump between Parts 2 and 4 of the LUDC.

Alpine's leadership emphasized the dual realities shaping this project:

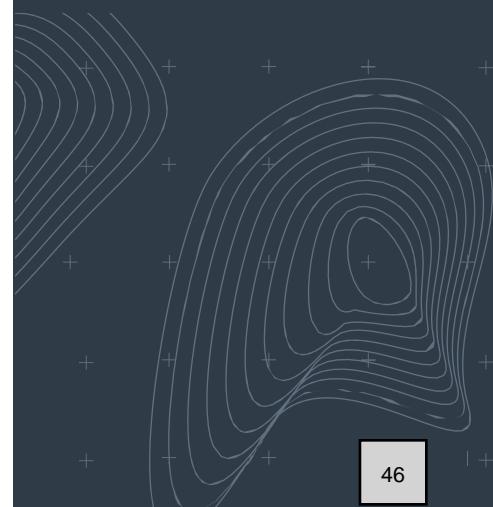
- ◆ *The Town needs to adopt meaningful improvements before the 2026 building season.* Development activity is increasing, and the Town requires clearer, more defensible tools for evaluating applications and guiding growth.
- ◆ *The Town has finite capacity and a limited budget cycle.* A complete rewrite of the LUDC is a sizeable investment that will likely require funding from outside sources.

The LUDC must serve as a tool that supports daily administration by Town staff and appointed officials. Planning and zoning administration in small communities works best when procedures are clear, roles are unambiguous, regulations are internally consistent, and expectations are easy to communicate. The current LUDC places an unnecessary burden on the Town by requiring interpretation across multiple sections, leaving key standards unstated, and lacking the diagrams, cross-references, and usability features expected in a modern code.

By reorganizing the code into a logical hierarchy; consolidating related standards; clarifying roles for P&Z, the Zoning Administrator, the Building Official, and the Design Review Committee; and employing an accessible, plain-language structure, the revised LUDC will become a day-to-day management tool rather than a barrier. Ultimately, the updated code will help Alpine make faster, more consistent decisions, reduce conflicts at the counter and in hearings, and provide a stronger foundation for the thoughtful, community-supported growth the Town envisions.

Small-Town Scale at the Edge of the Jackson Influence

"While Alpine remains a small, close-knit community, its proximity to Jackson Hole influences housing prices, second-home development, and market expectations. Zoning standards must carefully manage this tension—supporting local needs and affordability while avoiding unintended suburbanization or resort-style development inconsistent with Alpine's character."



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.

Because of the above-described practical constraints, the Scope of Services is organized into two distinct options. Each option meets different objectives, timelines, and budget levels. The Town may select either option for 2026—or choose a hybrid of the two options. We're committed to working with the Town to meet its needs.

OPTION 1: CONSTRAINED UPDATE

Targeted Amendments within the Current Code Structure

Option 1 focuses on urgent, high-priority corrections and clarifications that can be made within the existing LUDC structure and numbering. This option is specifically designed to address immediate needs before the 2026 building season and to improve the clarity, consistency, and functionality of the current Code.

When to Choose Option 1:

- > The Town has limited budget capacity for 2026.
- > The Town needs immediate improvements but is not prepared to undertake a full rewrite.
- > Staff need clearer procedures, roles, and standards now.
- > The timing of outside funding may not align with the Town's 2026 timeline.

What Option 1 includes:

- > Fixing inconsistencies, errors, and conflicting language.
- > Clarifying roles and responsibilities in Part 1, General Provisions.
- > Updating procedures and adding completeness checks.
- > Replacing vague approval criteria with objective standards.
- > Updating variance and protest procedures per Wyoming law.
- > Introducing interim design, buffering, access, and wildfire-related text.
- > Strengthening development review pathways using the existing Article 2, Procedures structure.
- > Drafting targeted interim ordinances that can be adopted quickly.

What Option 1 does not include:

- > Reorganizing Parts, Articles, or Sections.
- > Introducing new zoning districts or overlays (beyond interim text).
- > Creating a Unified Use Table or Unified Dimensional Table.
- > Rewriting subdivision, infrastructure, or design standards.
- > Adding graphics, tables, diagrams, or illustrations.
- > Reformatting or restructuring the LUDC.

Option 1 is intentionally limited in scope and cost, providing Alpine with rapid, targeted improvements that strengthen day-to-day administration and decision-making.

OPTION 2: FULL REWRITE AND REORGANIZATION

Build the modern Development Code Alpine needs for the next 20+ years

Option 2 is a comprehensive restructuring and rewriting of the LUDC to create an intuitive, modern, graphically supported, and user-friendly regulatory framework.

When to Choose Option 2:

- > The Town wants a long-term solution rather than incremental fixes.
- > Leadership seeks a Code that reflects Alpine's desired development patterns and character.
- > The Town wants improved usability for residents, staff, developers, and decision-makers.
- > The Town is ready to invest in a complete overhaul of the regulatory structure.

What Option 2 includes:

- > Reorganizing and renumbering the LUDC.
- > Consolidating definitions into a single section.
- > Creating a Unified Use Table and Unified Dimensional Standards Table.
- > Modernizing zoning districts and introducing new overlays as needed.
- > Developing a Wildland–Urban Interface (WUI) Overlay.
- > Overhauling PUD standards and integrating connectivity, block structure, and open space requirements.
- > Creating modern commercial, mixed-use, and residential design standards tailored for Alpine.
- > Rewriting subdivision and infrastructure standards as a coherent system.
- > Integrating diagrams, tables, illustrations, and graphics.
- > Aligning the zoning map with updated districts and policies.
- > Preparing a modernized enCodePlus version of the final Code.

Why Option 2 can be pursued over more than one budget year:

A full zoning ordinance rewrite is a comprehensive effort that benefits from being structured in phases. The Town may elect to advance the most significant policy and structural reforms in 2026, followed by refinement of lower-priority, technical, or implementation-focused items in 2027. This phased approach reflects the scope and complexity of a full rewrite, which requires:

- > More drafting time;
- > Multiple rounds of committee and Council review;
- > GIS and mapping support;
- > Professional graphics and usability design; and
- > Thoughtful implementation and transition planning.

Under this approach, the Town can address its highest-impact needs first while distributing cost, staff workload, and decision-making across more than one budget year. This allows Option 2 to move forward deliberately without delaying meaningful reform.

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.

How the Two Options Relate to Each Other

- > **Option 1** stands on its own as a functional code improvement effort. If Alpine selects Option 1 for 2026, all corrections and clarifications made may carry forward into Option 2 without duplication of effort.
- > **Option 2** is a more robust alternative that provides a long-term regulatory structure. If Alpine selects Option 2 immediately, Option 1 is not needed.

Both options support Alpine's commitment to managing growth thoughtfully, protecting community character, and improving the predictability and usability of its development regulations.

SUMMARY TABLE: CONSTRAINED VS. FULL REWRITE

Task / Scope Element	Constrained Program	Full Rewrite
Edit existing LUDC format	✓	—
Reorganize & renumber LUDC	—	✓
Immediate corrections & clarifications	✓	✓
Interim Ordinances	✓	(superseded later)
New procedural improvements	✓ (within existing format)	✓ (fully integrated)
Unified Use Table	—	✓
Unified Dimensional Table	—	✓
New zoning districts / district rewrite	—	✓
New design standards	Limited (interim only)	✓
PUD reforms	Limited (stopgap fixes)	✓ Full framework
WUI/Wildfire overlay	Minimal placeholder	✓ Comprehensive
Graphics, diagrams, tables	—	✓
enCodePlus web-published code	Light updates	Full modernization

Scope of Services

Effective development codes closely meld the intimate knowledge of staff with the resources and experience of objective advisors, balanced by resident oversight and good leadership. The process must be participatory, transparent, and open-minded, while being practical and mindful of reality.

The LUDC Update will be written and facilitated by the planners, urban designers, certified economic developer, redevelopment specialist, modelers, illustrators and facilitators who offer municipal planning backgrounds and deep ordinance drafting and administration experience.

The following scope of services reflects our immense experience and is designed to produce a code that are visionary yet practical, achievable and understandable. The code will be developed in a cloud-based platform (Option 2) that will be shared with staff to monitor progress, provide edits and comments, and enable web publishing at key milestones in the process. Upon adoption, the LUDC will be in an online, interactive format that is custom-designed for its users and administrators and fully editable for subsequent updates and amendments.

ADD-ALTERNATE SCOPE: ADDITION OF WEB-BASED PLATFORM FOR OPTION 1

The scope of services outlines two options: Option 1 without, and Option 2 with, an online interactive platform. On an add-alternate basis, enCodePlus may also be deployed as part of Option 1. This would provide the Town with a modern, web-based platform for publishing and maintaining the updated LUDC, ensuring that all provisions are intuitively organized, fully searchable, and accessible to the public.

The add-alternate would include:

- > Configuration of the Town's dedicated enCodePlus code environment;
- > Branded templates featuring Alpine's logo, colors, and imagery;
- > Dynamic hyperlinked cross-references throughout the LUDC;
- > Integrated graphics, tables, and diagrams for improved clarity;
- > Optional modules such as the Archive Manager and online application pathways; and
- > Initial training and support for staff to manage the platform.

This approach would allow Alpine to achieve immediate improvements in usability, transparency, and public access while deferring the larger investment associated with a full Platform Option (Option 2) to a later phase if desired.

ENCODEPLUS CLIENT SITES:

Gillette, WY City Code

<https://online.encodeplus.com/regs/gillette-wy/>

Castle Pine, CO

<https://online.encodeplus.com/regs/castlepines-co/>

Durango, CO

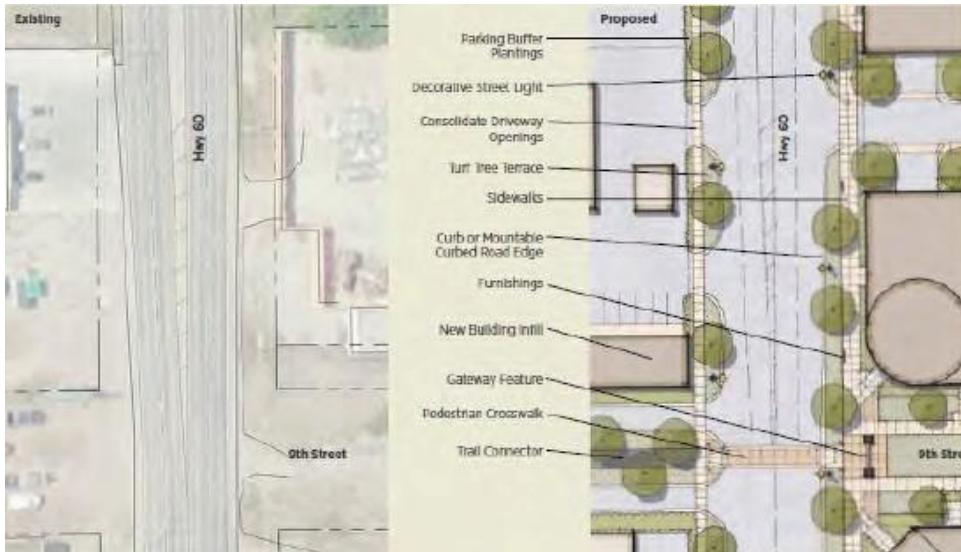
<https://online.encodeplus.com/regs/durango-co/>

Littleton, CO

<https://online.encodeplus.com/regs/littleton-co/>

Winter Park, CO

<https://online.encodeplus.com/regs/winterpark-co/>



OPTIONAL – COMMUNITY CHARACTER WORKSHOP

KKC would facilitate a focused design workshop to help the Town identify desired small-town character outcomes and translate those preferences into clear, implementable zoning standards. The workshop would provide a visual, interactive forum for exploring alternatives and testing how proposed standards would function on real sites within the community.

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.

By grounding zoning decisions in a shared understanding of community character, the workshop will equip the Town with clear, consensus-driven direction for the LUDC update. The resulting guidance will ensure that future development aligns with the community's values, strengthens local identity, and supports a more predictable and effective regulatory framework moving forward.

