

City of New Braunfels, Texas

Creation of a Unified Development Code

Request for Proposals

Introduction

Overview

The City of New Braunfels is seeking proposals from qualified consultant teams interested in assisting the community in drafting and preparing a functional, practical, reasonable, and responsible Unified Development Code (UDC). The project will include overhauling and consolidating the existing development-related ordinances into a single, easy-to-use document housed in a single chapter of the New Braunfels Code of Ordinances.

The primary objective of the UDC is to be one of the city's tools used to implement Envision New Braunfels, the community's comprehensive plan, which won the American Planning Association (APA) state chapter award for best Comprehensive Plan in 2018. The plan focuses on how to accommodate and manage the tremendous growth the region is experiencing, while maintaining New Braunfels' exceptional quality of life sustained through its history, cultural identity, environment, geography, architecture, and natural resources.

The current development-related ordinances, including but not limited to the Zoning Ordinance (Chapter 144), Subdivision Platting Ordinance (Chapter 118), Sign Ordinance (Chapter 106), and Historic Preservation Ordinance (Chapter 66), were written at a different time in New Braunfels' history. The suburban-style standards, subjective criteria, and lack of modern innovative development alternatives create barriers to implementation of Envision New Braunfels, as well as other adopted City plans and policies. Additionally, the ordinances' locations in different chapters in the Code of Ordinances create confusion: multiple cross-referencing can lead to missed requirements and, in turn, costly development delays.

The selected consultant team must have demonstrated experience in:

1. Drafting contemporary development codes/ordinances to implement a comprehensive plan;
2. Producing engaging descriptive design illustrations, maps and graphics to supplement and clarify written requirements or concepts;
3. Ensuring constitutionality of standards, processes and exactions;
4. Employing rough proportionality analyses, and applying Texas' vested rights statute;
5. Removing barriers to innovative development patterns, sprawl retrofits, workforce housing, and flexibility to allow for innovation, creativity, and placemaking;
6. Creating development and zoning incentives to achieve excellent urban design, great streets, enhanced mobility and a community's desired urban form;
7. Preparing guidelines as incentives for low impact development (LID), tree preservation and related environmental objectives identified in a community's comprehensive plan;
8. Writing innovative zoning tools for comprehensive plan implementation that appropriately address both the private and public realm;
9. Consolidating and streamlining inefficient and redundant processes;
10. Collaborating with broad groups of stakeholders to achieve desired outcomes; and
11. Working as an extension of city staff in engaging the public and workgroups to build consensus and understanding around innovative concepts for the built-environment.

Community Background

The seat of Comal County, New Braunfels is strategically situated between the Nation's seventh largest city, San Antonio, to the south, and the Texas Capital, Austin, to the north, with easy access to each along Interstate Highway 35. Interstate Highway 10, less than ten miles to the south, provides access to Houston, three hours to the east.

Consistently ranked by the U.S. Census Bureau in the top 10 fastest growing cities in the Nation, New Braunfels has a 2020 estimated population of over 90,000 within a metropolitan statistical area (MSA) of approximately 2.3 million inhabitants. Founded in 1845, New Braunfels has a rich history and retains its cultural heritage which influences its architecture, community activities, branding, pride of citizenship, and way of life.

The environmentally sensitive Balcones Escarpment on the west side of the city gives rise to the Texas Hill Country. The base of the escarpment includes numerous natural springs coming forth from karst in the limestone of the Edwards Aquifer, the region's main fresh water source. These springs form the headwaters of the Comal River. The pristine Comal River winds its way through town to its confluence with the Guadalupe River. The Guadalupe River, with headwaters in the western Hill Country, feeds Canyon Lake north of New Braunfels, then flows southeast, across the Blackland Prairie, filling several hydroelectric and recreational reservoirs downstream. Both watercourses provide much of the source for outdoor recreation that draws millions of visitors from across the Country to the area every year.

