



VILLAGE OF PINEHURST

REQUEST FOR QUALIFICATIONS

for a

Comprehensive Unified Development Ordinance Update

**Date Issued:
June 28, 2024**

**Due Date:
July 26, 2024
5:00 PM**

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1. PURPOSE

The Village of Pinehurst is soliciting proposals from qualified firms with expertise in researching, evaluating, writing, and consolidating land use regulations to complete a comprehensive update of the Village's Development Ordinance (PDO). Originally adopted in its current form in 2005, it has been amended numerous times over the years and is ready for a comprehensive update. A new development ordinance is needed that addresses the following.

- Modernizes and updates development standards and criteria, subdivision standards, definitions, uses, etc. and consistency with strategies of the 2019 Comprehensive Plan *Envision the Village* and trends over time.
- Implements the findings of the Village Place and Pinehurst South Small Area Plans and Form Based Guidance Plans using recommendations prepared during that process.
- Eliminates disorganization and creates a document that is more easily read and simplifies user needs.
- Streamlines processes and clarifies submittal requirements for the level of decision required.
- Streamlines and improves enforcement processes by developing clear and objective standards and removing subjectivity.
- Addresses new and evolving technology and terminology.
- Provides user-friendly graphics.
- Considers conversion of appropriate special use permits to use-by-right approvals subject to special requirements or conditional zoning.
- Evaluates reasonableness and effectiveness of special requirements.

The selected consultant will be responsible for managing the comprehensive update to the Pinehurst Development Ordinance with implementation of a superior quality community engagement process and strong staff coordination, resulting in an effective ordinance for all users.

The Village is utilizing a two-step process for selection of a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and **Step Two** will be to short list firms (or a firm) for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information similar to a RFP response. Information contained in this RFQ does not constitute a final scope of work, deliverables, or schedule and are provided as a broad overview of the project in anticipation that additional details and specifics will be developed when a project contract is formalized with a selected consultant.

2. COMMUNITY CONTEXT

The Village of Pinehurst is located in Moore County in the Sandhills region of central North Carolina and has an established history and international reputation as a desirable place to live, work and play. Its location, climate, charm, quality healthcare, and world-class golf attract new residents who desire the high quality of life provided here. Recently, Pinehurst was selected as winner of the [Leading the Way Award](#) by the ETC Institute, a national survey and research firm, for exceeding the national average in several key areas and in the top ten percent in three areas. The Village of Pinehurst is the home of [Pinehurst® Resort and Country Club](#) which plays host to many golf championships including the upcoming 2024 U.S. Open. The Village of Pinehurst will also be home to the United States Golf Association ([USGA®](#)) USGA® Experience and World Golf Hall of Fame opening in May of 2024. The Village of Pinehurst is also home to FirstHealth® Moore Regional Hospital, one of the nation's top 100 hospitals which is also the area's largest employer. The community is also near Fort Liberty, Sandhills Community College and is routinely rated as one of the safest cities in the United States.

During the past thirty years, Pinehurst has grown from 3,038 residents in 1990 to 17,581 as of the 2020 census. With this steady increase in population has come a reduction in available platted lots within the Village's corporate limits, placing an increasing demand on growth within the extraterritorial jurisdiction and other areas. While the community has been, and continues to be, a top destination for retirees, there has been an increase in younger families, military personnel and working professionals.

3. EXISTING ORDINANCES/POLICY DOCUMENTS

1. [Pinehurst Development Ordinance \(PDO\)](#)
2. [Pinehurst Municipal Code \(PMC\)](#) particularly:
 - a. Title IX: General Regulations
 - i. Abandoned, Junked and Nuisance Vehicles – Chapter 90
 - ii. Nuisances; Environmental Protection – Chapter 92
 - b. Title XI: Business Regulations
 - i. Mobile Vendors
 - c. Title XV: Land Usage
 - i. Flood Damage Prevention (adopted by reference)
3. [2006 Flood Damage Prevention Ordinance](#)
4. [2019 Comprehensive Plan](#)
5. [Engineering Standards and Specifications Manual \(ESSM\)](#)
6. [The Village of Pinehurst Historic District Standards](#)
7. Stormwater Management and Master Plan
8. [Village Place Small Area Plan](#)
9. [Pinehurst South Small Area Plan](#)
10. [Village Place Form Based Guidance Plan](#)
11. [Pinehurst South Form Based Guidance Plan](#)
12. [The 2024 Strategic Operating Plan](#)
13. [The 2015 Comprehensive Bicycle Master Plan](#)
14. [The 2015 Comprehensive Pedestrian Plan](#)
15. [The 2023 Comprehensive Parks and Recreation Master Plan](#)

4. ANTICIPATED SCOPE OF WORK

The awarded consultant must provide the following services and deliverables, as set forth in this RFQ and more particularly described in this section.

4.1 Management and Coordination

4.1.1 Project Timeline and Work Schedule

Tasks and Deliverables:

- A. Provide a project timeline listing relevant tasks, actions, dates for completion, and responsible parties.