TASK 1. PROJECT INITIATION + ORIENTATION

Included in Option 1 and Option 2

Task 1 launches the project by establishing expectations, confirming objectives, and setting up the coordination structure needed to guide the code update effort from start to finish.

- > **Kickoff Meeting:** A virtual kickoff session with a Code Advisory Team (CAT) made up of the Mayor, Planning & Zoning Administrator and Commission Chair, Design Review Committee Chair, Public Works Director, Ordinance Enforcement Officer and KKC to:
 - Confirm goals across the applicable Option.
 - Identify the specific issues that must be resolved prior to the 2026 building season.
 - Establish communication protocols and meeting schedules.
 - Review staff's internal improvement list and the findings from the Observations & Resolutions.
- > **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 goals. Key components of this reconnaissance effort include:
 - *Orientation Tour:* Guided by Town staff, highlighting areas of current development pressure, known problem sites, and locations where existing Code language creates interpretation challenges.
 - *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 regulatory 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 to illustrate issues noted in the Diagnostic Review.

TASK 2. DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS

Included in Option 1 and Expanded in Option 2

Task 2 identifies issues, gaps, and inconsistencies in the current LUDC and establishes the priority corrections needed to improve clarity, defensibility, and administration.

- > **Option 1 Focus:**
 - Identify conflicts, inconsistencies, and missing procedures that can be corrected within the existing code format.
 - Review administrative roles and responsibilities in Part 1, General Provisions.
 - Evaluate procedural gaps in Article 2.2, General Development Review and Approval Process.
 - Identify outdated or subjective approval criteria.
 - Document immediate corrections needed for development quality, transitions, and wildfire sensitivity.

> **Option 2 Expansion:**

- Identify deeper structural issues that require reorganization.
- Document opportunities for new districts, tables, overlays, and unified standards.
- Define long-term modernization needs.

TASK 3. AMENDMENTS MATRIX / ANNOTATED OUTLINE

Amendment Matrix in Option 1 and Annotated Outline in Option 2

Task 3 defines the structure of the Code updates—either by mapping targeted amendments within the current LUDC (Option 1) or by outlining a reorganized framework for a full rewrite (Option 2).

> **Subtasks:**

- Validate whether targeted amendments (Option 1) or a full structural reorganization (Option 2) best supports the Town's objectives.
- Prepare a refined hierarchy of articles and sections aligned with the selected approach, as needed.
- Identify where existing provisions will be retained, revised, consolidated, relocated, or replaced (Option 2).
- Specify where diagrams, dimensional tables, use matrices, or process charts will strengthen readability and consistency.
- Deliver a concise framework summarizing the organization, rationale, and implications for drafting.

TASK 4. INTERIM AMENDMENTS (NEAR-TERM PRIORITY FIXES)

Included in Option 1 and Option 2

Task 4 develops interim amendments that correct priority issues quickly, strengthening the LUDC ahead of the coming development cycle.

> **Interim Amendments:** Draft amendments addressing:

- Clarified administrative roles;
- Updated procedural steps;
- Legal compliance updates;
- Interim design and buffering standards;
- Temporary wildfire-oriented provisions; and
- Improved approval criteria and decision standards.

TASK 5. WEB-BASED PLATFORM

Add-Alternate in Option 1 and Included in Option 2

Under Option 2, the project includes deployment of the full enCodePlus online platform to host, manage, and maintain the updated LUDC in a modern, accessible, interactive environment. This task encompasses the full configuration of the Town's digital code environment, advanced usability tools, premium modules, and ongoing platform support.

> **Core Platform Development:**

- Full configuration and launch of the Town's enCodePlus environment.
- Migration and publication of the updated LUDC in an interactive, web-based format.
- Integrated hosting, ongoing support, and cloud infrastructure management.

Deliverables:

- *Diagnostic Review Memorandum (Option 1).*
- *Structural Reform Recommendations (Option 2).*

Meetings:

- *CAT Meeting #2 (on-site).*

Deliverables:

- *Diagnostic Review Memorandum (Option 1).*
- *Structural Reform Recommendations (Option 2).*

Meetings:

- *CAT Meeting #2 (on-site).*

Deliverables:

- *Draft Interim Ordinance.*

Meetings:

- *CAT Meeting #3 (virtual).*

Web Content Accessibility
 Guidelines (WCAG) compliance is required under federal accessibility mandates, including the Americans with Disabilities Act (ADA) and Section 508 of the Rehabilitation Act, which apply to publicly accessible digital content. Because zoning and municipal codes function as legal documents and interactive tools, conformance with WCAG 2.1 AA ensures lawful public access, reduces risk, and supports equitable use by all residents.

- > **Advanced Navigation & Usability Tools:**
 - Dynamic hyperlinked cross-references across all chapters, sections, and definitions
 - Interactive tables, expandable sections, and embedded graphics for improved clarity
 - Mobile-responsive design for use across all device types
- > **Branding & Customization:**
 - Customized site template incorporating Alpine's branding, logo, colors, and imagery
 - Configurable landing pages, feature panels, and quick-access tools
- > **Accessibility & Compliance:**
 - WCAG-compliant code publication and user interface
 - Ongoing accessibility monitoring and remediation coverage (\$500 annually)
- > **Training & Ongoing Support:**
 - Dedicated client support, help desk access, and regular platform enhancements
- > **Premium Features (Add-Alternate Enhancements):**
 - *AI Assistant* for natural-language code inquiries and fast interpretation of standards
 - *GeoZone / GIS Integration* for parcel lookups, mapped zoning districts, overlays, and linked standards
 - *Parcel Potential Tool* for density, yield, and development capacity analysis
 - *Land Use Lookup Tool* for determining permitted, conditional, and accessory uses by district
 - *Zoning Navigator* providing interactive, district-specific summaries, linked standards, and simplified user pathways
 - *AppTrak+* for application tracking, status visibility, and integrated communication throughout the review process
 - *Development Calculators* for building height, lot coverage, parking, open space, density, and other quantitative standards
 - *Content Assembler* to automate the creation of staff reports, determinations, notices, and other standard documents.

TASK 6. CODE DRAFTING

Amendments in Option 1 and Modules in Option 2

Task 5 develops the revised Code text—whether focused amendments or comprehensive modules—based on the direction established in prior tasks.

- > **Option 1:** Produce line-in/line-out edits to the existing LUDC—no reorganization—and prepare integrated amendment text for adoption.
- > **Option 2:** Produce rewritten code modules covering administration, procedures, zoning districts, development standards, subdivision standards, definitions, and overlays.

TASK 7. ZONING MAP MODERNIZATION

Add-Alternate in Option 1 and Included in Option 2

Task 6 provides recommended zoning map refinements or a complete map modernization aligned with the updated Code framework.

- > **Option 1:** Recommendations of minor zoning map corrections (if required by interim amendments).
- > **Option 2:** Comprehensive zoning map modernization aligned with rewritten zoning districts and overlays.

TASK 8. LUDC REVIEW + ADOPTION

Add-Alternate in Option 1 and Included in Option 2

Task 7 guides the review and adoption process, ensuring the updated LUDC is vetted, refined, and formally approved by Town decision-makers.

- > **Option 1:** Recommendations of minor zoning map corrections (if required by interim amendments).
- > **Option 2:** Comprehensive zoning map modernization aligned with rewritten zoning districts and overlays.

SUMMARY OF SCOPE HIGHLIGHTS

The following Scope Highlights summarize the key elements of the LUDC update process and the value it brings to the Town of Alpine. Together, these components provide a clear roadmap for improving the clarity, usability, and defensibility of the Town's development regulations, while offering flexible pathways that align with Alpine's priorities, resources, and long-term vision. The highlights below capture the essential features, benefits, and outcomes of the proposed approach.

- ✓ **Two flexible pathways**—a targeted update (Option 1) or a full LUDC rewrite with an interactive online platform (Option 2)—allow the Town to align scope, timing, and budget with its immediate and long-term needs.
- ✓ **A clear diagnostic foundation** identifies procedural gaps, outdated standards, internal inconsistencies, and administrative challenges that hinder predictability and defensibility.
- ✓ **A structured code framework** ensures that amended or rewritten provisions are logically organized, easy to navigate, and aligned with Alpine's vision and regulatory priorities.
- ✓ **Improved procedures and standards** provide clearer expectations for applicants, stronger tools for staff, and more consistent decision-making outcomes.
- ✓ **Optional deployment of the enCodePlus platform** enhances accessibility and transparency with an intuitive, searchable, web-based code environment and integrated cross-references.
- ✓ **Premium digital tools**—including AI-assisted search, GIS zoning maps, workflow guidance, and development calculators—offer scalable enhancements tailored to Alpine's future needs.
- ✓ **An emphasis on Alpine's character and context** ensures the updated LUDC reinforces community identity, responds to local development pressures, and supports long-term livability.

This comprehensive yet flexible scope positions Alpine to strengthen its regulatory framework in a way that is clear, predictable, and true to the community's values. By combining targeted improvements, modern drafting practices, and optional digital tools, the Town will be equipped with a Land Use & Development Code that not only addresses today's challenges but also supports thoughtful, well-managed growth for years to come.

Deliverables:

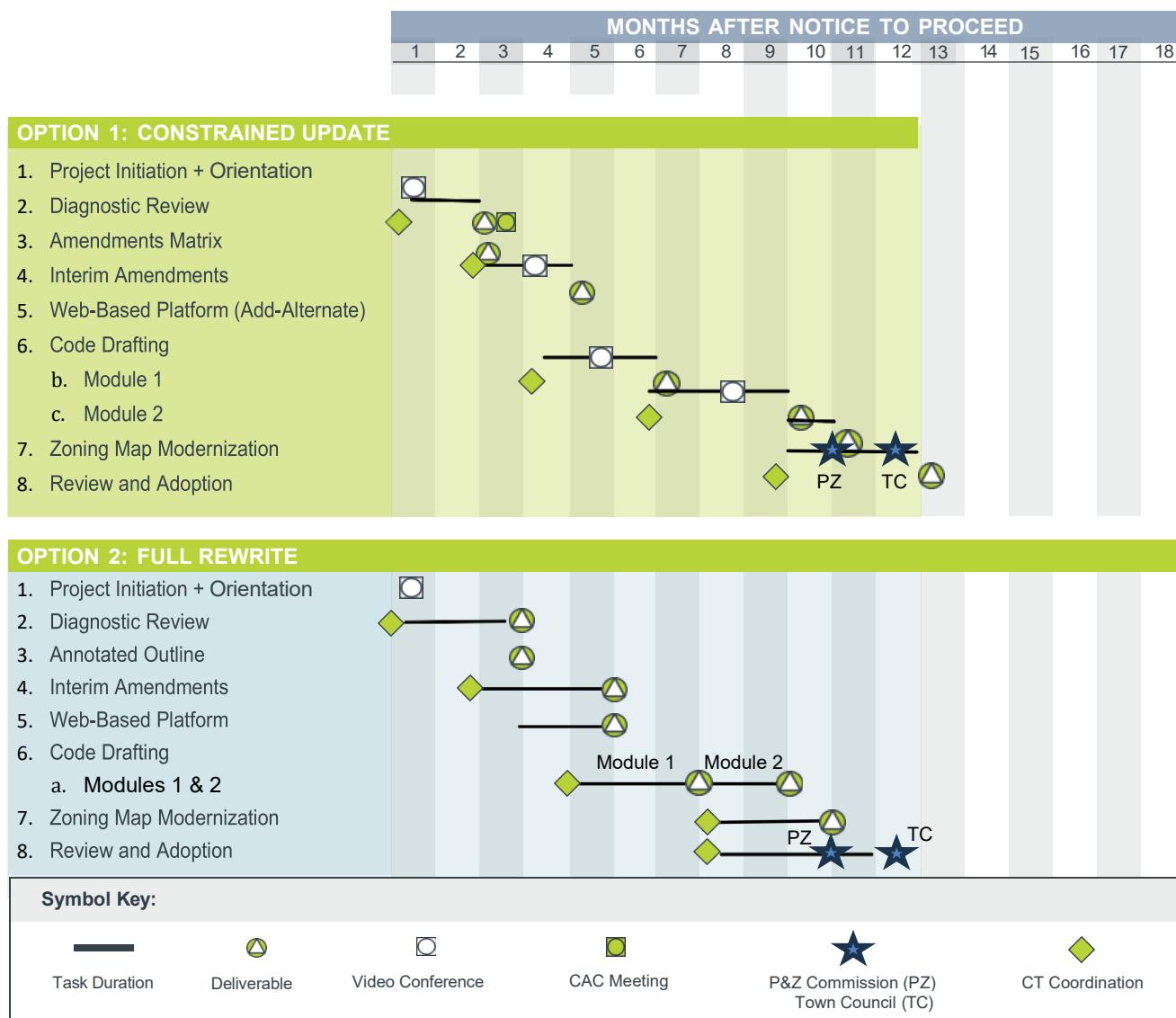
- *Redline Amendments (Option 1)*
- *New LUDC (Option 2)*

Meetings:

- *Add-Alternate (Option 1)*
- *Planning and Zoning Commission Public Hearing (#8) (Option 2 on-site)*
- *Town Council Public Hearing (#9) (Option 2 on-site)*

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 before adoption. As needed, portions of the project schedule may be accelerated to meet other community milestones or taken at a slower pace in order to build in more staff and leadership meetings or explore regulatory concepts in more detail.