Situated approximately equidistant between Austin and San Antonio, New Braunfels has ready access to numerous state-supported and private universities in the region and boasts a solid transportation infrastructure network including a successful regional airport. All of the above, coupled with the region's changing demographics, contribute to continued vibrant business and corporate location and expansion in a variety of fields and sectors.

Comprehensive Plan

The innovative public engagement methods used to gather extensive community input were the hallmarks of Envision New Braunfels and contributed to its selection as the best Texas comprehensive plan in 2018. A truly community-driven plan, Envision New Braunfels encourages partnerships with private business, school districts, not-for-profits, service organizations, the medical industry, etc. to achieve full implementation.

Envision New Braunfels specifically calls for adopting a UDC that encourages great urban design for existing and future centers. Some of the 287 strategies and actions directly addressing the UDC include, but are not limited to:

Strategy 1 – Support Vibrant Centers

- Action 1.6: Incentivize infill development and redevelopment to take advantage of existing infrastructure.
- Action 1.11: Update policies and codes to achieve development patterns that implement the goals of Envision New Braunfels.
- Action 1.14: Ensure regulations do not unintentionally inhibit the provision of a variety of flexible and innovative lodging options and attractions.

Strategy 2 – Activate Neighborhoods

- Action 2.1: Sustain community livability for all ages and economic backgrounds.
- Action 2.5: Encourage diversification of commercial activity Downtown to build on and sustain existing historic resources and maximize structure utilization for economic expansion.
- Action 2.8: Establish or expand architectural standards for quality of design across the city.

- Action 2.33: Encourage vertical growth and development of key areas to take advantage of infrastructure capacity, maintain the core, and to discourage sprawl.
- Aging in Place special action: Ensure that community land-use planning improves older-adult mobility through zoning enhancements that support the logical location of older-adult housing and services near transportation and mobility infrastructure.

Strategy 3 – Balance Jobs and Housing Choice

- Action 3.6: Pro-actively provide a regulatory environment that remains business and resident friendly.
- Action 3.10: Change zoning/land use and platting rules, and create tax and permit fee incentives in underutilized neighborhoods, nodes, and corridors to encourage redevelopment.
- Action 3.13: Cultivate an environment where a healthy mix of different housing products at a range of sizes, affordability, densities, amenities and price points can be provided across the community as well as within individual developments.
- Action 3.16: Review and revise regulations that inadvertently inhibit creative housing options or workforce housing alternatives.
- Action 3.23: Revise local ordinances so that they do not inadvertently inhibit development of venues in close proximity to neighborhoods and schools.

Strategy 4 – Innovate in Parks and Public Spaces

- Action 4.1: Ensure parks and green spaces are within a one-mile walk or bicycle ride for every household in New Braunfels.

Strategy 5 – Bolster Resilient Infrastructure

- Action 5.2: Discourage development in Edwards Aquifer Recharge and contributing zones, stream zones, or other ecologically constrained areas. Where development in these areas must occur, require that it be environmentally sound using tools such as but not limited to low impact development (LID).
- Action 5.3: Amend codes to include incentives for developers to use LID tools such as permeable materials, rainwater harvesting, bio-swales, etc. Phase-in some as requirements over time.
- Action 5.13: Continuously seek new innovations in drainage, streets, engineering practices, etc. to achieve the state of the art; require or incentivize practices for the development community.
- Action 5.15: Ensure that developers adequately address drainage in their projects and developments.
- Action 5.16: Update City of New Braunfels ordinances to reflect the “Drainage and Erosion Control Design Manual” principles.
- Action 5.17: Review and update Tree and Landscape ordinances to ensure New Braunfels remains a green city and expands its tree canopy.
- Action 5.27: Enhance city codes to encourage solar energy usage/generation.

Strategy 6 – Coordinate Community Investments

- Action 6.2: Protect the airport from incompatible land use encroachment.

