

Kerrville Zoning and Subdivision Ordinance Updates

Exhibit A - Scope of Services

9-18-18

Project Understanding

The purpose of this project is to update the City of Kerrville's Zoning Ordinance, Zoning Map, Subdivision Ordinance and key Development Standards to improve overall functionality and practicality of the City's ordinances, and to reflect the vision established in the Kerrville 2050 Comprehensive Plan. The primary objective of developing these updated ordinances is to establish a set of standards / guidelines and procedures for development that builds upon the existing character of the community while supporting economic development and overall livability.

The Kimley-Horn Team will work with City Staff and the City-appointed Code Review Committee, to review and revise existing zoning and development-related ordinances to address deficiencies, inconsistencies, and operational issues, and to align with and support the implementation of the Kerrville 2050 Comprehensive Plan. The ordinances in question include:

- **Zoning ordinance** (potentially including overlays for Downtown, the River Corridor, and / or an Arts / Culture District)
- **Zoning map** (revisions to reflect new and amended zoning categories and potential new development concepts consistent with the Kerrville 2050 Comprehensive Plan)
- **Subdivision ordinance** (including requirements for streets and sidewalks)
- **Development standards / guidelines**
 - Landscape ordinance (including tree preservation standards / guidelines and "water wise" principles and practices)
 - Sign ordinance
 - Lighting / Night Skies ordinance / guidelines (if desired)

PHASE I – PROJECT INITIATION / MANAGEMENT / COMMUNITY ENGAGEMENT

Task 1 - Project Kickoff and Management

1.1 – Data Gathering - The Kimley-Horn Team will coordinate with City Staff in collecting any additional or updated data and / or ordinances to supplement or replace the items collected during the Kerrville 2050 Comprehensive Plan project. The following are the types of items that will be requested by the Kimley-Horn Team:

- Current Zoning Ordinance
- Current Official Zoning Map (Including Current GIS Data)
- Current Subdivision Ordinance
- Current Ordinances Referencing Landscaping and Tree Preservation
- Current Street and Sidewalk Design Standards

- Current Sidewalk Master Plan and Supporting Ordinances
- Current Ordinances Referencing Stormwater and River Protection Requirements
- Current Park Dedication Ordinance
- Current Ordinances Referencing Lighting Requirements
- Current Sign Ordinance

All documents should be provided as electronic files in Word format 1) on flash drive and 2) on the project share site hosted by Kimley-Horn. Graphics should be provided similarly (on flash drive and on the share site) in a .pdf or .jpg format.

1.2 – Progress Meetings (up to 18 meetings) – The Kimley-Horn Team will conduct periodic online meetings (generally, every other week) with key City Staff to discuss project progress, key action items and responsibilities, and project schedule. Kimley-Horn will prepare an agenda and a checklist with action items, responsibilities, and due dates for appropriate team members and will schedule and notify attendees of the meetings via Microsoft Outlook.

Task 2 – Communications / Community Engagement

2.1 – Communications / Community Engagement Plan Update - The Kimley-Horn Team will develop a plan for overall communications and community engagement for Staff review and approval. The plan will identify methods for stakeholder identification, pre- and post-meeting communication techniques and tools, a schedule of stakeholder and community engagement meetings, necessary activities in preparation for meetings, and tools and techniques to be utilized during stakeholder and public meetings to facilitate engagement and encourage feedback. The Communications / Community Engagement Plan will specify the responsibilities and level of resources to be provided for these activities by the Kimley-Horn Team and by City Staff.

2.2 – Web-Based Engagement – Utilizing the Kerrville 2050 page on the City’s website, content (text and graphics) will be provided by the Kimley-Horn Team to make information available to anyone who chooses to go online for convenience and flexibility. Tools and techniques will include:

- **Website.** The Kerrville 2050 page on the City’s website will be utilized to inform the public of the ordinance update process and to convey project information such as meeting dates, background information, and to serve as a means of contact. Content for the page will be provided to City Staff for posting, and could include presentation slides, meeting information, and downloadable ordinance drafts. It could also be used as a method for obtaining public input, if / when appropriate, and the City could implement a system so that Interested persons would be able to sign up for notifications so that they can be updated automatically when new materials are posted. The Kimley-Horn Team will be responsible for the development of content only.

- **Social Media.** The Kimley-Horn Team will develop content, such as progress updates, exhibits, polling questions, videos, and information to promote the Community Open Houses (see 2.6 below) and other opportunities for participation, and coordinate with Staff to use the City's Facebook page and Twitter account to disseminate the information.