Proposed Project Budget

We are pleased to submit the following Budget to the Town of Alpine to facilitate the process of updating (or rewriting) the Land Use & Development Code, based on our understanding of the Town's priorities and the approach outlined above.

Scope Tasks	OPTION 1	OPTION 2
TASK 1: PROJECT INITIATION + ORIENTATION		
Kick-Off Meeting	\$1,800	\$2,600
On-Site Reconnaissance	\$800	\$1,800
TASK 2: DIAGNOSTIC REVIEW + PRIORITY RESOLUTIONS		
Option 1 Focus	\$4,800	--
Option 2 Expansion	--	\$8,600
TASK 3: AMENDMENTS MATRIX / ANNOTATED OUTLINE		
Amendments Matrix	\$3,800	--
Annotated Outline	--	\$6,400
TASK 4: INTERIM AMENDMENTS (NEAR-TERM PRIORITY FIXES)		
Interim Amendments	\$13,200	\$13,200
TASK 5: WEB-BASED PLATFORM		
Core Platform Development [Maintenance Fees Apply]		\$6,700
LUDC Content Migration	ADD-ALTERNATE	\$4,300
Premium Feature (Add-Alternates)		ADD-ALTERNATES
TASK 6: CODE DRAFTING		
LUDC Reorganization & Reformatting	--	\$5,500
Drafting & Illustrations	\$39,400	\$64,700
Consolidated Draft	\$6,400	\$11,100
Meetings	\$8,100	\$9,800
TASK 7: ZONING MAP MODERNIZATION		
Recommended Map Updates	\$2,200	\$2,200
Interactive Online Map (+ Updates) [Maintenance Fees Apply]	--	\$12,500
TASK 8: LUDC REVIEW & ADOPTION		
Public Hearing Draft	\$5,800	\$7,800
Planning & Zoning Commission Hearing	\$7,100	\$8,000
Town Council Hearing + Adoption	\$5,400	\$6,300
TOTAL FEE	\$98,800	\$171,500

The budget is estimated by project task and activity, as well as associated direct expenses. Our budgeting assumes that the Town will have the willingness and capacity to accommodate scheduling strategies intended to expedite the overall effort and optimize use of our team's on-the-ground time in Alpine (e.g., coordination activities, work sessions and meetings concentrated within consecutive days and evenings, etc.). **We emphasize that our estimated costs are entirely negotiable depending on the actual scope of work and timeline set for the project during the scoping process.**



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](#)

CLARION

Clarion Associates

1630 Welton St, Suite 1000C

Denver, CO 80293

clarionassociates.com

303.830.2890

MEMORANDUM

TO: Mayor Eric Green and Planning & Zoning Administrator Gina Corson
FROM: Elizabeth Garvin, Esq., AICP; Gabby Hart, AICP; and Maggie Squyer, AICP
DATE: December 16, 2025
RE: Options to Update Alpine's Land Use & Development Code

Following up on our conversation with you, we've taken a look at the current Alpine Land Use & Development Code ("LUDC") and have a few options for you to consider to make some much needed updates. Attached to this memo you'll find a sample scope of work for a full LUDC update (Attachment A), a drafting schedule to do the update in 2026 (Attachment B), and a budget spreadsheet that provides a fee estimate for each approach described below (Attachment C). We've also collected some sample documents for you to review and included links to the documents in this memo. Please let us know if you have problems with any of the links.

We would be happy to schedule a follow-up call with you to walk through this memo and discuss anything you have questions about.

1. Code Assessment and Annotated Outline

Preparing a Code Assessment and Annotated Outline is the standard way to start a code update project. The "code assessment" piece of this work is an analysis of the current regulations, based on best practices, peer community practices, and community input, that identifies regulations that should be changed or updated to meet local development and policy preferences. The code assessment establishes a roadmap for updates to the LUDC. The "annotated outline" part of the report identifies a modernized, user-friendly organization for the updated regulations and lists changes and updates that should be made in each section. Following review and feedback on the code assessment and annotated outline, a community can jump into a full code update or tackle issues identified in the assessment as individual tasks over a period of time.

The scope of work for a code assessment and annotated outline is provided in the Attachment A sample scope of work. Drafting the assessment as a stand alone document and not as part of a full code update includes the following tasks and typically takes about 2-4 months:

- 1.1.A Project Orientation Meetings

- 1.3 Initial Stakeholder Meetings
- All of Task 2

Here are links to a few of our code assessments in case you'd like to see what they include:

Town of Eagle, Colorado (including Vail work force community):

<https://clarionassociatesllc.sharepoint.com/:w/s/MS/IQBGsGN0o0TORr9pohnGBTKWAdm5jBb8KacP7MLZXqNLmGU?e=QJRMn7>

Town of Silverton, Colorado (including Purgatory work force community, when they aren't hemmed in by the random avalanche closing the highway):

<https://clarionassociatesllc.sharepoint.com/:b/s/MS/IQBz94EgyR4nS6MDSO69looZAck66BuqDRD6tGUsG8PedV4?e=IE93Hv>

Town of Hayden, Colorado (including Steamboat Springs work force community):

https://haydencolorado.com/wp-content/uploads/2025/07/HCO-Development-Code-Assessment_Public-DraftFinal.pdf

2. Full LUDC Update or LUDC Update Task Orders

With a code assessment in place, the Town can decide whether to pursue a full code update or address specific topics in order of importance. Most communities prefer to update the entire code at once, which can provide improve regulations in a shorter period of time. A full code update typically takes between 10 and 18 months and we've proposed an 11.5 month schedule in Appendix B for the Town Council to consider. Our overall drafting approach for a full code is: (1) create a fully updated version for staff review, (2) make agreed-to revisions to create a public review draft, (3) conduct stakeholder and community outreach for input and comment, and (4) prepare an adoption version and support the adoption process. We will schedule members of our team to be available for in person community engagement events as well as participation in Planning Commission and Town Council meetings and hearings as needed to help with the adoption process. We work in Microsoft Word and provide a clean (fully edited, post-adoption) copy of the final code for use on the Town website and/or for submission to Municode to use as a base document for codification.

Doing a full code update is not the only way to update a code, and we've had clients very successfully make targeted updates over time in a way that allows the community to adjust to one or two big changes at a time but not have to learn an entire new set of regulations. With a good code assessment in place, the Town could organize a series of tasks so they create sequential changes that lead to a well-drafted code without much reorganization along the way. The timing for task-by-task updates depends on the Town's funding and assignment scheduling.

Here are links to the updated codes that followed the code assessments we shared above:

Town of Eagle: <https://www.townofeagle.org/DocumentCenter/View/19147/ReCode-Eagle-LUDC-Oct-23-FINAL>



Town of Silverton: https://3fdd9d9a-63fd-43d6-9c1b-98b37af742f3.filesusr.com/ugd/1f628b_f453e818f0104caa7f5ab0321a5423e.pdf

The **Town of Hayden** code update is a current project and has not been completed yet.

Clarion Staff

If the Town is interested in working with Clarion, we will staff the project with our small town specialists, including the following folks, and we are happy to provide our full resumes if you'd like:

Elizabeth Garvin, Director/Owner

Projects: Hayden, CO; Silverton, CO; Billings/Yellowstone County, MT; Mancos, CO; Eagle, CO
Elizabeth Garvin is Director with Clarion, based in the Denver office. She is both an attorney and a planner and she has practiced in both disciplines. She has prepared both traditional and FBC/hybrid code update projects for cities, towns, and counties across Colorado and the country; drafted topic-specific code provisions covering issues such as ADUs, sustainability, and signs; served as an expert witness on land use issues; and organized and undertaken numerous code-related public participation processes. Prior to working with Clarion, Elizabeth founded Community ReCode, was the Planning Director for SAFEbuilt Studio, and practiced law with Spencer Fane. Ms. Garvin is a frequent speaker and author on planning and regulatory topics, including serving as an advisory board member for the Rocky Mountain Land Use Institute as well as RMLUI's occasional legal columnist to the Western Planner.

Gabby Hart, Principal

Projects: Silverton, CO; Hayden, CO; Ketchum and Boise, ID

Gabby is a Principal in Clarion's Denver office. After working in the public sector for the first several years of her career, Gabby embraces her self-appointed role as the "voice of development review," ensuring high-quality work products that are both innovative and functional to administer. She is passionate about finding the unique solutions that best serve each community and strives to produce equitable outcomes. Gabby enjoys making zoning accessible, relevant, and fun (yes, fun!) to staff, community members, and local/elected officials. She enjoys speaking at local and national conferences where she embraces the opportunity to combine her sense of humor with her planning knowledge.

Maggie Squyer, Senior Associate

Projects: Spearfish, SD; Hayden, CO; Gallatin County, MT (mapping future land use); Ketchum, ID

Maggie believes that a community's land use regulations should reflect the preferences of the people who live and work there. Her time spent reviewing development plans, processing entitlements, and responding to land use inquiries solidified her belief that zoning is an extremely powerful - and largely misunderstood - tool that can be leveraged to improve the way communities look, feel, and function.



Christian Neuschmidt, Associate

Code projects: Spearfish, SD; Clemons, NC

Christian Neuschmidt is an Associate in Clarion's Denver Office. He joined Clarion in 2023 after completing his master's in urban planning program at Harvard Graduate School of Design (GSD), with a focus in Housing, Community, and Economic Development. While at Harvard, Christian co-founded the GSD's rural advocacy organization and specialized in small town and indigenous planning, as well as participatory spatial and process design. Christian hopes to use his experiences to shape strong, citizen-focused communities that inspire generosity, neighborliness, and joy.

Our team will be supported by Jazmine Pritchett's GIS/mapping work and Holly White's graphics and document design work.

References

Please feel free to contact any of these current or former clients if you'd like a reference for our work:

- Tegan Ebbert, Deputy Town Manager, Hayden Colorado: 970.276.3741, Tegan.ebbert@haydencolorado.org
- Gloria Kaasch-Buerger, Basalt Town Manager (formerly Silverton, CO): 970.279-4396, gloria.kb@basalt.net
- Chad Phillips, former Town of Eagle Community Development Director: 970.864-6404



ATTACHMENT A: LAND USE AND DEVELOPMENT CODE UPDATE SAMPLE SCOPE OF WORK

This section summarizes the scope of work and deliverables for the comprehensive review and rewrite of the land use and development code. In our experience, it takes a whole community to draft a new code. This scope of work references the following different participant groups who we anticipate working with throughout this rewrite:

- **Residents and Community Members:** Just as in a plan project, participation by community residents is important to verify the correct understanding of issues that are important to the community, and validate the regulatory approaches proposed to address those issues.
- **Project Team:** The core team of Town staff members who manage the project from the Town side.
- **Technical Advisory Committee:** A broader group of Town staff from the Planning Department, but also other departments and divisions that regularly interact with the code. This may be Engineering, Public Works, Legal, Police, and Fire.
- **Working Group:** A group of community members who interact professionally or personally with land use issues in the Town. While architects and developers have direct interaction with the code, other WG members can come from housing advocacy organizations, environmental and parks groups, the Chamber of Commerce, historic preservation organizations, tourism boards, Town/community civic and volunteer organizations, and more.
- **Planning Commission and Town Council:** Participation of elected and appointed officials is critical to the success of a land use code update. At a minimum, the Planning Commission and the Town Council will be provided quarterly updates across the length of the project, and other advisory boards may also be involved as the project intersects with their areas of expertise.