Strategy 7 – Connect All

- Action 7.4: Strengthen sidewalk requirements in the City’s codes.
- Action 7.6: Design neighborhoods and subdivision development codes with schools and school access in mind.
- Action 7.7: Ensure that local development codes which require sidewalks, trails, lanes or paths include healthy living, safety, and vehicular congestion relief as an intent.
- Action 7.9: Enact/enforce maximum block size limitations.
- Action 7.10: Require more street connectivity/adopt connectivity ratios.
- Action 7.11: Allow for smaller/narrower streets and lot size variety within individual subdivisions.
- Action 7.19: Improve connectivity for all modes of transportation including bicycles.

- Action 7.39: Add handicapped parking requirements to the New Braunfels parking ordinances.
- Action 7.50: Ensure the thoroughfare plan includes and ordinances require adequate dedication and reservation of right-of-way for future roadways.

Strategy 8 – Cultivate Local and Regional Partnerships

- Action 8.8: Collaborate with property owners to preserve historic structures.

Future Land Use Map

Envision New Braunfels includes an innovative future land use map that focuses on Sub Areas, Corridors, and Existing and Future Centers of activity and vitality. The existing zoning districts were written to accommodate outdated models of more prescriptive land use categories. The new UDC will need to embrace the new model with appropriate standards to achieve mixed-use, neighborhood compatibility, multi-modal connectivity, and use transitions.

Related Plans and Studies

The City and its area partner agencies and organizations have adopted various plans, reports, studies, GIS information and maps that further guide and shape the built environment. The selected consultant is expected to become familiar with these documents for UDC integration and policy implementation.

These include, but are not limited to:

- South Castell Avenue Visioning Plan
- Workforce Housing Study
- Economic Development Strategic Plan
- Parks and Recreation Master Plan
- Downtown Implementation Plan
- Castell Avenue Study (2021)
- San Antonio Street Neighborhood Study (2021)
- River Mill Neighborhood Plan (underway)
- Regional Transportation Plan
- Hike and Bike Trail Master Plan
- River Properties Master Plan
- Drainage and Erosion Control Design Manual
- Veramendi Development and Design Control Document

Ordinances: https://library.municode.com/tx/new_braunfels/codes/code_of_ordinances

The current Zoning Ordinance is an amalgamation of various different updates over the decades. Originally drafted in the 1960s as an update to one from the 1940s, it includes pyramidal zoning districts and suburban style development standards. This is surprising considering the community prides itself on not being a suburb of San Antonio. An update in 1987 added new districts that maintained a mostly pyramidal nature and did not integrate concepts beyond the suburban character. A number of collective edits were made in 2006 as an initial response to rapid growth that began that decade. Piecemeal amendments have made incremental improvements since.

The Subdivision Platting Ordinance was adopted in the 1990s and has remained largely in its current form since, save for the state-mandated edits in HB 3167 in 2019. Like the Zoning Ordinance, the Subdivision Platting Ordinance includes rules that favor typical suburban style layouts and designs, impact redevelopment costs and timelines, and limit creativity without complex process reviews or waivers. A few recent incremental amendments have added some strategic flexible improvements, however these improvements have not gone far enough to implement patterns desired by the community as reflected in Envision New Braunfels.

The Sign Ordinance was adopted in 2006. State law changes and court decisions have rendered parts of it unenforceable. Attempts by staff to make strategic edits to codify these issues have proven difficult due to the impact one seemingly minor change has on associated connecting or related standards. A complete rewrite has been frequently requested by the local sign industry.

The Historic Preservation Ordinance was written in the 1990s. The City has several historic districts, and relatively frequent property owner requests for historic landmark designation; however, the districts do not have design standards. Additionally, the ordinance includes complicated and onerous timing and procedural steps for demolition requests of structures that are not designated but may be eligible for consideration. Furthermore, while individual landmark designation carries the typical tax relief incentive, there are few incentives to the creation of broader historic districts.