2.3 – Code Review Committee (CRC) Meetings (up to nine [9] meetings) – A Code Review Committee (CRC) appointed by the City will serve throughout the project process as a review, input, and advisory body for the development of the updated ordinances. The Kimley-Horn Team will meet with the committee at key points during the project to present research and recommendations, discuss critical issues related to the development of the ordinances, and obtain feedback and direction. The City will be responsible for providing a venue for the committee meetings and notifying members of meeting dates and times. The Kimley-Horn Team will provide agendas and materials for discussion at each meeting. The following meetings and focus for each are anticipated:

2.3.1 – CRC Meeting #1 (CRC Kickoff and Introductory Zoning Meeting)

2.3.2 – CRC Meeting #2 (Zoning Ordinance / Zoning Map)

2.3.3 – CRC Meeting #3 (Final Zoning Ordinance / Zoning Map)

2.3.4 – CRC Meeting #4 (Introductory Subdivision Ordinance)

2.3.5 – CRC Meeting #5 (Subdivision Ordinance)

2.3.6 – CRC Meeting #6 (Final Subdivision Ordinance)

2.3.7 – CRC Meeting #7 (Introductory Development Standards / Guidelines)

2.3.8 – CRC Meeting #8 (Development Standards / Guidelines)

2.3.9 – CRC Meeting #9 (Final Development Standards / Guidelines)

2.4 – Key Individual Interviews (two [2] days) – The Kimley-Horn Team will prepare for and conduct interviews and small group discussions with key individuals and organizations (to be identified by the City) that work on a regular basis with Kerrville's current zoning and subdivision ordinances, zoning map, and other development-related ordinances. The focus of the interviews will be related to the user-friendliness of the existing ordinances, issues that need to be explored, and potential changes which might be incorporated into the updated ordinances to address current challenges. The interview team will use a set of questions as a starting point and follow up with additional questions to probe for more detailed responses. The team will develop the

interview questions and distribute them to City Staff for review and comment prior to meeting with the participants. The City will contact interviewees to schedule and confirm meeting times and provide private meeting rooms for the interviews.

2.5 – Community Open Houses

2.5.1 – Community Open House Prep (prep for three [3] meetings) – The Kimley-Horn Team will plan the specific agenda, format and activities, prepare background presentations and meeting exhibits, and develop the tools to be used during three (3) Community Open Houses. One of the open houses will be focused on the Zoning Ordinance and Official Zoning map, one will be focused on the Subdivision Ordinance, and one will be focused on the Development Standards / Guidelines (Lighting / Night Skies, Signage, Landscape / Tree Preservation, Water Wise Principles and Practices, and Drainage. All materials and activities will be closely coordinated with City Staff and vetted with the CRC prior to public presentation.

2.5.2 – Conduct Community Open Houses (three [3] meetings) – The Kimley-Horn Team will facilitate Community Open Houses to present and discuss preliminary direction on the ordinances and zoning map and to receive feedback on document drafts. Outreach, invitations, and announcements about the open houses will be distributed according to the roles defined in the Community Engagement Plan. The City will be responsible for identifying and securing a venue for the events. The Kimley-Horn Team will be responsible for all meeting content and will facilitate and manage the Open House sessions. The meetings will be conducted in an open house format to obtain the maximum amount of input and to provide the greatest flexibility for participants. Information will be presented and feedback will be gathered through interactive small group discussions, written comment forms, map / input “stations,” and general workshop discussion. To further facilitate the discussion, the Kimley-Horn Team will develop, execute, and analyze the results of electronic keypad polling sessions.

2.5.3 – Open House Results (documentation of three [3] Meetings) - Results from the Community Open Houses will be documented in presentation materials and could be incorporated into web-based applications to allow interested individuals to weigh-in on the ordinances and zoning map, if desired.

2.6 – Joint City Council / P&Z Work Sessions / Briefings (3) - The Kimley-Horn Team will attend a total of three (3) Joint City Council / Planning and Zoning (P&Z) briefings to update the groups on project direction, progress, and to receive feedback on the direction of the draft ordinances. The team will prepare overview presentations related to the content that will be the focus of each meeting.

PHASE II – EVALUATION / RESEARCH

Task 3 – Zoning Ordinance Evaluation

3.1 – Identification of Questions and Issues – The Kimley-Horn Team will review existing the existing zoning ordinance and develop a list of potential amendments and changes in format and organization that could be considered for the purpose of creating a more user-friendly zoning ordinance. The evaluation will include a review of procedural requirements and board responsibilities, definitions, zoning categories, lot sizes and building height and setback requirements, conditional and specific use permits, parking standards, nonconforming provisions, development review processes, and other requirements as necessary.