Task 1. Project Initiation and Stakeholder Interviews

OBJECTIVES

- Establish ongoing project management
- Gather and review relevant background materials
- Draft Public Engagement Plan to guide strategy for public participation throughout the project
- Connect with internal stakeholders
- Create project branding, web presence, and information materials
- Develop baseline understanding of strengths and weaknesses of the code



Task 1: Project Initiation and Stakeholder Interviews Summary

	Clarion Responsibilities	Town Responsibilities	Outreach Participants
Task 1.1: Project Initiation Tasks	<ul style="list-style-type: none"> Participate in kick-off meeting Draft and maintain project schedule Organize standing project management calls Create/revise branding options Set up project web site 	<ul style="list-style-type: none"> Participate in kick-off meeting Review project schedule Recommend background documents for review Review and approve brand and marketing style guide Determine web site format and review/approve content 	N/A
Task 1.2: Public Engagement Plan	<ul style="list-style-type: none"> Draft detailed Public Engagement Plan (iterative document) Revise based on Town staff feedback Amend and maintain plan throughout project 	<ul style="list-style-type: none"> Review Public Engagement Plan, suggest edits 	N/A
Task 1.3: Initial Stakeholder Meetings	<ul style="list-style-type: none"> Conduct individual/group stakeholder interviews 	<ul style="list-style-type: none"> Identify stakeholders Schedule virtual or in-person meeting times Attend stakeholder interviews and focus group meetings 	Project Team, WG, TAC, PC and TC, Community

1.1. PROJECT INITIATION TASKS

This set of tasks is designed to allow the Clarion team to work with the Town Project Team to put project management and outreach schedules and processes in place.

1.1.A. PROJECT ORIENTATION MEETING

- Orientation meeting with Town staff and leadership to discuss ongoing project management, confirm project goals, establish project roles and responsibilities, identify a document management protocol, and establish dates and potential participants for the initial round of stakeholder meetings.
- Schedule a twice-monthly status call with the Town's Project Management Team where we coordinate drafting and engagement schedules, substantive issues, and address outstanding follow-up items.

1.1.B. PROJECT BRANDING & PUBLICITY

- Develop the project brand and marketing standards, including project logo development, color and font selection, deliverable templates, and style guide.
- Establish a dedicated project webpage, either independent or supported through the Town's website, with a framework for subsequent updates during the code update process. Once the project webpage is established; maintain and update the site or provide periodic content



updates to Town staff for incorporation at key points during the process.

1.2. PUBLIC ENGAGEMENT PLAN (PEP)

Creating opportunities for meaningful public engagement related to draft new zoning and subdivision ordinances can be especially challenging. Code updates involve highly technical information drafted over an extended timeframe, and many community members are unaware of how land use regulations impact growth and development. The overall strategy described in the Public Engagement Plan will address the following:

- Establish overarching goals for public participation;
- Define specific groups and audiences to be engaged during each project task;
- Establish an overall schedule/timeline for public participation activities;
- Identify specific tools, techniques, and educational materials (e.g., "Zoning 101" handouts, highlights of proposed code changes by topic area) anticipated to be used during each round of outreach activities, as well as any materials or information to be distributed or shared during public events; and
- Define roles and responsibilities (Town staff / Clarion Team) for the execution of various tasks related to specific events and activities.

Clarion has used the following strategies successfully in multiple communities and will work with Town staff to determine the appropriateness of these strategies for the Town:

List of Public Engagement Strategies

Tools and Techniques

- Dedicated project webpage maintained independently by Clarion or in cooperation with the Town's website
- A combination of in-person, virtual engagement, and online engagement
- Use of interactive online mapping tools

Steering Committee Structure and Role

- The proposed code Steering Committee will be comprised of 15-18 individuals with experience using the code (to the extent feasible) and community representatives.
- The Steering Committee will have an opportunity to review and comment on all interim documents before they are released for public review and will be invited to remain engaged throughout the adoption process.
- Steering Committee meetings will be open to the public with an opportunity for public comment.

Elected and Appointed Official Involvement

- The Planning Commission will play an active role in the process, both as part of the Steering Committee and in joint work sessions with the Board
- A joint work session with both the Town Council and Planning Commission is proposed to be held quarterly

Stakeholder Engagement

- A complete round of stakeholder interviews and focus groups will occur held during Task 1 to ensure key groups have an opportunity to weigh in early



List of Public Engagement Strategies

- After the initial stakeholder interviews and focus groups, stakeholders will be convened as needed to collaborate on issues of mutual interest. Topic-specific focus groups (housing, parks, preservation) may be created as needed.

Public Input Opportunities

- An initial online survey with general interest questions will be made available during Task 1 to provide an early opportunity for public input
- Issue-specific public input will be invited during the code drafting phase and the full draft will be presented for public review during the code review phase

Information Sharing/Education

- Input opportunities that accommodate both countywide and area-specific conversations.
- FAQs, videos, info sheets and other methods may be used to help property owners and residents quickly grasp what's proposed to change in the regulations and why, and how proposed changes will (or will not) impact common situations (e.g., established subdivisions, existing lots that are smaller than proposed minimums)

1.3. INITIAL STAKEHOLDER MEETINGS

Schedule and hold an initial round of in-person and virtual meetings with Town staff and stakeholders to identify key issues to be addressed in updating the regulations, gather background data and information, build an understanding of related efforts that may impact the code update; and understand the expectations of various stakeholder groups. Activities are anticipated to include:

- A work session between Town Core Team, additional Planning Staff, and the Clarion Team;
 - Interviews with Town departments and commissions, potentially including:
 - Town Manager
 - Legal Department
 - Building Inspectors and Enforcement Staff
 - Parks
 - Public Works
 - Fire
 - Wastewater, and
 - Any other relevant partner agencies and service providers

Following the stakeholder interviews, Clarion will prepare a brief summary of interview outcomes, highlighting common themes and more detailed issues and opportunities that emerged from conversations. This summary will be used to inform content and recommendations in the ZC & SR Diagnosis and Annotated Outline report described in Task 2.

DELIVERABLES

- Internal stakeholder interview summary memo
- Project logo and branding materials (internal draft and final)
- One- to two-page About the Project handout (FAQs about the project/relationship to the



Comprehensive Plan)

- Introductory content for project webpage (updates to webpage as part of later project tasks)
- Public Engagement Plan (staff and public drafts)

Task 2. Code Assessment and Annotated Outline

▪ OBJECTIVES

- Draft the Code Assessment report with a focus on the overarching themes that will guide the update process and identify potential drafting approaches related to different topics
- Produce an Annotated Outline that establishes an organizational framework and overall strategy for the updated code
- Provide a staff draft of Code Assessment report for review and edits by staff; incorporate edits to produce a public draft of the report
- Share public draft with community members and stakeholders for feedback

Task 2: Diagnosis Report and Annotated Outline Summary

	Clarion Responsibilities	Town Responsibilities	Outreach Participants
Task 2.1: Draft Code Assessment	<ul style="list-style-type: none"> Preliminary draft Code Assessment Facilitate staff meeting(s) to discuss Diagnosis Revise report and post public draft 	<ul style="list-style-type: none"> Review preliminary draft, provide edits 	Determined by Project Team
Task 2.2: Community and Stakeholder Engagement	<ul style="list-style-type: none"> Distribute/post revised Code Assessment Facilitate outreach meetings Collect comments and publish on website 	<ul style="list-style-type: none"> Identify key stakeholders and groups Organize Working Group, stakeholder, and focus group meetings Schedule update with TC and PC 	<ul style="list-style-type: none"> code users Community members Focus groups (ag, sustainability, property owners)

2.1. CODE ASSESSMENT REPORT AND ANNOTATED OUTLINE

2.1.A. CREATE STAFF REVIEW DRAFT

The Code Assessment Report and Annotated Outline is a framework document that identifies high-level issues that will be addressed in the code update, including:

- Code alignment with the Comprehensive Plan;
- Opportunities to modernize the regulations to address current and future development needs and patterns;
- Potential impacts of proposed changes on individual development types (e.g., existing/future



subdivisions, nonconformities, and redevelopment);

- Overall organization and user-friendliness of the code;
- Examples of national best practices that align with proposed changes to the Town's regulations; and
- Alignment with local, state, and federal laws.

The report will provide recommendations for an improved organizational structure, a description of regulatory and procedural options to consider, and commentary explaining the rationale for recommended changes. As needed, we will recommend updates or edits to address legal issues raised by the staff, Town Attorney's Office, or our team.

2.1.B. STAFF REVIEW AND PUBLIC DRAFT

The staff review draft of the Code Diagnosis and Annotated Outline provides an opportunity for Town staff and other preliminary reviewers (such as the TAC or WG) to offer substantive feedback and identify any issues in the Report that should be clarified, adjusted, or added to the document prior to public review. After these groups have commented and provided edits, Clarion will update the report and the second version becomes the public draft that is more widely distributed.

2.2. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Review of the Diagnosis and Annotated Outline is the community's first opportunity to see what will be happening with the code update. We will formalize the outreach activities in the PEP, including at least the following:

- Host in-person and virtual open houses/community meetings to introduce and seek input on key recommendations included in the Code Assessment and Annotated Outline. Each in-person presentation will offer attendees the opportunity to ask questions about the changes and updates proposed in the Report.
- Post an electronic version of the report in a format that enables public comments to be shared and collected virtually.
- Update the Town Council and Planning Commission about both the report content and the community feedback.

When all meetings are complete, Clarion will produce a summary of the feedback and responses collected during the outreach meetings and post it on the project website.

DELIVERABLES

- Internal and public drafts: Code Assessment and Annotated Outline
- Presentation materials for Working Group, PC, TC, and community/stakeholder meetings
- Set up virtual commenting & feedback portal on project website
- Attend and facilitate public and committee meetings on the report
- Summary of community feedback on report distributed to Town Project Team



Task 3. Draft Updated Land Use and Development Code

OBJECTIVES

- Draft internal code in three installments (Zoning Districts & Land Uses, Development Standards and Subdivision Regulations, Administration and Procedures)
- Revise internal drafts based on review and edits by staff; incorporate edits to produce a “public draft” of the Report
- Create consolidated public review draft that combines all installments of code for public review

Task 3 Summary Table

	Clarion Responsibilities	Town Responsibilities	Outreach Participants
Task 3.1, Draft Installments and Consolidated Draft	<ul style="list-style-type: none"> • All 3 Installments and Consolidated Draft: <ul style="list-style-type: none"> ◦ Prepare internal, preliminary draft ◦ Incorporate edits to create revised, public draft • Prepare materials for outreach activities • Conduct outreach & information sessions 	<ul style="list-style-type: none"> • All 3 Installments and Consolidated Draft: <ul style="list-style-type: none"> ◦ Review and comment on preliminary draft ◦ Review revised draft • Schedule outreach activities 	Staff, TAC, WG
Task 3.2: LUC Public Version Community and Stakeholder Engagement	<ul style="list-style-type: none"> • Prepare materials for outreach activities • Conduct outreach & information sessions 	<ul style="list-style-type: none"> • Schedule outreach activities • Review and assess which public feedback should produce changes in the draft 	Staff, TAC, WG, PC and TC, Community members

3.1. LUC TECHNICAL VERSION: DRAFT CODE INSTALLMENTS

Based on the updated identified in the Diagnosis and Annotated Outline, the Clarion Team will start work on the drafting process. The updated code installments will emphasize the use of graphics, tables, and charts to explain zoning and land use concepts, instead of voluminous text. Sample illustrations will be included, though actual final illustrations may not be included until content has been reviewed and language is refined in later drafts. The ZC & DR drafting will be organized into two versions: (1) Technical Version, created for staff, Working Group, and Technical Advisory Committee review, and (2) Public Version, created for general community review. The Technical Version will be drafted in three installments (modules) to allow for review and comment on reasonable portions of the code:

- **Module 1 – Districts and Uses.** This installment focuses on updating the current lineup of zoning districts to align with the Comprehensive Plan and other Town plans and policies. We will use the Annotated Outline to start charting the path toward alignment with land use



designations. Possible outcomes include district consolidations if existing districts have similar purposes and similar standards and uses; creation of new districts to better align with the Town's goals and policies; and elimination of districts that have rarely (or never) been applied on the ground or are contrary to the Town's current land use policies. The land use regulations are also included in this installment. Updates to this content typically includes revisiting the categories and specific use types, and the level of permission for each use in relation to each zoning district. Use-specific standards are included that can help eliminate or mitigate potential impacts of adjacent incompatible uses.