Some of the specific issues with the current standards include, but are not limited to:

- Unnecessary overly regulatory language and messaging.
- Excessive subjectivity for decision making that should be replaced with objective criteria.
- Outdated standards that do not align with the Comprehensive Plan.
- Inconsistent format, structure, and numbering.
- Reliance on outdated pyramidal style zoning.
- Redundancy within individual ordinances and across multiple ordinances.
- Standards and regulations housed in the wrong ordinance.
- Lack of graphics, illustrations, sketches, and process flowcharts.
- Insufficient definitions, with regulatory language within the definitions.
- Minimal coordination between ordinances.
- Inadequate nonconforming use criteria and no amortization procedures.
- Outdated and ineffective parking standards.
- Block length requirements that are unclear and do not reflect desired development patterns.
- Lack of commentary on intent and connection to the comprehensive plan.
- Limited case management and board/commission procedures.
- Inadequate promotion of mixed use and neighborhood compatibility.
- Excessive specific delineation of uses (rather than use categories) which limits flexibility as uses change with the market.
- Lack of flexibility for creative subdivision design alternatives and variety, mixed use, and infill.
- Design requirements that unintentionally inhibit physical activity, ease of access to food, or protection of natural resources.
- Limited standards or incentives to achieve connectivity between neighborhoods, regardless of mode.
- Minimal landscaping buffers to provide better use intensity transitions.
- Inconsistency with court rulings, rendering some rules unenforceable or obsolete.
- Barriers to redevelopment, workforce housing and current market trends.
- Unintentional incentivizing of Special Use Permits (SUPs).

Recent and on-going incremental improvements, developed with thorough stakeholder input, likely need to only be briefly examined for general updates. These include, but are not limited to, ordinances on short-term rentals, truck stops, commercial vehicles in neighborhoods, overlays and special districts, downtown sidewalk permits, and edits to comply with HB 3167 and HB 2439. Critical improvements currently underway include recommendations from the Workforce Housing Advisory Committee on Missing Middle Housing concepts, minimum lot size adjustments, and accessory dwelling and live-work unit allowances.

Following are other ordinances or documents that, while related to development, will not be part of the scope of this project, aside from any necessary cross-referencing:

- Parkland Dedication and Development Ordinance
- Drainage and Erosion Control Design Manual
- I-Codes (Chapter 14)
- Environment (Chapter 50)
- Floods (Chapter 58)

An extraneous Chapter of the Code of Ordinances needs to be included and incorporated into the UDC: Chapter 98 “Planning”, which includes an outline for establishment of the Planning Commission and Zoning Board of Adjustment.

Finally, the consultant team will examine ordinances in nearby cities, as well as comparable cities. Best practices and model ordinances that would achieve the goals of Envision New Braunfels should be considered.

Project Scope

The scope of services listed below is not intended to be a comprehensive list of what the consultant team will provide, but rather shall serve as a guide. It is expected that the selected consultant team’s proposals will provide more specific recommendations for approaches, tasks, timelines, and deliverables based on their experience and expertise from past work on related projects. The consultant team is expected to bring creative and innovative ideas and procedures to the project, and work with City staff to customize the details, work plan and phase structure.

The UDC will be developed through a lens of equity and inclusion. Although not an exhaustive list, the following are to be examined for potential inclusion in the UDC:

- Placemaking
- Form-based zoning
- Walkable communities
- LID incentives
- Connectivity ratios
- Performance-based buffering of incompatible uses
- Incentives for housing type variety/diversity and missing-middle housing
- Allowances for lot shape and size variety
- Context sensitive standards to create a rich variety of building types and appropriately address the public and private realms
- Improved public health through the built environment
- Conservation subdivision alternatives
- Encouragements for housing types that support all ages in the community

Additionally, the South Castell Avenue Visioning Plan specifically calls for the creation of a Transit Oriented Development zoning district. The UDC will need to include the creation of a TOD to accomplish this goal.

Branding

The selected consultant will assist City staff with identifying a marketing brand and strategy for the project effort. Such branding could include a name and logo that complements the City’s official logo in style and color, as well as the Envision New Braunfels logo. The marketing logo and branding will be the property of the City of New Braunfels, and may be used on all related documents, correspondence, marketing materials, website, etc.