4.2 Work Plan

4.2.1 Development, Nuisance, Building, and Minimum Housing Regulations & Relevant Documents Review and Assessment Report

Tasks and Deliverables:

- A. Conduct a thorough and complete review of the documents in section 3 above.

- B. Consider the following factors when reviewing the existing PDO and associated documents:
 - i. Compliance with state and federal statutes and case law, including North Carolina General Statutes Chapter 160D.
 - ii. Internal consistency within the document and internal consistency with other Village manuals, standards, and long-range planning documents.
 - iii. Readability and clarity in terms of vocabulary, language, terminology, and overall presentation of information.
 - iv. Ease of use and accessibility in terms of formatting and document structure for the benefit of Village staff, applicants, and the public.
 - v. Degree to which Planning, Inspections, and Engineering staff can enforce the standards with the document.
- C. Provide an Assessment Report diagnosing the weaknesses and omissions in the regulations identified in 4.2.1(A) above, as well as accompanying recommendations for how to improve the document.
 - i. The Assessment Report should cover how to integrate the documents into a newly titled Pinehurst Unified Development Ordinance (UDO).
 - ii. The Assessment Report should recommend revisions or creation of related documents or manuals for the UDO including general design guidelines, definitions, planting lists, administrative procedures, erosion and sedimentation standards or other documents.
 - iii. The Assessment Report should explain how the goals and recommendations from the long-range plans can be achieved practically through standards and incentives contained within the newly written UDO. This may include recommending new or revised zoning districts or the elimination or consolidation of other districts.
- D. Provide an Annotated Outline based on the Assessment Report outlining the blueprint for the new UDO and the structure and format for the UDO.
- E. Annotated outline for the new unified development ordinance and assessment Report of the existing regulations as identified in 4.2.1(A), including other ordinances, manuals, standards, and plans.

4.2.3 Community Engagement Plan

Tasks and Deliverables:

- A. The community engagement approach will be identified early in the planning process through coordination between Village staff and the consultant team.
- B. At least one community engagement event must be held following the release of the initial draft.
- C. The Village and/or consultant team may recommend additional community engagement events.

- D. Community engagement events must be held in person.
- E. A complete community engagement plan for staff review within 45 days of the Notice to Proceed. The community engagement plan must include a timeline for holding events throughout the project.
- F. Materials developed through the community engagement will be provided to the Village.

4.2.4 Draft Document

Tasks and Deliverables:

- A. Create a draft of the full UDO document including text, tables, images, and appendices for staff review.
- B. Document should be complete and fully formatted draft submitted to staff for review. A minimum of (3) rounds of edits by staff should be expected.
- C. After staff reviews and revisions are complete, a final draft of the document should be submitted for staff to review to prepare for presentation to the Planning and Zoning Board and the Village Council. At least one round of edits should be expected following the Planning and Zoning Board presentation. A final round of edits should be expected following the Village Council presentation.
- D. Upon completion of all revisions above, a final document will be presented for public hearing by the Planning and Zoning Board and Village Council for adoption. Additional revisions may be expected following the public hearings.
- E. A final draft of the UDO and associated documents (such as manuals or appendices) that are ready for publication.
- F. A spreadsheet (or other digital format) tracking all the comments and edits by staff, Planning and Zoning Board, and Village Council.
- G. Final, editable digital documents following Village Council adoption in a mutually agreed upon format. Village staff should be able to edit all documents, including any images or charts used following the adoption without authorization or approval of the consultant.
- H. A memorandum outlining the recommendations for best practices for displaying and maintaining the document online.

4.2.5 Zoning Map Analysis and Assessment Report

Tasks and Deliverables:

- A. Conduct a thorough and complete review of the Official Zoning Map.
- B. The following factors must be considered when reviewing the existing map:

- i. Appropriateness following the adoption of the Village Place and Pinehurst South Small Area Plans.
 - ii. Recommendations for consistency with the 2019 Comprehensive Plan including Focus Areas.
 - iii. Recommendations for revisions to existing or additional districts.
 - iv. Recommendations for overlay districts including highway corridors.
 - v. Recommended zoning map which would implement the updated UDO.
- C. Provide an assessment report indicating how to integrate the updated UDO, updating zoning districts, creating new base or overlay zoning districts, and accompanying descriptions and allowed uses.
- D. Assessment report of the existing zoning map and related long-range plans.
- E. Proposed new official zoning map in a format agreed by the Village.

4.2.6 Municipal Code Amendments

Tasks and Deliverables:

- A. Provide any recommended Municipal Code Amendments

5. PROPOSED PROJECT TIMELINE

TASK	DATE
Issue RFQ	June 28, 2024
Submission Deadline	July 26, 2024
Selection Process	August 2024
Final Selection	September 2024
Draft Contract	September/October 2024
Final Contract Approved	October 2024
Project Begins	October/November 2024
Final Draft Submitted for Adoption	August 2025

6. SUBMITTAL REQUIREMENTS

Method of Submission: Only electronic copy or files will be accepted.