- **Module 2 – Development and Subdivision Design Standards.** This installment will focus on development quality and compatibility standards, such as landscaping, parking, access and circulation, sensitive area protection, site design, and exterior lighting. It will also include the updated subdivision design regulations (while subdivision platting procedures comprise part of installment 3). Additionally, context-sensitive design standards can be developed for the Town's historic village centers. The development standards are often the most complex part of a code project because of the breadth of standards and their relationship to standards that often live outside the code (such as street standards and other engineering standards). We will work with staff to identify the appropriate location for and potential integration of standards within and outside the code.
- **Module 3 – Administration and Procedures.** This installment will focus on streamlining the current procedures for development review applications with an emphasis on: 1) establishing procedures that are easy to understand with a particular focus on improving the clarity of subdivision platting requirements; 2) ensuring procedures are described and applied in a consistent and predictable manner; and 3) applying objective approval criteria—while offering flexibility where appropriate. This installment will also include the general provisions of the code, which contain important elements to ensure the new code functions effectively (e.g., legal authority to regulate land use, relationship to other codes, nonconformities, and enforcement of the code).

3.1.A. LUC TECHNICAL VERSION: STAFF REVIEW DRAFT

- Prepare full draft of each module for staff review. Substantive changes will be called out through the use of commentary boxes that explain the change from current practice, along with the rationale for the change. Both commentary and footnotes will be used to point out how the updated regulations address the issues identified in the Code Diagnosis and Annotated Outline.
- Facilitate a series of in-person and virtual meetings to introduce and seek input on each of the code modules, including: TAC, Working Group, Town Council, and Planning Commission. Task 3.3 Technical Review Version: Consolidated draft and revisions
- Revise, incorporating comments received from the review process, and combine the three modules to create a consolidated draft of the updated code (in Microsoft Word format) for public review. This draft will include revised, final versions of all illustrations.
- Prepare a cover memorandum in a format that allows for comparisons between the current and proposed regulations, summarizing all major changes.

3.1.B. LUC TECHNICAL VERSION: COMMUNITY ENGAGEMENT TOPICS



- During the Technical Version drafting process, identify key or hot topics from each module to share with the community for education, review, and comment.
- Collect comments, update staff, TAC, WG, Planning Commission, and Town Council to gather feedback and guidance.
- Organize all feedback and comments for review with Town staff and identify any additional edits that need to be made to the Technical Version as it is finalized into the Public Version.

3.2. LUC PUBLIC VERSION: COMMUNITY AND STAKEHOLDER ENGAGEMENT

- Host a series of learning sessions and public meetings to introduce and seek input on the public review version of the updated code. Meetings will be held in a range of locations across the Town. A mix of evening, morning, and midday meeting options will be offered. Handouts will be provided to summarize notable changes and answer questions that are anticipated to arise.
- Identify need for any additional focused outreach to address specific issues or concerns.
- Invite community members to comment on the Public Version and zoning conversion map online.

DELIVERABLES

- LUC Technical Version: Three individual code Installments and Consolidated Draft
- Revisions to create LUC Public Version
- Outreach and presentation materials for committees, PC and TC, and community/stakeholder meetings
- Online input opportunity
- Summary of input received as part of Task 3 community and stakeholder engagement

Task 4. Adoption Version code and Adoption Process Support

OBJECTIVES

- Incorporate final changes and edits into Public Review Version to create Adoption Draft
- Facilitate the resolution of any outstanding questions or concerns related to the updated code during the public hearing process

Task 4 Summary Table

	Clarion Responsibilities	Town Responsibilities	Outreach Participants
Task 4.1: Adoption Version	• Prepare adoption draft version Code	• Review and comment on preliminary draft	N/A



Task 4.2: Public Hearings & Workshops	<ul style="list-style-type: none"> • Develop adoption presentation materials • Make adoption presentation (if preferred) 	<ul style="list-style-type: none"> • Review adoption presentation materials • Make presentation (if preferred) 	Community members at public hearing
Task 4.3: Post-Adoption Draft Finalization	<ul style="list-style-type: none"> • Make final edits as agreed in Adoption Hearing 	<ul style="list-style-type: none"> • Review final edits 	N/A

4.1. ADOPTION VERSION

- Prepare an Adoption Version of the new code based on staff instruction following review of the comments provided on the Public Version. The Adoption Version will be prepared as an interactive and searchable PDF that provides a range of hyperlinks, text guidance, and graphics that help user navigation.
- Post Adoption Version for public review

4.2. PUBLIC HEARINGS AND WORKSHOPS

- Support Town staff with adoption process in the form of materials, responses to questions and comments, and presentation assistance. If staff prefers, the Clarion Team can make the adoption presentation. Key team members will also be available to participate in up to four public workshops and/or hearings on the updated code before the Planning Commission and the Town Council.

4.3. POST-ADOPTION FINALIZATION

- Following the adoption of the updated code, edit to prepare a final adopted version that will be provided to Town staff in electronic form for posting to the chosen electronic codification system. Documents and graphics will be provided in both PDF and native format(s).

DELIVERABLES

- Adoption draft and final (adopted) code in MS Word
- Presentation materials/supporting documentation for public hearings and workshops



ATTACHMENT B: FULL CODE UPDATE PROPOSED SCHEDULE FOR 2026

Alpine LUDC Update Drafting Schedule

	January	February	March	April	May	June	July	August	September	October	November	December
Task 1: Project Initiation												
1.1 Initiation Tasks												
1.2 Public Engagement Plan												
1.3 Initial Stakeholder Meetings	Engage											
Task 2: Code Assessment	Drafting	Staff	Engage									
2.1 Drafting												
2.2 Community Engagement												
Task 3: Updated LUDC												
3.1 Draft Technical Version			Clarion drafting			Clarion edits						
3.2 Draft Public Version + Engagement			Staff	Engage	Staff review		Engage	Staff				
Task 4: Adoption Version LUDC												
4.1 Draft Adoption Version Code								Clarion revisions		Edits		
4.2 Public Hearings and Workshops									PC Workshops		Hearings/Adoption	
4.3 Post-Adoption Finalization												
	Virtual stakeholder interviews	In person community input	In person stakeholder and community input			In person and virtual stakeholder and community input			Three workshops to discuss LUDC updates		Two-to-three public hearings for adoption	

ATTACHMENT C: FEE OPTIONS

Alpine, Wyoming Land Use & Development Code Update Budget Options							
Task	Clarion						Total
Team Member	Garvin PIC	Hart PM	Squier APM	Neuschmidt	Pritchett GIS	White	
Billable Rate \$/Hour	\$200	\$150	\$125	\$115	\$105	\$120	
1. Code Assessment and Annotated Outline							
1.1 Project Initiation	0	2	4	0	0	2	8
1.2 Initial Stakeholder Meetings	4	16	16	0	0	0	36
1.3 Diagnosis and Annotated Outline							
1.3.1 Staff Review Draft	6	12	30	20	2	4	74
1.3.2 Public Review Draft	4	8	20	4	0	6	42
1.3.3 Planning Commission and Town Council Update	2	6	6	0	0	0	14
<i>Phase 1: Total Hours</i>	<i>16</i>	<i>44</i>	<i>76</i>	<i>24</i>	<i>2</i>	<i>12</i>	<i>174</i>
<i>Phase 1: Total Labor</i>	<i>\$3,200</i>	<i>\$6,600</i>	<i>\$9,500</i>	<i>\$2,760</i>	<i>\$210</i>	<i>\$1,440</i>	<i>\$23,710</i>
<i>Person trips</i>	0	1	1	0	0	0	2
<i>Phase 1: Total Travel</i>	<i>\$0</i>	<i>\$950</i>	<i>\$950</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$1,900</i>
<i>Phase 1: TOTAL</i>	<i>\$3,200</i>	<i>\$7,550</i>	<i>\$10,450</i>	<i>\$2,760</i>	<i>\$210</i>	<i>\$1,440</i>	<i>\$25,610</i>
3. Full LUDC Update (not including Code Assessment and Annotated Outline)							
3.1 Technical Version: Staff Review Draft and Revised Draft	38	156	240	195	26	40	695
3.2 Public Version and Community Engagement	20	65	78	60	8	10	241
3.3 Adoption Version	30	20	32	40	0	4	126
<i>Phase 3: Total Hours</i>	<i>88</i>	<i>241</i>	<i>350</i>	<i>295</i>	<i>34</i>	<i>54</i>	<i>1062</i>
<i>Phase 3: Total Labor</i>	<i>\$17,600</i>	<i>\$36,150</i>	<i>\$43,750</i>	<i>\$33,925</i>	<i>\$3,570</i>	<i>\$6,480</i>	<i>\$141,475</i>
<i>Person trips</i>	2	2	2	2	0	0	8
<i>Phase 3: Total Travel</i>	<i>\$1,900</i>	<i>\$1,900</i>	<i>\$1,900</i>	<i>\$1,900</i>	<i>\$0</i>	<i>\$0</i>	<i>\$7,600</i>
<i>Phase 3: TOTAL</i>	<i>\$19,500</i>	<i>\$38,050</i>	<i>\$45,650</i>	<i>\$35,825</i>	<i>\$3,570</i>	<i>\$6,480</i>	<i>\$149,075</i>
4. Task Orders							
Priced based on discussion with Town							





Town of Alpine Code Enforcement Officer Report

11/26/25 to 12/30/25

Meeting Date: January 6, 2026
 Submitted By: Tara Bender, Code Enforcement Officer
 Prepared On: December 31, 2025

Citations/Warnings	0 Citations 0 Warnings
Stop Work Orders Issued	0
Total Responses/Investigations	13

Inspections for Building Official	2	Business License Compliance	1
Traffic – Parking/Right Of Way	2	Abandoned Property	1
Traffic - Snow	1	LUDC – Worksite Compliance	2
Crimes Against Property – Trespass/Property Damage	1	LUDC Compliance – Permits/Affidavits	2
Noise Complaint	1		

Tara Bender
 Code Enforcement Officer
 250 River Circle P.O. Box 3070
 Alpine, Wyoming 83128
 Cell: (307) 226-5430
 E-mail: municipal@alpinewy.gov
www.alpinewy.gov



Town of Alpine Monthly Engineer's Report

Council Meeting: December 16, 2025
Submitted By: Kevin Meagher
Engineering Owner Representative
Prepared On: December 10, 2025

Summary of Work

Water Fund:

1. AMI Radio Read Project:

- Wyoming DEQ has asked for a design and permit application for the 8" Targhee Village water meter vault system. Survey and aerial photos are completed and the design is moving forward and is within budget of the ARPA grant funds.
- Core and Main and Public Works staff will install the large water meters for Wells 1, 2, 3 & 4 and the Gray's River Hill booster pump
- Core and Main submitted the Town installed water meter invoices. Jorgensen is waiting on Core and Main's final invoices which then can be compared to the grant documentation
- Public Works is working on getting last ~30 water meters installed