3.2 – Diagnostic Meeting #1 – Zoning Ordinance – Kimley-Horn will conduct one (1) diagnostic meeting with City Staff who have experience administering the existing zoning ordinance on a day-to-day basis to identify the primary issues needing to be addressed. Based on input from the meeting and a review of the existing ordinance, Kimley-Horn will develop a preliminary set of observations and recommendations to review with City Staff. This will include potential changes in: format and organization for the purpose of creating a more user-friendly document, procedural and board requirements, definitions, zoning categories (amendments or additions) to support existing development and the vision of the Kerrville 2050 Comprehensive Plan, lot sizes and building height and setback requirements, conditional and specific use permit regulations, parking standards, nonconforming provisions, development review processes, and other revisions as needed.

Task 4 – Subdivision Ordinance Evaluation

4.1 – Identification of Questions and Issues – The Kimley-Horn Team will review the existing subdivision ordinance and develop a list of amendments and potential changes in format and organization that could be considered for the purpose of creating a more user-friendly subdivision ordinance. The evaluation will include a review of procedures for platting and development, definitions, design standards (for streets, sidewalks, blocks, parks and open space, etc.), and other revisions as necessary.

4.2 – Diagnostic Meeting #2 – Subdivision Ordinance – Kimley-Horn will conduct one (1) diagnostic meetings with City Staff who have experience administering the existing subdivision ordinance on a day-to-day basis to identify the primary issues needing to be addressed. Based on input from the meeting and a review of the existing ordinance, Kimley-Horn will develop a preliminary set of observations and recommendations to review with City staff, which could potentially include changes in: format and organization for the purpose of creating a more user-friendly document, development requirements and design standards / guidelines to support the vision of the Kerrville 2050 Comprehensive Plan, development procedures, provisions for variances and waivers, and other revisions as necessary.

Task 5 – Research Relevant Ordinances from other Communities

5.1 – Identification of Example Ordinances –The Kimley-Horn Team will research and identify model ordinances and guidelines related to: Lighting / Night Skies, Signage, Landscaping / Tree Preservation, Water Wise Principles and Practices, and Drainage that have relevance for potential adoption as stand-alone ordinances or guidelines, or to be incorporated into the Subdivision Ordinance or Development Standards / Guidelines for Kerrville.

5.2 – Diagnostic Meeting #3 – Additional Ordinances – Kimley-Horn will conduct one (1) diagnostic meetings with City Staff to review the Kimley-Horn Team’s recommendations related to the development of ordinances or guidelines regarding: Lighting / Night Skies, Signage, Landscaping / Tree Preservation, Water Wise Principles and Practices, and Drainage ordinances to be implemented as stand-alone ordinances, or could be incorporated into the updated Subdivision Ordinance or Development Standards / Guidelines for Kerrville.

PHASE III – PREPARATION OF UPDATED ORDINANCES

Task 6 - Preparation of a Draft Zoning Ordinance and Draft Zoning Map

The process for creating the new zoning ordinance and zoning map will be divided into three distinct parts to allow for focused and interactive review of recommendations between City Staff and Kimley-Horn.

These review phases are: (1) developing revised zoning districts and land uses, (2) identifying potential amendments to development requirements and zoning procedures, (3) updating the zoning map. At the end of subtask 6.3, the Draft Zoning Ordinance and Draft Zoning Map will be presented and discussed with the CRC, and at a Community Open House.

6.1 - Develop Draft Zoning Districts - Kimley-Horn will draft updated zoning ordinance sections related to zoning districts and land uses. Kimley-Horn will hold one (1) orientation conference call meeting with City Staff to present and provide a detailed explanation of the elements within this task before Staff conducts a review of the draft text. The suitability and potential location of new or modified zoning districts will be discussed during this task, along with discussion of the possibility of developing overlay districts such as an Arts and Culture overlay, a River Corridor Overlay, and / or a Downtown Overlay to advance the Kerrville 2050 vision. As part of this task, City Staff will also provide direction regarding modifying existing zoning districts as preliminary input to the drafting of the updated zoning map.

One (1) feedback conference call will be held with Staff to review City comments. City Staff will provide one written set of consolidated comments for the sections drafted under this task for incorporation prior to being presented at the Community Open House.

6.2 - Develop Draft Development Requirements and Zoning Procedures - Kimley-Horn will draft updated zoning ordinance sections related to: procedural requirements and board

responsibilities, definitions, conditional and specific use permits, parking standards, nonconforming provisions, and other requirements as necessary. Kimley-Horn will hold one (1) orientation conference call meeting with City Staff to present and provide a detailed explanation of the elements within this task before Staff conducts a review of the draft text.

One (1) feedback conference call will be held with Staff to review City comments. City Staff will provide one written set of consolidated comments for the sections identified above for incorporation prior to being presented at the Community Open House.