Submittal Information: Proposals should be limited to a 25-page maximum limit. Proposals exceeding 25 pages may be removed from consideration. Example documents may be provided via links.

- 1. **Title Page:** Title page showing the following: the consultant’s name, address, telephone, and email address of the contact person; and the date of the proposal.

2. **Transmittal Letter:** A signed letter of transmittal briefly demonstrating the consultant's understanding of the work to be performed and explaining why the consultant believes it is best qualified to perform the services.
3. **Introduction and Executive Summary:** Provide the following information concerning the consultant firm:
 - Firm name and business address, including telephone number, fax number, and email address.
 - Year established (include former names and year established, if applicable).
 - Type of ownership and parent company, if any.
 - Project manager's name, mailing address, and telephone number, if different from Item 1.
 - Identify the major facts and features of the proposal, including any conclusions, assumptions, and recommendations.
4. **General Information:** Provide general information and a brief history of the consultant's firm or team, including any subcontract consultants, which may be used for the Project.
5. **Project Understanding, Approach, and Schedule:** Provide a comprehensive narrative, outline, and/or graph demonstrating the firm's understanding and approach to accomplishing the tasks outlined in the Scope of Work (Section 4). A detailed description of each task, deliverable, and the anticipated schedule for accomplishing each must be included.
6. **Relevant Experience:** Identify similar projects that the team or individuals have recently completed comparable to this project. Consultant should demonstrate relevant experience on at least (3) similar projects, preferably within the past five (5) years. The consultant should be prepared to provide copies of the work product from these projects. Include the name, telephone number, and email address of a person who may be contacted referencing each project.
7. **Personnel Qualifications:** For each member of the professional staff proposed to be assigned to this engagement, please provide the following information:
 - Identification of project manager who will lead the project and who can negotiate and execute a contract.
 - Names and proposed roles of other individual team members.
 - Qualifications and professional credentials of all team members to perform work requested, including education and prior relevant experience in their assigned functions.
8. **Availability:** Statement of availability of key personnel of the firm to undertake and complete this Project in keeping with the Village's anticipated proposed project timeline.

7. EVALUATION AND SELECTION

The Village is utilizing a two-step process to select a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and an evaluation of the responses per the criteria below. **Step Two** will be to shortlist firms for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information to be determined later. Only firms submitting a response to this RFQ shall be eligible to submit for consideration in Step Two. The Village may or may not conduct interviews and may elect to move directly into project contract negotiations based on evaluation of responses to this RFQ. The Village may also elect not to move forward with the project and may re-issue an RFQ or RFP.

Criteria for Selection

RFQs received will be evaluated based on the following criteria:

1. Responsiveness to the RFQ and quality of submittal.
2. Specialized experience of the firm(s) with projects of a similar scope and scale within the past 5 years in similar community settings.
3. Creativity, unique propositions, and demonstration of superior or innovative techniques in preparing unified development ordinances and public engagement.
4. The capacity and commitment of the firm, its key project members, and proposed sub consultants to provide requested services in accordance with the Village's schedule.
5. Qualifications and experience of key personnel, including sub consultants, on the proposed team.
6. Interested firms should submit an electronic response by July 26, 2024, via email to Alex Cameron, Planning & Inspections Director acameron@vopnc.org. Village staff will provide receipt verification of submissions received.

8. TERMS AND CONDITIONS

1. This RFQ does not commit the Village to award a contract. No other party, including any respondent, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum submission requirements, may not be reviewed. This RFQ and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any respondent to this RFQ, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any response or material(s) submitted in response to this RFQ.
2. It shall be the respondents' responsibility to review and verify the completeness of its response. The Village may request additional or clarifying information or more detailed information from any respondent at any time, including information inadvertently omitted by a respondent. The Village may request to contact clients referenced in the response. The Village also reserves the right to conduct investigations with respect to the qualifications of a respondent.
3. Verbal communication made by any Village employee or agent of the Village with respect to this RFQ is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFQ issued by the Village will be considered binding on the Village.
4. The Village reserves and may exercise the following rights and options with respect to evaluation of responses and selection for negotiation:
 - a. To reject any and all responses and re-issue the RFQ at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;
 - b. To supplement, amend, substitute or otherwise modify this RFQ at any time prior to selection of one or more respondents for negotiation and to cancel this RFQ with or without issuing another RFQ;
 - c. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
 - d. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible respondent;
 - e. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFQ or contains erasures, ambiguities, alterations, or items of work not called for by this RFQ;

- f. To waive any informality, defect, non-responsiveness and/or deviation from this RFQ that is not, in the Village's sole judgment, material to the response;
 - g. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of responses by some or all of the respondents following proposal submissions:
 - h. To request that some or all of the respondents modify proposals based upon the evaluation of the Village.
5. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected respondent(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFQ; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected respondent(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

9. RFQ QUESTIONS CONTACT INFORMATION

For additional questions, contact:

Alex Cameron, Planning and Inspections Director

Email: acameron@vopnc.org

Phone: (910) 295-8664