2. Water Permitting:

- Alpine Water District Well-4 DEQ permitting budget to be delivered to Town Staff this week
- Nelson Lane and Overlook Circle DEQ permitting has been submitted to the State
- Waiting on Sunrise Engineering to provide water model data from Master Water Study

Sewer Fund:

1. Pre-Treatment Plant Update:

- Cambrian is adjusting the programing as needed to work through the "bugs" in the control systems
- Control Engineers continues to working on HVAC controls and Half-Plant operation work
- Town Operator has provided Cambrian with requested test results to identify the dissolved oxygen sensor problems. Operator has another set of samples off for 3rd Party testing now

- Cambrian has been notified of several warranty items including;
 - i. Aeration Tank transfer pump
 - ii. Aeration Tank blower
 - iii. MBR Tank blower
 - iv. RAZ pump couplings
- Cambrian has reached out about final billing for the equipment
- JVA Consulting provided the draft technical report on its design findings;
 - i. De-watering sludge press wastewater volume. Snake River MEP is helping the Town relocate the drain and remove the volumetric issue
 - ii. High Quality MBR Permeate discharge location and related pressure and permitting issues
 - iii. Aeration Tank Blower size is in question

2. Waste Water Treatment Plant:

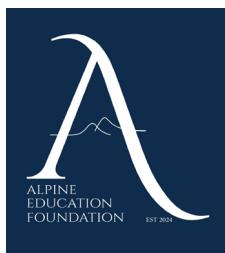
- JVA Consultants and Titus Wastewater Solutions is working with Town operators to decrease the foam with a free-trial ozone mixing aerator
- UV Disinfectant Light Replacement – JVA and Jorgensen are working on options and costs for this 17-yr old failing equipment that is budgeted for replacement this year

Development:

- RV Resort Lodge storm water storage system has been reviewed, Jorgensen's comments have been satisfied

Budgets To Be Presented:

- Well-4 DEQ permitting process cost
- Road Development Standard cost
- Storm Water Development Standard cost



PO BOX 2911
ALPINE, WY 83128
INFO@ALPINEEDUCATION.FOUNDATION

December 27, 2025

Dear Mayor and Council,

Thank you for your patience as I get up to speed with Alpine Education Foundation (AEF) happenings. Business is moving quickly now that we've entered the 1-year countdown to opening day. Below please find a summary of AEF happenings from October through December.

Q4 Summary :

Alpine Charter School Board and Alpine Education Foundation jointly held a groundbreaking ceremony on October 23rd that was well attended. Construction activities at the site are ongoing. New roofing was installed and the buildings are dried in. The ramp to the main entrance is attached. Interior plumbing and electrical work are in progress. A landscape design plan is the works. Structures survived the recent windstorm without incident or damage. It is our plan to host walkthroughs with parents once a temporary certificate of occupancy is obtained.

We purchased a number of desks and chairs from Jackson Hole Classical Academy for future use in classrooms. Additional office furniture, like filing cabinets and shelving units, was generously donated by a local business. More purchases will be made in the coming months as future needs are refined.

The Foundation was granted 501(c)(3) status by the IRS, which allows us to directly receive donations. We approved a donation policy and are working to prepare a 'donor packet' to attract and retain future and existing donors. We established a brokerage account so that we are able to accept a wider variety of donations.

The summer Golf Tournament was wildly successful. We are currently planning a Gala for the evening of February 21, to be held at the Alpine Civic Center. The theme will be "I have no where to wear it." Entertainment details are coming soon. Additionally, registration proceeds from the Alpine Holiday Craft Fair were generously gifted to the Foundation. The Foundation expresses our sincerest gratitude to those who have contributed time and resources thus far to bring the new school to life.

If you have any questions, please let me know. I will report back in the spring with a Q1 update.

Sincerely,

Riley Hovorka

Town of Alpine representative to the Alpine Education Foundation



TOWN OF ALPINE, WYOMING
ORDINANCE NO. 2025-016

**AN ORDINANCE ALLOWING THE OPERATION OF OFF-ROAD VEHICLES
WITHIN THE TOWN LIMITS OF ALPINE, WYOMING**

WHEREAS, the Town of Alpine recognizes that the operation of Off-Road Recreational Vehicles (ORVs) and snow machines is a popular means of transportation and recreation for residents and visitors within the Town and surrounding areas; and

WHEREAS, the Town of Alpine desires to permit the operation of ORVs and snow machines upon Town streets for both recreational and incidental purposes, provided such operation is conducted safely and in accordance with Wyoming law; and

WHEREAS, the Town Council recognizes the importance of maintaining public safety, protecting public infrastructure, and promoting the orderly coexistence of motorized and non-motorized traffic within Town limits; and

WHEREAS, the Town of Alpine seeks to establish clear regulations allowing ORV and snow machine travel on all Town roads, while designating a preferred maintained route for safety, convenience, and seasonal maintenance purposes;

**NOW, THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF THE
TOWN OF ALPINE, WYOMING:**

SECTION 1. PURPOSE

The purpose of this ordinance is to promote the safe and responsible operation of Off-Road Recreational Vehicles (ORVs) and snow machines within the Town of Alpine, while protecting public safety, preserving roadway integrity, and ensuring compliance with Wyoming Statutes. It is the intent of the Town Council to permit ORV travel on all Town of Alpine roads with a valid State of Wyoming ORV permit, while designating a preferred ORV and snow machine route for enhanced maintenance and safety.

SECTION 2. DEFINITIONS

- a) **“Off-Road Recreational Vehicle (ORV)”** — are motor vehicles defined in Wyoming Statute § 31-1-101 (k).
- b) **“Operator”** — every person who operates or has actual physical control of an ORV.
- c) **“Snow Machine”** — any self-propelled vehicle designed primarily for travel on snow or ice, steered by skis or runners and supported in part by one or more tracks.

d) **“Town Road”** — means any street, alley, or roadway maintained by the Town of Alpine for public use, unless specifically closed to ORV traffic by posted signage or Town Council resolution.

SECTION 3. OPERATION OF OFF-ROAD VEHICLES ON TOWN STREETS

a) **Permitted Operation.**

ORVs displaying a current State of Wyoming ORV registration decal (§ 31-2-703(a); § 31-2-702; § 31-5-1601) may be operated on any Town of Alpine road. No additional Town route designation is required for lawful travel.

b) **Operation on All Public Roadways Permissible - Preferred Route.**

Until such time as altered by the resolution of the Governing Body or by posted signage prohibiting such use, ORVs and snowmachines may be operated on any public roadway within the municipal boundaries of the Town of Alpine, Wyoming. The Town Council may, by resolution, identify other preferred ORV and snow machine route within Town limits that will receive regular maintenance and serve as the recommended corridor for connecting to County or State trail systems.

(i) The preferred route for travel from U.S. Highway 89 to the Greys River Canyon is over Short Street, Trail Drive and Greys River Road.

c) **Winter Operations.**

During winter months, snow machines are encouraged to use the designated preferred route for safety, snow removal efficiency, and preservation of residential streets.

However, operation on other Town roads for access to residences, businesses, or trail connections shall **not constitute a violation** of this ordinance.

d) **Prohibited Areas.**

ORVs and snow machines are prohibited in municipal parks, playgrounds, sidewalks, and recreation areas unless specifically posted as open to such vehicles. This prohibition does not include operation of ORVs and snow machines within designated parking areas.

e) **Operation and Conduct.**

Operators shall travel single-file and obey all posted traffic signs. All ORVs and snow machines shall be equipped with a functioning muffler and exhaust system in good repair and shall not produce excessive noise or emissions consistent with the Town’s Noise Ordinance.

f) **Lighting and Equipment.**

When operating one-half hour after sunset to one-half hour before sunrise, ORVs and snow machines must display lighted lamps and illuminating devices as required under W.S. § 31-5-910 through § 31-5-940.

g) Enforcement.

Except as otherwise required by Wyoming statutes regulating the operation of off-road vehicles (ORVs) and snow machines on State or Federal Highways located within the municipal boundaries of the Town of Alpine, Wyoming, law enforcement officials shall not issue citations to any person operating an ORV or snow machine on public roadways within the Town of Alpine unless:

- (i) The operator is exceeding the posted speed limit;
- (ii) The operator is disobeying posted traffic control devices, signals, or signage;
- (iii) The operator is driving or in actual physical control of the ORV or snow machine while under the influence of alcohol or a controlled substance; or
- (iv) The operator is operating the ORV or snow machine in a reckless manner as defined by Wyoming Statute § 31-5-229.

Nothing in this provision shall be construed to limit the authority of law enforcement to enforce applicable provisions of Wyoming law governing the operation of ORVs or snow machines on State or Federal Highways, nor shall it be interpreted to authorize operation on any roadway where such operation is prohibited by State law.

SECTION 4. PREFERRED ROUTE MAP

The Town shall maintain and make publicly available at Town Hall and on the Town's website a map showing the preferred ORV and snow machine route within Town limits.

SECTION 5. SEVERABILITY

If any section, subsection, or provision of this ordinance is declared invalid, the remainder shall remain in full force and effect.

SECTION 6. EFFECTIVE DATE

This ordinance shall take effect upon passage, approval, and publication according to law.

Passed First Reading on the 18th day of November 2025.

VOTING RECORD:

<i>Ayes:</i>	4	<i>Mayor Green:</i>	Abstain
<i>Nays:</i>	0	<i>Burchard:</i>	Aye
<i>Abstentions:</i>	1	<i>Larsen:</i>	Aye
<i>Absent:</i>	1	<i>Wierda:</i>	Aye

Scaffide: **Aye**

Passed Second Reading on the 16th day of December 2025.

VOTING RECORD:

<i>Ayes:</i>	5	<i>Mayor Green:</i>	Aye
<i>Nays:</i>	0	<i>Burchard:</i>	Aye
<i>Abstentions:</i>	0	<i>Larsen:</i>	Aye
<i>Absent:</i>	0	<i>Wierda:</i>	Aye

Scaffide: **Aye**

Passed on Third and Final Reading 6th day of January 2026.

VOTING RECORD:

<i>Ayes:</i>		<i>Mayor Green:</i>	
<i>Nays:</i>		<i>Burchard:</i>	
<i>Abstentions:</i>		<i>Larsen:</i>	
<i>Absent:</i>		<i>Wierda:</i>	
		<i>Scaffide:</i>	

TOWN OF ALPINE

Eric Green, Mayor of Alpine

ATTEST:

Sarah Greenwald, Town Assistant Clerk

ATTESTATION OF THE TOWN CLERK

STATE OF WYOMING)
COUNTY OF LINCOLN)
TOWN OF ALPINE)

