

Unified Development Ordinance

REQUEST FOR PROPOSALS





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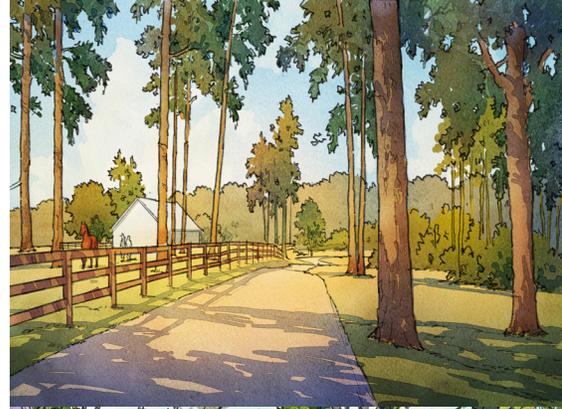


Purpose

The Town of Holly Springs is soliciting proposals from qualified firms with expertise in researching, evaluating, writing, and consolidating land use regulations to complete a re-write of the Town's Unified Development Ordinance (UDO). Originally adopted in 2002, the Unified Development Ordinance (UDO) has been updated over the years through various amendments published in 22 supplements. The Town is seeking to modernize the Unified Development Ordinance to provide regulations that are compatible with the recently adopted character-based Land Use & Character Plan (Section 1 of Vision Holly Springs Comprehensive Plan), as well as address significant challenges and limitations including, but not limited to the following:

- Awkward and confusing format and structure
- Redundant review procedures and requirements
- Base zoning districts designed to support the continuation of a suburban design model (in conflict with adopted plan)
- Lack of user-friendliness, including sufficient and updated graphics, illustrations, and tables
- Multiple means of compliance allow flexibility, but cause lack of clarity of intent and excessive administrative work (extensive allowances for waivers/alternate compliance)
- Processes are maintained in a separate Development Procedures Manual
- Legal compliance uncertainty in regards to infrastructure and emerging technology

The selected consultant team ("Consultant") will be responsible for managing this project, including implementing a superior quality innovative community engagement program, communicating with staff liaisons, and producing the required ordinance documents. The project is discussed in further detail in the Scope of Work section of this request.



Background Information

Community Context

The Town of Holly Springs is a rapidly growing community with a population of approximately 40,000 residents located near North Carolina's Research Triangle in southwestern Wake County. The Town's corporate limits cover over 17 square miles and an additional 14 square miles are located within the Town's Extra-Territorial Jurisdiction (ETJ) providing zoning and building code control. With the addition of outlying areas in the Short Range Urban Service Area (SRUSA) and Long-Range Urban Service Area (LRUSA), the total planning area for Holly Springs encompasses 58 square miles.

The town has experienced a dramatic increase in both residential and non-residential development over the past 30 years, with an expected continued growth of 500+ dwelling units/year for the next several years. As developments mature, there has been an increase in requests for additions and modifications to existing residential and non-residential buildings.

In addition to the numerous residential neighborhoods ranging from mature, wooded enclaves to clear cut/mass graded neighborhoods (which is not desired) to executive resort-style golf course communities, Holly Springs is home to bio-tech and various medical facilities.

The Town also has a wide variety of consumer commercial uses, ranging from large national retailers to small locally owned businesses. With many prime commercial areas built out, forward-looking design of remaining sites is critical.

A number of parks and greenways throughout town provide opportunities for enjoying the great natural setting. The Town's Department of Parks & Recreation is currently undertaking a Master Plan update process to guide the growth and development of these facilities into the future.

Existing Ordinances/Policy Documents

- [Strategic Plan](#)
- [Holly Springs Town Code](#)
- [Unified Development Ordinance](#)
- [Development Procedures Manual](#)
- [Vision Holly Springs Comprehensive Plan](#)
- [Engineering Design and Construction Standards](#)

Key Areas of Interest

The following are overarching themes and concepts of importance for the development of the UDO:

- Form based code/ character-based approach to development
- Community aesthetics/ architecture
- Establishing Mixed-Use Activity Centers throughout town
- Suburban Remix and Retrofit
- Increasing housing and neighborhood choices
- Increasing housing affordability
- Increasing coordination of transportation, public utilities and land use
- Sufficiency of infrastructure
- Historic preservation
- Context-sensitive infill Development
- Design for crime prevention (CPTED)
- Sustainable development
- Low impact development
- Tree preservation and natural resource preservation
- Green technology
- ADA conformance
- Process/procedures and official determination authority
- Portability- minimal term/ definitional changes
- Removing conflicts between various existing ordinances and policy documents



Scope of Work

Project Management and Coordination

The Consultant will manage the project and coordination of any sub-consultants and all project activities including meetings with staff and stakeholder groups. The Consultant will identify a project lead from their team to act as the direct point of contact for town staff. At a minimum coordination will include the following:

- Biweekly updates with the Town's project manager (in person or through telephone/video conferencing)
- Monthly meetings with the town staff advisory team

Project Structure/Work Plan

The Consultant will prepare a detailed work plan and achievable timeline for the project anticipated to be 24 months or less from the time of contract approval. The work plan will outline the overall approach, as well as specific actions and activities that will occur during the project and how these will result in a successful conclusion to the project. The following items must be include in the Work Plan:

Review and analysis report of Comprehensive Plan

In October 2019, Holly Springs Town Council adopted Section 1: Land Use & Character Plan of the Vision Holly Springs Comprehensive Plan. The consultant will review the adopted plan to determine categories of necessary updates to the UDO so that the regulations of the UDO implement the vision and goals of the Land Use & Character Plan.

- The review will result in the consultant team producing a report summarizing the results of the analysis.

Current Zoning Ordinance Diagnosis – Issue Identification Analysis

- Ease of use
- Consistency with other policies and regulations (Comprehensive Plan, Town Code, Development Procedures Manual, Engineering Design & Construction Standards, etc.)
- Legal compliance with all applicable federal and state laws – including NCGS 160D compliance and interim changes to be processed by staff (if needed)

The Issue Identification Analysis should be a comprehensive review of deficiencies or areas recommended for improvement within the code in order to meet legal requirements as well as town vision and policy goals.

- The Consultant will produce a comprehensive itemized report (in table/matrix form) detailing each the items in need of improvement as well as proposed strategies/recommendations to address each of the deficiencies.
- Staff are interested in the consultant's recommendation on an approach to this analysis and report that would allow implementation of process updates prior to rollout of full UDO in order to comply with 160D updates effective January 1,



2021.

Community/Stakeholder Engagement Plan

The Consultant will develop and implement a detailed community engagement plan that creates a process for broad community input as well as targeted stakeholder involvement and feedback for technical industry-specific aspects of the plan. Broad-based community and stakeholder engagement is considered critical to the successful adoption of the ordinance. It is expected that this will include both large community workshops as well as smaller focus groups throughout the process. In addition, the plan should include smaller in-person outreach events, as well an electronic/social media strategy for expanded engagement.

At a minimum, the Engagement Plan should address the following:

- Identification of stakeholders per each topic area or section of the UDO
- Engagement strategies and activities, tied back to reaching all identified stakeholder groups, including those difficult to reach
- Timeline for engagement activities and desired type of feedback at project checkpoints or milestones (visioning, validating, etc.)
- Communication methods for sharing information with Town residents
- Strategy for effective and consistent messaging across platforms and messengers
- Web resources and platform to be used for the project. Current platforms that the Town has available for use as a part of this project are Bang the Table and PublicInfo.com; however, other platforms and opportunities are welcome

Given the character-based vision put forth in the Land Use & Character Plan, it is expected that significant involvement from both the development community, as well as the community as a whole, will be necessary in order to ensure that the results of proposed regulations are understood and accepted by the community.

- Recommendations for including computer-based modeling to illustrate the development potential of properties under the proposed code or other methods of conveying the potential results of proposed development standards should be addressed as part of the Community/Stakeholder Engagement Plan.

Drafting the Code –Ordinance Document and Zoning Map

The Consultant shall prepare a draft UDO for adoption, including all necessary visual aids, such as charts and graphics. In addition, the consultant shall prepare a Zoning Map Analysis including recommended map changes (in ArcGIS) and an approach for adoption.

The final document must be visually appealing and easy for the public and development professionals to understand. The document should be able to be used both digitally and in paper form. Specifically, the town is seeking a UDO that:

- Is concise, clearly organized and communicates clear development standards both graphically and with accompanying text
- Includes forward-thinking, “out of the box” practices to reach the town’s desired policy goals



- Is adaptable and easy to modify as the town evolves after ordinance adoption
- Recognizes the town’s current, design-based approach to creating a visually appealing community and public spaces
- Provides appropriate references to North Carolina General Statutes to support specific regulations

The format of the ordinance should be of style, font, and layout that allows for both online and print viewing. Text files and reports shall be in MS Word and PDF formats, or as otherwise agreed upon by the town staff working group. The final document must be able to be edited and modified by the town after the ordinance is adopted. The town has access to MS Publisher and the Adobe Creative Cloud suite of programs. The final form must also be able to be integrated into the Town Code maintained on-line by Municode. The final Zoning Map shall be provided in ArcGIS to Town standards.

- The proposal shall include a recommendation for final formats or digital media, including integrated code maintenance software from the above options or other recommended programs or platforms.