Code Diagnostic and Analysis

The selected consultant team will perform a diagnostic analysis of the current zoning, subdivision platting, sign, and historic preservation ordinances. This diagnostic will identify conflicts with federal

regulations, state statutes, case law, other city ordinances, the Comprehensive Plan, the Future Land Use map, and other plans and studies. The diagnostic analysis will itemize known issues with the current ordinances, including information from staff regarding application and utilization. A Technical Staff Committee should be assembled to assist with this diagnostic, sharing issues and experiences. Stakeholder interviews will also prove helpful in assessing issues experienced by the development and building community, as well as neighborhood residents.

The selected consultant team is expected to demonstrate clear understanding of necessary actions to achieve the vision established in adopted plans. They shall take note, through general community and neighborhood evaluation, and review of the existing plans and policies, of unique neighborhood and geographic features, associated cultures, architecture, and form of development.

The consultant team should develop a menu of options and approaches to address issues identified in the diagnostic. To arrive at their conclusions, the consultant team may test implementation through scenarios and modeling. Approaches for how to address the potential creation of legal nonconforming uses upon adoption, will need to be provided. The consultant team shall articulate implications of the different options and recommend implementation strategies for discussion.

Community Outreach and Participation

As demonstrated with Envision New Braunfels, a robust public engagement program results in a superior product. The residents of New Braunfels take pride in the community and are passionate about maintaining and continuously improving quality of life. Substantial base vision data already exists in the various adopted long-range plans. However, considering the thousands of new residents who have moved to the city since adoption of the Comprehensive Plan, the UDC development process should include public input. Therefore, the consultant is expected to possess expertise in a variety of innovative public engagement approaches and techniques to encourage participation.

The consultant team, with input from the City, will develop a stakeholder engagement methodology that will ensure opportunities for broad, diverse, community-wide input. It should include an appropriate mix of effective tools and techniques such as public workshops, virtual town halls, open houses, charrettes, visual preference surveys, interactive webpage, social media conversations, community events, festival booths, department and city newsletter articles, press releases, etc. The consultant shall take special care to ensure the thoughts and ideas of disadvantaged and vulnerable groups are collected. The final document will integrate and reflect the overall community's values and guiding principles identified through the public outreach effort, as well as what has already been captured from the community in the Comprehensive Plan and other adopted plans.

Once the project is underway, a Citizens Advisory Committee, likely made up of members of the Planning Commission, Zoning Board of Adjustment, and Historic Landmark Commission, will provide project guidance. Four Task Groups may also be formed to provide expert input on each topical area (Zoning, Platting, Signs, Historic Preservation). These task groups should be composed of community members who have working knowledge of, or direct interest in the topics, but should be diverse in representation, industry, and points of view. Charette methods or workshops may be used for Task Groups to cooperatively develop draft standards. However, the consultant team should recommend approaches to the above to ensure successful outcomes. The Technical Staff Committee will also prove beneficial throughout the process to provide feedback, input, and insight.

The selected consultant team should expect to hold or attend meetings and workshops with City Council, Planning Commission, Zoning Board of Adjustment, Historic Landmark Commission, the development community, advisory committee, task groups, key stakeholders, and the general public. In

all engagement settings, the consultant team will act as expert facilitator in the formulation of standards that are acceptable to both residents and the development/business community by providing neutral opinions, creative alternatives, and potential resolutions.

The selected consultant team will prepare data, graphics, tables, charts, PowerPoints, maps, and all other materials necessary to facilitate all public engagement activities and meetings. Any GIS-oriented web applications to assist with public outreach will be developed by the consultant using the ArcGIS Online platform provided by ESRI.

UDC Drafting and Development

The selected consultant team will document, compile and analyze all data, public input, and committee guidance. This information will influence and drive document development and finalization of standards into a UDC draft that clearly reflects the Comprehensive Plan's expectations. The consultant team shall ensure compliance with all applicable Texas state statutes, federal laws, and Supreme Court decisions. The team will additionally provide guidance regarding any zoning map changes which result from converting to the UDC.