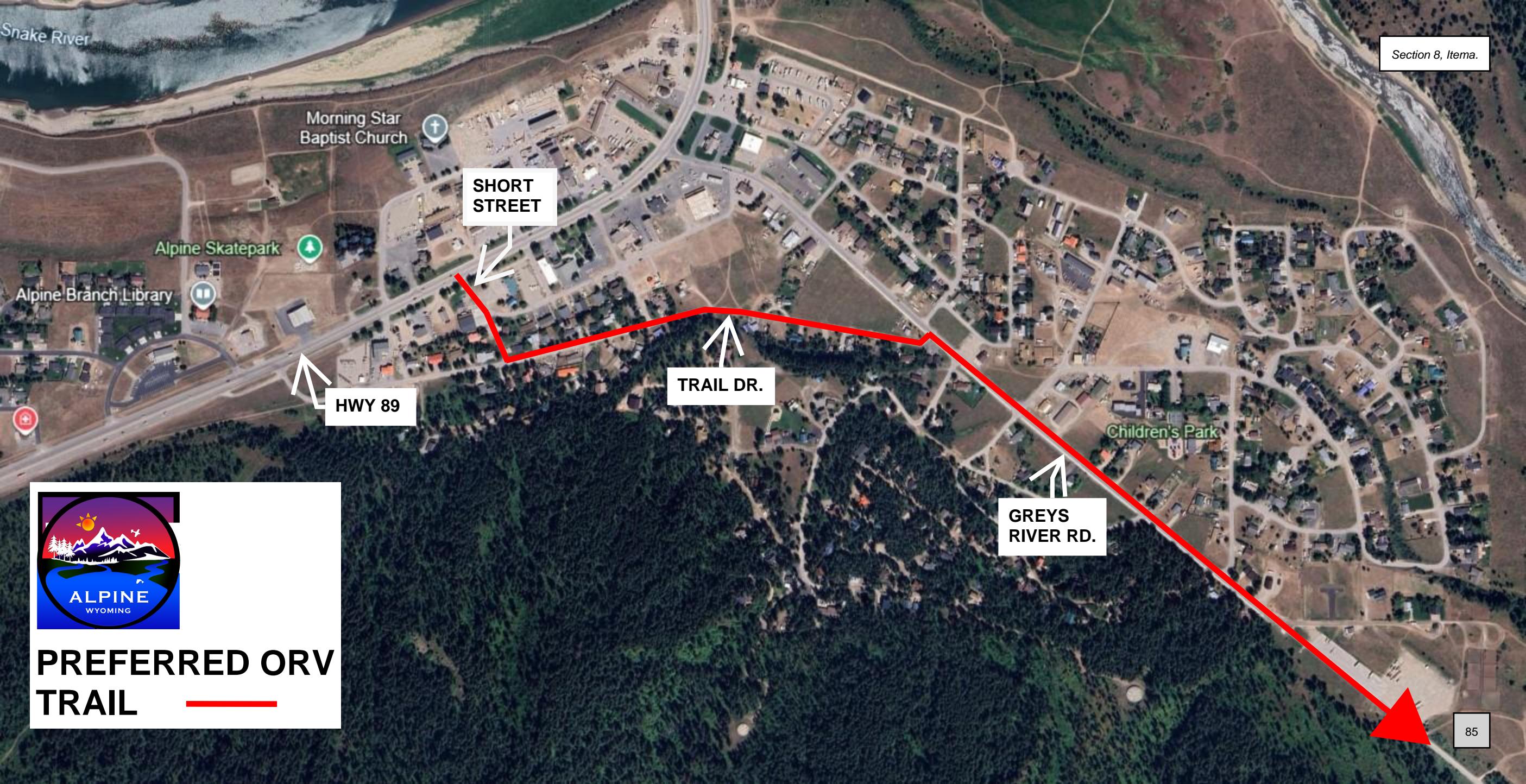
I hereby certify that the forgoing Ordinance No. 2025-016 shall be duly posted for ten (10) days in the Town Office.

I further certify that the foregoing Ordinance will be posted on the Town website in final form, upon its passing and approved by the Town Council as soon as is practicable.

I further certify that the forgoing Ordinance will be duly recorded in the BOOK OF ORDINANCES, TOWN OF ALPINE, LINCOLN COUNTY, WYOMING.

ATTEST:

Sarah Greenwald, Town Assistant Clerk



**PREFERRED ORV
TRAIL** —

Section 8, Item a.



TOWN OF ALPINE, WYOMING
RESOLUTION 2026-001

A RESOLUTION DESIGNATING THE OFFICIAL APPOINTMENTS, ASSIGNMENTS, AND AGENCIES OF THE TOWN OF ALPINE, WYOMING FOR THE CALENDAR YEAR 2026.

WHEREAS, Mayor Eric Green is serving as Mayor until December 31, 2026; Councilmembers Jeremiah Larsen and Amy Wierda are serving until December 31, 2026; and Councilmembers Andrea Burchard and Shay Scaffide are serving until December 31, 2028; and

WHEREAS, the Town Council of the Town of Alpine desires to designate official appointments, assignments, committees, boards, commissions, and agencies for the efficient administration of municipal operations for the calendar year 2026

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Alpine, Wyoming, that the following appointments, assignments, committees, boards, commissions, and agencies are hereby designated for the calendar year 2026 on behalf of the Town of Alpine.

Official Appointments:

Administration

Mayor Pro Tem	Amy Wierda
Town Clerk	Monica Chenault
Assistant Clerk	Sarah Greenwald
Town Treasurer	Monica Chenault
Deputy Treasurer	Melody Leseberg
Town Attorney	James Sanderson
Town Engineer	Jorgensen Engineering

Planning & Zoning Department

Planning & Zoning Administrator	Gina Corson
Building Official	Design Energy Engineering, LLC
	Principal: Dee J. Rammell

Law Enforcement

Police Department	Lincoln County Sheriff's Dept.
Codes Enforcement Officer	Tara Bender
Prosecuting Attorney	James Sanderson
Clerk of Courts	Melody Leseberg
Municipal Judge	Steven Dwyer

Public Works Department

Director of Public Works	Craig Leseberg
Wastewater Responsible Charge	Dustin Murrell
Substitute Wastewater Responsible Charge	Ahren Scultheis

Water Responsible Charge
Substitute Water Responsible Charge
Safety Officer

Craig Leseberg
Dustin Murrell
Craig Leseberg

Committees/Boards/Commissions

Planning & Zoning Commission

	Expires
Melissa Wilson	12/31/2029
Rachael Stewart	12/31/2027
Dan Schou	12/31/2026

Board of Adjustment

	Expires
Eric Green	12/31/2026
Dan Schou	12/31/2026
Rachel Stewart	12/31/2027
Melissa Wilson	12/31/2029
Brett Bennett	12/31/2026
Bryan James	12/31/2027
Rob LaPier	12/31/2029

Design Review Committee

	Expires
Brett Bennett	12/31/2026
Bryan James	12/31/2027
Rob LaPier	12/31/2029

Travel & Tourism Board

	Expires
Shannon Bowers	12/31/2026
Dave Walters	12/31/2027
Jeremiah Larsen	12/31/2029

Special Events Committee

Melody Leseberg
Andrea Burchard
Sarah Greenwald

Employee Policy Committee

Mayor Green
Councilman Burchard
Councilman Larsen
Monica Chenault

Official Agencies

Town Depositories

First Bank - Glacier Bank
 Bank of Star Valley
 Bank of Jackson Hole
 Wyoming Cooperative Liquid Asset
 Securities System (CLASS)
 Peak's Investment Management

WHEREAS, pursuant to Wyoming State Statute § 15-1-103(a)(xxxix), the governing body of a municipality is authorized to designate individuals empowered to sign financial instruments on behalf of the municipality; and

WHEREAS, the Town of Alpine has designated the Mayor and Town Treasurer as the primary authorized signatories for all financial transactions; and

WHEREAS, it is necessary to update the list of authorized signatories for calendar year 2026 to reflect current elected and appointed officials;

NOW, THEREFORE, BE IT RESOLVED that for calendar year 2026, all financial transactions of the Town of Alpine shall be signed by Mayor Eric Green and Town Treasurer Monica Chenault; and

BE IT FURTHER RESOLVED, that in their absence, any two (2) of the following individuals are authorized to sign financial instruments on behalf of the Town of Alpine:

- Mayor Pro-Tem Amy Wierda, replacing Councilmember Andrea Burchard
- Deputy Treasurer Melody Leseberg
- Councilmember Jeremiah Larsen

PASSED, APPROVED AND ADOPTED this 6th day of January 2026.

VOTING RECORD:

<i>Ayes:</i>	<i>Mayor Green:</i>
<i>Nays:</i>	<i>Burchard:</i>
<i>Abstentions:</i>	<i>Larsen:</i>
<i>Absent:</i>	<i>Wierda:</i>
	<i>Scaffide:</i>

SIGNED:

Eric Green, Mayor of Alpine

ATTEST:

Sarah Greenwald, Town Assistant Clerk



TOWN OF ALPINE, WYOMING
RESOLUTION 2026-002

**A RESOLUTION ADOPTING WRITTEN PROCEDURES FOR EVALUATION OF
REQUESTS FOR PROPOSALS FOR GRANT-FUNDED CAPITAL PROJECTS**

WHEREAS, the Town of Alpine pursues state and federal grant funding to support capital improvement projects; and

WHEREAS, many grant programs require the Town to demonstrate that consultant procurement and selection processes are conducted in a fair, consistent, and well-documented manner; and

WHEREAS, federal procurement regulations, including **2 CFR Part 200**, require written procedures for conducting technical evaluations and making selections when federal funds are involved; and

WHEREAS, the Town has prepared written procedures establishing the process for evaluating proposals submitted in response to Requests for Proposals (RFPs) for grant-funded capital projects; and

WHEREAS, these procedures clarify staff roles in the evaluation process while preserving final selection authority with the Alpine Town Council; and

WHEREAS, adoption of these procedures promotes transparency, consistency, and compliance with applicable federal, state, and grant-specific requirements;

**NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE
TOWN OF ALPINE, WYOMING:**

Section 1. Adoption of Written Procedures

The Town Council hereby adopts the document entitled **“Written Procedures for Evaluation of RFPs for Grant-Funded Capital Projects”**, attached hereto and incorporated by reference.

Section 2. Applicability

These procedures shall apply only to the evaluation and recommendation phase of consultant selection for grant-funded capital projects and shall not alter the Town Council’s final authority to select consultants.

Section 3. Administration

The procedures shall be administered by Town staff in accordance with their terms and applicable grant requirements.

Section 4. Effective Date

This resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 6th day of January 2026.

VOTING RECORD:

Ayes:	<i>Mayor Green:</i>
Nays:	<i>Burchard:</i>
Abstentions:	<i>Larsen:</i>
Absent:	<i>Wierda:</i>
	<i>Scaffide:</i>

Signed:

Eric Green, Mayor of Alpine

ATTEST:

Sarah Greenwald, Town Assistant Clerk



TOWN OF ALPINE, WYOMING
WRITTEN PROCEDURES FOR EVALUATION
OF RFPS FOR GRANT-FUNDED CAPITAL PROJECTS

Section I: Purpose and Applicability.

1. These Written Procedures establish the process by which the Town of Alpine evaluates proposals submitted in response to Requests for Proposals (RFPs) for **grant-funded capital improvement projects**.
2. These procedures apply **only to the evaluation and recommendation phase** of consultant selection and are intended to ensure compliance with applicable federal, state, and grant-specific requirements, including **2 CFR Part 200**, when federal funding is involved.

Section II: Governing Requirements.

1. When consultant procurements involve grant funding, and requirements conflict, the order of precedence shall be:
 - a. Federal laws, regulations, and grant requirements
 - b. State of Wyoming laws, regulations, and rules
 - c. Granting agency regulations, guidance, and program requirements
 - d. Town of Alpine ordinances, resolutions, policies, and procedures

Section III: Evaluation Authority.

1. Unless otherwise specified in the RFP, proposal evaluations shall be conducted by a Staff Evaluation Committee.
2. The Staff Evaluation Committee shall:
 - a. Consist of three (3) Town of Alpine staff members
 - b. Be designated by the Mayor based on project relevance and subject-matter expertise

3. The Committee is authorized to:
 - a. Independently review and score proposals
 - b. Participate in interviews, if interviews are conducted
 - c. Consider reference checks and other permissible evaluation materials
 - d. Develop evaluation findings and a recommendation
4. Final selection authority shall remain with the Town Council.

Section IV: Evaluation Criteria.

1. Evaluation criteria shall:
 - a. Be clearly stated in the RFP
 - b. Include relative weighting or point values
 - c. Be directly related to the project scope and objectives
2. Only the criteria published in the RFP may be used in scoring and evaluation.

Section V: Written Proposal Evaluation.

1. Each responsive proposal shall be evaluated independently using a written evaluation form aligned with the criteria and scoring published in the RFP.
2. Written evaluations shall:
 - a. Be completed prior to any interviews
 - b. Reflect the proposal as submitted
 - c. Include scores and written notes sufficient to document the basis for evaluation
3. All evaluation forms shall be retained in the procurement file.

Section VI: Interviews.

1. Interviews may be conducted for professional services procurements; however, the Town reserves the right to waive interviews when they are not necessary to determine best value.
2. If conducted:
 - a. Interviews shall be facilitated by the Staff Evaluation Committee
 - b. Questions shall relate directly to the RFP scope and evaluation criteria
 - c. Interviews shall be conducted in a fair and consistent manner
 - d. Interview results may be scored if identified in the RFP

Section VII: Reference Checks.