6.3 - Develop Draft Zoning Map - Based on comments received in Tasks 3.1, 3.2, and 6.1, Kimley-Horn will develop an updated zoning map in GIS format as a draft. City Staff will provide one written set of consolidated comments for incorporation into the draft zoning map before it is presented at the Community Open House.

6.4 - Preparation of a Revised Zoning Ordinance and Revised Zoning Map - Based upon community comment at the Community Open House, and direction from the Joint City Council / P&Z work session, the Kimley-Horn Team will update the draft zoning ordinance and draft zoning map to respond to P&Z and City Council direction. Following these revisions, the documents will be prepared for Planning and Zoning Commission consideration and City Council adoption.

Task 7 - Preparation of the Subdivision Ordinance Update

7.1 - Develop Draft Subdivision Ordinance Update - The Kimley-Horn Team will draft updated subdivision ordinance sections to support the updated zoning ordinance. The consultant team will hold one (1) orientation conference call with City Staff to present and provide a detailed explanation of the elements within this task before Staff conducts a review of the draft text.

One (1) feedback conference call will be held with Staff to review City comments. City Staff will provide one written set of consolidated comments for the sections drafted under this task. At the end of each this task, the Subdivision Ordinance Update will be presented and discussed with the CRC, and at a Community Open House.

7.2 - Develop Revised Subdivision Ordinance Update - Based upon community comment at the Community Open House, and direction from the Joint City Council / P&Z work session, the Kimley-Horn Team will revise the Subdivision Ordinance Update to respond to P&Z and City Council direction. Following these revisions, the Subdivision Ordinance Update will be prepared for Planning and Zoning Commission consideration and City Council adoption.

Task 8 - Preparation of Development Standards / Guidelines (Additional Ordinances / Guidelines)

8.1 - Develop Draft Development Standards / Guidelines - Based on the information gathered in Task 5, the Kimley-Horn Team will draft Development Standards / Guidelines related to: Lighting / Night Skies, Signage, Landscape / Tree Preservation, Water Wise Principles and Practices, and Drainage that have relevance for potential adoption as stand-alone ordinances or guidelines, or to be incorporated into the Subdivision Ordinance or Development Standards / Guidelines for Kerrville. Kimley-Horn will hold one (1) orientation conference call meeting with City Staff to present and provide a detailed explanation of the elements within this task before Staff conducts a review of the draft text.

One (1) feedback conference call will be held with Staff to review City comments. City Staff will provide one written set of consolidated comments for the sections drafted under this task. At the end of this task, the Subdivision Ordinance Update will be presented and discussed with the CRC, and at a Community Open House.

8.2 - Develop Revised Development Standards / Guidelines - Based upon community comment at the Community Open House, and direction from the Joint City Council / P&Z work session, the Kimley-Horn Team will revise the Development Standards / Guidelines to respond to P&Z and City Council direction. Following these revisions, the Development Standards / Guidelines will be prepared for Planning and Zoning Commission consideration and City Council adoption.

PHASE IV – ADOPTION

City Staff will be solely responsible for mandatory notifications for public meetings and public hearings as required by state law.

Task 9 – Zoning Ordinance Adoption

9.1– Planning & Zoning Commission Recommendation (one [1] meeting) – The Kimley-Horn Team will present the Draft Zoning Ordinance and Zoning Map to the Kerrville Planning & Zoning Commission in a public hearing for community and Commission comment. The Kimley-Horn Team will incorporate any additional Commission comments into the Final Draft Zoning Ordinance and Official Zoning Map for recommendation prior to presentation to the Kerrville City Council.

9.2– City Council Adoption (one [1] meeting) – The Kimley-Horn Team will present the Final Draft Zoning Ordinance and Official Zoning Map to the Kerrville City Council at a public hearing to consider adoption. Any changes requested by the Kerrville City Council will be incorporated into the Final Zoning Ordinance and Official Zoning Map.

Task 10 – Subdivision and Development Standards / Guidelines Adoption

10.1– Planning & Zoning Commission Recommendation (one [1] meeting) – The Kimley-Horn Team will present the Subdivision Ordinance and Development Standards / Guidelines (Lighting / Night Skies, Signage, Landscape / Tree Preservation, Water Wise Principles and Practices, and Drainage) to the Kerrville Planning & Zoning Commission in a public hearing for community and Commission comment. The Kimley-Horn Team will incorporate any additional comments from the Commission into the Final Draft Subdivision Ordinance and Draft Development Standards / Guidelines for recommendation prior to presentation to the Kerrville City Council.

10.2– City Council Adoption (one [1] meeting) – The Kimley-Horn Team will present the Final Draft Subdivision Ordinance and Development Standards / Guidelines to the Kerrville City Council at a public hearing to consider adoption. Any changes requested by the Kerrville City Council will be incorporated into the Final Subdivision Ordinance and Development Standards / Guidelines.