Overall, the UDC should:

- Be "user-friendly", i.e. easy to read, understand, and interpret for citizens, staff, developers, and elected and appointed officials.
- Be web-ready and searchable with hyperlinks to references and guiding plans and policies.
- Include process mapping flowcharts.
- Intuitively integrate all aspects of development requirements and operational processes.
- Be easily administered, with objective criteria for staff, saving subjective decision making for boards/commissions/council.
- Include objective administrative approval processes for minor adjustments and applications.
- Be heavily illustrated, with considerable, digitally compatible maps and graphics depicting requirements and concepts.
- Streamline processes.
- Remove barriers and add flexibility to allow for creative development, redevelopment, and preservation alternatives.
- Include regulatory incentives to encourage or catalyze quality redevelopment.
- Recognize the land use-transportation-public realm relationship within a framework of context sensitivity.
- Establish standards that result in quality development, street design, and a sense of place.
- Facilitate the creation of gateways and corridor reinvestment solutions.
- Encourage housing variety, enhance quality and equity, and address the "missing middle".
- Accommodate multi-modal transportation and complete streets to support mobility for all ages and physical needs.
- Maximize the use of all state-authorized subdivision and historic preservation tools.

Communications with Client

The consultant team shall provide, at a minimum:

- Twice-monthly phone calls/virtual meetings with the staff project manager,
- Twice-monthly email updates on the project progress/status,
- Pre- and post- committee meeting/public outreach communication/take-aways,
- Free flow of information, and
- Resolution of any questions or issues that arise.

Document component drafts and accompanying illustrations will be prepared for review by City staff and the Citizens Advisory Committee. After providing sufficient time for detailed review of drafts, the consultant will follow-up with final versions in response to comments, feedback, corrections, etc.

Adoption Process and Deliverables

The consultant team is expected to carry the UDC from inception through document adoption. The adoption process will include review and recommendation by boards and commissions, and potential joint workshops with boards, commissions and City Council, before final consideration by City Council. The consultant team's responsibility to present at the meetings with these boards/commissions will vary subject to strategy, although attendance at all at a minimum is required.

The consultant team will provide twenty (20) hard copies of the draft UDC ahead of the Planning Commission recommendation and City Council final consideration. The consultant team shall also track recommended modifications by all boards/commissions in a table or the best tool recommended by the team. These recommended modifications will be considered by City Council alongside the staff/consultant-recommended final draft.

The consultant will provide ten (10) bound hard copies of the final, adopted UDC, as well as the full document in web-ready electronic format acceptable to the City. Project files and GIS data used to produce all final maps will be provided as ESRI project files, geodatabases, and layer files containing the symbology and labeling properties that are compatible with the City's systems in place at time of adoption.

The City currently publishes its Code of Ordinances with the Municipal Code Corporation (Municode) and, therefore, relies on the Internet version as its official set of rules and standards; the final adopted version must be in a format compatible with and acceptable to Municode publishing standards. The consultant team's assistance in packaging the final document for submission to Municode for publication will be needed.

The final documents and all accompanying illustrations, images, maps, charts, tables, flowcharts, etc. shall be the property of the City of New Braunfels. Upon completion of the contract, maintenance of the UDC website and other online tools will be relinquished to the City of New Braunfels.

Timeline

The consultant shall prepare a timeline for individual phase or component completion and development. It is anticipated the overall project may take approximately 18 to 21 months. However, it is recognized that developing a UDC can ignite specific topic issues, therefore the City is flexible if such issues arise. The selected consultant is expected to have expertise in resolving such unforeseen issues related to land use, technical requirements, or development standards.

Response to the RFP

The following items are required in each proposal.

1. Cover Letter

A cover letter with company name, address, phone number, email address, webpage, project contact, and principal signature is required. The letter should express the reasoning for your interest in the project and certify the firms/team has sufficient resources in personnel, equipment, brain power, and time to commit to this project.