1. The Town may conduct reference checks for one or more proposers to verify qualifications or past performance.
2. Any reference information that materially affects scoring or selection shall be documented and retained.

Section VIII: Staff Report and Recommendation.

1. The Clerk's Office shall compile evaluation results and prepare a **written staff report** summarizing:
 - a. The evaluation process
 - b. Scoring results
 - c. Staff recommendation
2. The staff report shall be submitted to the Town Council for consideration at a public meeting.

Section IX: Documentation and Recordkeeping.

1. The procurement file shall include sufficient documentation to demonstrate:
 - a. The evaluation criteria applied

- b. The scoring and ranking of proposals
- c. The basis for the staff recommendation

2. Records shall be retained in accordance with applicable grant and record-retention requirements.

Section XIII: Effective Date and Amendments.

- 1. These procedures shall take effect upon adoption by resolution of the Town Council.



STAFF REPORT

Town of Alpine, Wyoming

Agenda Item:

Resolution No. 2026-002 - Adoption of Written Procedures for Evaluation of RFPs for Grant-Funded Capital Projects

Prepared By:

Sarah Greenwald

Purpose of Staff Report:

To explain the need for formal written procedures governing the evaluation of Requests for Proposals (RFPs) for grant-funded capital projects.

Background

The Town of Alpine regularly pursues state and federal grant funding for capital improvement projects. Many of these grants, including federally funded programs, require the Town to demonstrate that consultant procurement and selection processes are conducted in a fair, consistent, and documented manner.

During the administration of recent grant-funded projects, the Town was advised that written procedures documenting how RFPs are evaluated are required to demonstrate compliance with applicable federal procurement standards, including 2 CFR Part 200.

Need for Written Procedures

The adoption of formal Written Procedures for Evaluation of RFPs is necessary to:

- Ensure compliance with federal, state, and grant-specific procurement requirements
- Provide consistency and transparency in how proposals are reviewed and scored
- Clearly define staff roles in the evaluation process while preserving final selection authority with Town Council
- Establish proper documentation and recordkeeping for audit and grant-monitoring purposes
- Reduce risk to the Town when administering grant-funded capital projects

While the Town has historically conducted evaluations in a professional and consistent manner, these procedures formally document the process and ensure it meets current grant compliance expectations.

Summary of the Procedures

The Written Procedures for Evaluation of RFPs for Grant-Funded Capital Projects establish that:

- Proposal evaluations are conducted by a designated Staff Evaluation Committee
- Evaluation criteria and scoring methods must be published in the RFP
- Proposals are independently scored using written evaluation forms
- Interviews and reference checks may be conducted when appropriate
- A written staff report summarizing the evaluation and recommendation is prepared for Town Council
- Final consultant selection remains the responsibility of the Town Council

These procedures apply only to the evaluation and recommendation phase of consultant selection and do not alter Council authority or existing procurement thresholds.

Fiscal Impact

There is no fiscal impact associated with adoption of these procedures.

Recommendation

Staff recommends adoption of the Written Procedures for Evaluation of RFPs for Grant-Funded Capital Projects to ensure compliance with grant requirements, promote transparency, and protect the Town's eligibility for current and future grant funding.



**TOWN OF ALPINE, WYOMING
RESOLUTION 2026-003**

**A RESOLUTION ESTABLISHING THE COMPOSITION OF THE TOWN OF ALPINE
BOARD OF ADJUSTMENT**

WHEREAS, the Town of Alpine Land Use Development Code states that the Mayor of Alpine, with consent of the Alpine Town Council, shall appoint five (5) members of the Alpine Planning and Zoning Commission to serve as the Town's Board of Adjustment; and

WHEREAS, the Alpine Planning and Zoning Commission is currently constituted as a three (3) member board, making compliance with the five-member Board of Adjustment requirement impracticable under the existing organizational structure; and

WHEREAS, Wyoming Statute § 15-1-605 provides that the mayor, with the consent of the governing body, may appoint a board of adjustment consisting of not less than five (5) and not more than seven (7) members; and

WHEREAS, The Town Council finds that expanding the Board of Adjustment to include members of both the Planning and Zoning Commission and the Design Review Committee, along with representation from the Alpine Town Council, will provide broader expertise, continuity in land-use decision-making, and adequate membership to hear appeals and variance requests;

**NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE
TOWN OF ALPINE, WYOMING:**

1. Establishment of Board of Adjustment

The Town of Alpine Board of Adjustment is hereby established as a seven (7) member panel, consistent with Wyoming Statute § 15-1-605.

2. Composition

The Board of Adjustment shall be composed of the following members:

- Three (3) members of the Alpine Planning and Zoning Commission;
- Three (3) members of the Alpine Design Review Committee; and
- One (1) member of the Alpine Town Council appointed by the Mayor of Alpine, subject to the consent of the Alpine Town Council.

3. Term of Town Council Appointee

The Town Council member appointed to the Board of Adjustment shall serve a three (3)-year term and may be reappointed. If the appointed member ceases to serve on the Town

Council, the Mayor shall appoint a replacement Council member to serve the remainder of the unexpired term, subject to Council consent.

4. Quorum and Voting

A quorum of the Board of Adjustment shall consist of a majority of the appointed members serving at the time of the meeting. Actions of the Board shall require a majority vote of those members present and voting, in accordance with applicable state law.

5. Consistency with State Law

This resolution is intended to implement and remain consistent with the requirements of Wyoming Statute § 15-1-605 and shall control the composition of the Board of Adjustment unless and until amended or superseded by ordinance.

6. Effective Date

This resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 6th day of January 2026.

VOTING RECORD:

Ayes:	<i>Mayor Green:</i>
Nays:	<i>Burchard:</i>
Abstentions:	<i>Larsen:</i>
Absent:	<i>Wierda:</i>
	<i>Scaffide:</i>

Signed:

Eric Green, Mayor of Alpine

ATTEST:

Sarah Greenwald, Town Assistant Clerk



STAFF REPORT

Town of Alpine, Wyoming

Agenda Item:

Resolution No. 2026-003 – Establishing the Composition of the Town of Alpine Board of Adjustment

Prepared By:

Sarah Greenwald

Purpose of Staff Report:

To explain the reason for adopting Resolution No. 2026-003 and establishing a revised composition for the Town of Alpine Board of Adjustment.

Background

The Town of Alpine Land Use Development Code currently states that the Board of Adjustment shall consist of five (5) members of the Planning and Zoning Commission. However, the Planning and Zoning Commission is presently comprised of only three (3) members, making compliance with this provision impracticable.

Wyoming Statute § 15-1-605 authorizes the Mayor, with consent of the governing body, to appoint a Board of Adjustment consisting of not less than five (5) and not more than seven (7) members. State statute does not require that all Board of Adjustment members come exclusively from the Planning and Zoning Commission.

Why This Resolution Is Needed

Resolution No. 2026-003 is necessary to:

- Bring the Town's Board of Adjustment structure into compliance with Wyoming Statute § 15-1-605
- Ensure the Town has a legally constituted Board of Adjustment capable of hearing appeals and variance requests
- Address the practical limitation created by the current three-member Planning and Zoning Commission
- Provide sufficient membership to establish quorum and conduct business
- Maintain continuity and expertise in land-use decision-making

Without this resolution, the Town risks being unable to properly convene a Board of Adjustment, which could delay or invalidate appeal and variance proceedings.

Summary of the Resolution

Resolution No. 2026-003 establishes a seven (7) member Board of Adjustment composed of:

- Three (3) members of the Planning and Zoning Commission
- Three (3) members of the Design Review Committee
- One (1) Town Council member appointed by the Mayor, subject to Council consent

This structure is expressly permitted under state law and provides the Town with a functional, legally compliant Board of Adjustment while preserving broad land-use expertise

Recommendation

Staff recommends adoption of Resolution No. 2026-003 to establish a compliant and functional Board of Adjustment consistent with Wyoming statute and the Town's operational needs.



Section 8, Item 8.

Suite 200
Fort Collins, CO 80524
970.225.9099
info@jvajva.com

December 31, 2025

Monica Chenault, Town Clerk and Treasurer
Town of Alpine
PO Box 3070
Alpine, WY 83128

www.jvajva.com

RE: Alpine Pretreatment Program Development
Job # 252092.ENV

Dear Ms. Chenault:

JVA, Inc (JVA) recently completed a pretreatment and permitting program (pretreatment program) for the Town of Alpine. The Town is in the process of implementing the pretreatment program with Melvin Brewery (Melvin) which is a significant industrial user in accordance with EPA pretreatment regulations.

JVA is respectfully requesting additional compensation for the development of the pretreatment program, as the level of effort required exceeded the estimated fee identified in the original letter agreement. The original estimated project fee, based on time and materials, was \$13,700; however, JVA's total fee to complete the pretreatment program was \$16,540. Additional effort was required beyond what was initially anticipated to fully develop the program.

We believe the pretreatment program technical memorandum and the customization of the associated pretreatment forms successfully met the Town's goals and objectives for the project. JVA also ensured that all comments and questions provided by the Town on the draft document were thoroughly addressed to the Town's satisfaction prior to implementation of the program with Melvin.

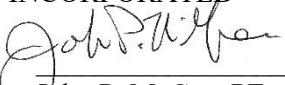
In addition, JVA plans to attend the meeting with Melvin scheduled for January 23rd, which was not included in the original scope of work. JVA will update the pretreatment program accordingly based on feedback and comments made during this meeting.

Below is a summary of the original project fee, fee to date, and fee for the meeting scheduled with Melvin.

Original Project Fee:	\$13,700
Fee to date (as of 12/30/25):	\$16,540
Estimated Fee for Melvin Meeting and Updates:	<u>\$2,360</u>
Total Additional Fee Request:	\$5,200

In total, the project fee will increase from \$13,700 to \$18,700. We look forward to meeting with Melvin, implementing the pretreatment program, and expanding the program to additional non-domestic users. Thank you for your consideration of this request.

Sincerely,
JVA, INCORPORATED

By: 
John P. McGee, PE
Principal

TOWN OF ALPINE

STAFF REPORT

To: Town Council, Town of Alpine

From: Monica Chenault, Town Clerk/Treasurer

Date: December 31, 2025

Subject: Recommendation to Approve Contract Increase – Alpine Pretreatment Program Development (JVA, Inc.)

Purpose

The purpose of this staff report is to provide the Town Council with an overview of a request from JVA, Inc. (JVA) to increase the not-to-exceed amount for the Alpine Pretreatment Program Development project and to recommend approval of the requested increase.

Background

The Town engaged JVA to develop a pretreatment and permitting program to support compliance with EPA pretreatment requirements and to implement the program with Melvin Brewery as a significant industrial user. JVA has completed the pretreatment program technical memorandum and customized associated pretreatment forms, and worked with Town staff to address comments and questions prior to implementation.

Request

JVA reports that the level of effort required exceeded the original time-and-materials estimate and that the Town has exceeded the estimated contract amount. JVA's formal request (dated December 31, 2025) provides the following fee summary:

- Original estimated project fee (time and materials): \$13,700.00
- Fee to date (as of 12/30/25): \$16,540.00
- Estimated fee for January 23rd meeting with Melvin and related updates (not included in original scope): \$2,360.00
- Total additional fee request: \$5,200.00

Staff notes that \$13,700.00 + \$5,200.00 equals \$18,900.00. Accordingly, if Council approves the requested increase, the project not-to-exceed amount should be updated to \$18,900.00 (rather than \$18,700.00).

Fiscal Impact

Approval of this request will increase the project upset limit by \$5,200.00, for a revised not-to-exceed amount of \$18,900.00. The additional amount is intended to cover final project completion, attendance at the January 23rd meeting with Melvin, and any resulting updates to the pretreatment program.

Recommendation

Staff recommends that the Town Council approve the requested contract increase for the Alpine Pretreatment Program Development project with JVA, Inc. by increasing the not-to-exceed amount by \$5,200.00, for a revised project total not-to-exceed amount of \$18,900.00, and authorize the Mayor to execute any necessary amendment or documentation consistent with this action.