Optional Tasks

- Zoning Handbook/quick users guide
- Handouts/Tool Kits for various regulations
- Infill Guidelines
- Home Owners Guide for additions, fences, and accessory structures
- Landscape Maintenance Guide
- Setback Guide

Proposed Project Timeline

It is expected that the project duration may be 12-24 months from the time a contract is awarded to the Consultant to the presentation of a draft plan for acceptance by Town Council. Proposals should include any recommended deviations from this approximate timeline. Proposed timelines should include expected stakeholder/community engagement as well as consideration of time for Board and Council informational presentations or work sessions, whether throughout the project or upon completion of a full draft ordinance.

Issue RFP	February 2020
Proposals Due	March 23, 2020 @ noon
Evaluation of Proposals	March 2020
Interviews	April 6-7, 2020 (tentative)
Selection Committee recommendation to Town Council	April 2020
Project Kick-Off	May 2020
Final Draft Full Ordinance to Town Council for Adoption	No later than May 2022



Submittal Requirements

Responses to this RFP shall include the information listed below:

Cover letter

Qualifications:

- A description of the firm(s) with emphasis on work related to writing new complete zoning/unified land development ordinances, particularly those with a form-based and urban design-focused approach
- A description of unified land development ordinances/zoning ordinances recently completed
- A list of recent projects on which principal staff have worked and a description of their responsibilities
- Legal experience in writing/defending zoning regulation in North Carolina

Statement of Project Approach -the approach to be used on this project, including the following information:

- Overall approach to the project
- Scope of work
- Project schedule
- Project management
- Innovative community engagement

Management and Staffing

- Detailed outline of Consultant's management plan, including proposed staff, availability, roles/responsibilities
- If sub-consultants will be utilized, a detailed explanation of the responsibilities of each firm
- The project team (Consultant or sub-consultant) must include a North Carolina licensed attorney with broad-based knowledge and experience in land use law.

Project Budget

- Detailed and itemized project budget with a guaranteed maximum fixed price for all services provided. Total budget should, at a minimum be broken down by work phase, work product, and sub-consultant (if applicable). The Consultant's charge for reimbursable expenses should be included. The expected project budget is a maximum of \$200,000 depending on project approach and value-added features.
- Include a list of Optional items which may include:
 - Outside website/communications platform
 - Base level engagement / enhanced engagement
 - On-line annotated ordinance format/platform

Project references, with names and phone numbers of contact persons.

Consultant's Expectations of the Town. A brief description of the services and tasks that the Consultant would expect the Town to provide.



Proposal Submittal Instructions

Proposals should be limited to a maximum of 25 pages not including examples. Proposals exceeding 25 pages may be removed from consideration. Examples may be provided in print and/or via web links. Only 1 copy of example documents should be provided.

Submit eight (8) paper copies of the proposal, along with one electronic copy uploaded to the Town's FTP site at <https://www.hollyspringsnc.us/planningftp>

Melissa Sigmund
Town of Holly Springs - Department of Planning & Zoning
128 S. Main Street / PO Box 8
Holly Springs, NC 27540

All proposals must be received by 12:00 noon March 23, 2020.

Selection Process

Teams will be selected based on the provision of a full and complete submittal that demonstrates a track record of successful completion of comparable projects and that illustrates a commitment to a high quality process and product. Inclusion of a dynamic and robust community and stakeholder engagement program is critical, as is a realistic and detailed project approach that clearly outlines a path for achieving the project goals within the proposed timeline and budget. Consideration will also be given for innovative or otherwise exceptional concepts and approaches.

Disclosures

Confidentiality

Responses to the RFP will become public records and, therefore, will be subject to public disclosure. However, North Carolina General Statutes Section 132-1.2 provides a method for protecting some documents from public disclosure. If the Consulting firm follows the procedures prescribed by those statutes and designates a document confidential or trade secret, the Town will withhold the document from public disclosure to the extent that is entitled or required to do so by applicable law, and will return the document after selection.

Equal Employment Opportunity

The Town of Holly Springs does not discriminate in administering any of its programs and activities. The consultant awarded the contract for work will be required to insure that no person shall be denied employment, fair treatment or be discriminated against on the basis of race, sex, religion, age, national origin, or handicap.

Contracting

Any contract developed for work shall be construed and enforced in accordance with the laws of the State of North Carolina. Any controversy or claim arising as a result of contracting shall be settled by an action initiated in the appropriate division of the General Court of Justice in Wake County, North Carolina.

Conditions and Limitations

The Town expects to select a consulting firm from the proposals submitted, but reserves



the right to reject any or all responses to the RFP, to advertise for new responses, or to accept any response deemed to be in the best interest of the Town. A response to this RFP should not be construed as a contract nor an indication of a commitment of any kind on the part of the Town nor does it commit either to pay for costs incurred in the submission of a response to this request or for any cost incurred prior to the execution of a final contract. The Town will reserve the right to dismiss any part or all of the contracted team when, in the Town's opinion, the project is not moving as scheduled or is hindered in any way by the actions or personalities of team members.

RFP Questions Contact Information

For additional questions, Contact:
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