2. Consultant Profile

Provide at least the following information about any firm participating on the consultant team:

- Firm name, business address, telephone number, and email address
- Year established (including former firm names and year established if applicable)
- Project Manager's name, mailing address, email address, telephone number, and resume
- Office locations

3. Project Team

Provide at least the following information about the personnel that will be assigned to this project:

- Resumes, areas of competence or specialties, position in the firm, and include them on a team/project organizational chart
- Describe the responsibilities of each team member, and include a brief statement from each expressing their interest in this project and why

4. Relevant Experience

Please share information related to at least four similar projects the consultant directly worked on and successfully completed that will illustrate your ability to perform services required for this project. Be specific as to how the projects relate to this one, with a goal of demonstrating how well the consultant understands this project and the New Braunfels community. For each project, please provide at least the following information:

- Project name and location.
- General scope of services provided, and contract cost.
- Information regarding the results of the services. Include any special circumstances or special conditions encountered.
- Name of consultant team member(s) associated with the project.
- Date of contract award and date of completion, including any milestones.
- Links to final adopted projects.

5. Work Plan

Describe the team's proposed work plan regarding approach to accomplishing the scope, including detailed specific tasks and responsible parties. Include your detailed approach to innovative public outreach and committee organization. Provide a written narrative detailing your general understanding of the City and project. Include a descriptive list of deliverables at each task step, and methodology for benchmarking performance.

6. Project Schedule

Submit a schedule and timeline illustrating phasing, key task target dates, milestones, estimated task durations, anticipated time individual team members will spend on the project components, and requirements for completing the entire scope of work.

7. Quality Control

Describe how the consultant will handle quality control to monitor and resolve issues, and check and cross-reference documents.

Feel free to include additional information that the firm considers to be pertinent to this project, but which is not included in the scope of services of this RFP.

Evaluation Criteria

The City will evaluate the submitted proposals based on, but not limited to, the following criteria, awarding up to the identified points in each category.

Completeness and Clarity. The consultant's ability to prepare a complete and clear submission is indicative of their abilities to do the same with the UDC. **10 points**

Understanding of the Community and State. New Braunfels is a unique community and only a consultant who understands what makes the community special, and what is required to ensure that uniqueness is maintained, will be successful. Additionally, how well the consultant understands Texas' property rights focus and corresponding statutes that impact municipal land use and platting authority will be evaluated. **10 points**

Experience, Knowledge, and Reputation. Consultants who have a breadth of experience in successful code writing, either as a whole or through their individual team members, is important to New Braunfels' project. The consultant's planning, engineering, legal, etc. credentials and references will illustrate the caliber of their assembled team. **20 points**

Past Performance on Similar Projects. Demonstration of the consultant's specific abilities to:

1. perform work as requested,
2. successfully shepherd similar projects through a development and adoption process,
3. adapt to changing circumstances,
4. respond to challenges, and
5. introduce creative solutions and public engagement methods

is vital to understanding a team's readiness for New Braunfels' UDC. **30 points**

Planned Approach and Timeline. The consultant team is required to provide a thoughtful and creative approach to accomplish this UDC project within the time expectations of the City. Emphasis will be placed on the team's approach to resolving competing interests, implementing the Comprehensive Plan, identifying process improvements, introducing innovative concepts, developing creative ideas to retrofit a suburban model, and addressing the needs of the community's most vulnerable. **30 points**

Total: 100 points

A committee of City staff and stakeholders will review each proposal against these criteria. The City may award a contract based on the original submissions with or without further presentation. The City may choose to request additional information as deemed necessary to assist in the determination of contract award. A short list of responders who have the highest score may be selected to be interviewed and provide an oral presentation to the same or alternate committee. The outcome of the process will constitute a recommendation to City Council.

The City is under no obligation to award a contract for these services based on the received proposals. If the City determines, in its sole discretion, that none of the proposals submitted are responsive or responsible, the City reserves the right, even after the interviews, to reject all proposals for any and all services covered in this RFP and restart the procurement process.