

AIRWAY HEIGHTS PLANNING COMMISSION MEETING

AGENDA



May 12, 2021 6:00 P.M.

Due to COVID 19 Public Meetings and Hearings are being conducted via electronic methods in order to adhere to the Governor's order limiting public gatherings. To participate in this meeting, you may join via Zoom at the following link:

Join Zoom Meeting

<https://us02web.zoom.us/j/85452172063>

Meeting ID: 854 5217 2063

One tap mobile

+12532158782,85452172063# US (Tacoma)

Please note that the microphones will be muted until public comment on the agenda.

- I. Invocation
- II. Call to Order : _____ PM
- III. Roll Call
 - A. Kal Patel, Chair
 - B. Hank Bynaker
 - C. Mark Collins
 - D. Angelena Campobasso
- IV. Pledge of Allegiance
- V. Approval of Agenda
- VI. Approval of Minutes
- VII. Public Comment
- VIII. Presentation
- IX. Public Hearings
- X. Action Items
- XI. Workshops
 - A. 2022 Comprehensive Plan Update- Heather Trautman
 - B. Public Art Funding Ordinance- Heather Trautman
 - C. Smart Growth America Grant- Zachary Becker
- XII. Commissioner Reports
- XIII. Staff Report
 - A. Next Meeting: Wednesday, June 9, 2021
- XIV. Adjournment: _____ p.m



**PLANNING COMMISSION
MEETING MINUTES**

Wednesday, April 12, 2021
Location: Digital Zoom Meeting

I. INVOCATION:

None.

II. CALL TO ORDER:

6:00 pm

III. ROLL CALL:

| | | |
|-------|---------------------|---------|
| Chair | Kal Patel | Present |
| | Mark Collins | Present |
| | Angelena Campobasso | Present |
| | Hank Bynaker | Present |

Staff Present:

Zachary Becker, Planning Technician
Heather Trautman, Principal Planner

IV. PLEDGE OF ALLEGIANCE: Completed.

V. APPROVAL OF AGENDA: Prior to the approval of the agenda, **Commissioner Collins** made a motion to amend the agenda to remove Item XI Workshop 2022 Comprehensive Plan Update. Motion passed unanimously. **Commissioner Collins** moved to approve the amended agenda. **Commissioner Campobasso** seconded. Motion passed unanimously.

VI. APPROVAL OF MINUTES: **Commissioner Collins** moved to approve the minutes for March 10, 2021. **Commissioner Campobasso** seconded. Motion passed unanimously.

VII. PUBLIC COMMENT: None.

VIII. PRESENTATION: None.

IX. PUBLIC HEARINGS:

A. Downtown Plan and Proposed Commercial Zones Principal Planner Heather Trautman presented the staff report and additional exhibits for the proposed Downtown Plan and Commercial Zones. **Commissioner Bynaker** requested additional information regarding the description of dwelling, single family detached and language from townhome unit. **Chair Patel** requested additional information regarding use table, specifically the kennel use from 2019 text amendment. Staff recommended forwarding Ordinance C-962 with corrections to the definition for dwelling, single family detached and additional uses within the use table. No public comments were received. Motion made by **Commissioner Collins** and seconded by **Commissioner Bynaker** to approve and recommend findings to the City Council. Motion passed unanimously. The Public Hearing ended at 6:42 pm.

X. ACTION ITEMS: None.

XI. WORKSHOP: None.

XII. COMMISSIONER REPORTS: **Commissioner Campobasso** reported on a proposal to have a tree planting after meeting with a local conservation group. **Commissioner Bynaker** requested the City to investigate the TIG filtration system used by the City of Issaquah, to see if such a method would be effective in the City of Airway Heights.

XIII. STAFF REPORTS: Planning Technician Zachary Becker reported on the progress of the Smart Growth America Grant and launch of the City's GIS system. Principal Planner Heather Trautman reported on the Planning Commission vacancy process. The Planning Commission discussed how they would like to conduct interviews and voting. Principal Planner Heather Trautman also reported on the achievement of GMA Compliance and thanked the Planning Commission for their time and efforts to reach this goal.

A. Next meeting: May 12, 2021

XIV. ADJOURNMENT:

Chair Patel adjourned the meeting at 7:27 pm

APPROVED:

Kal Patel, Chair

ATTEST:

Heather Trautman, Principal Planner



RFP 2021-001

REQUEST FOR PROPOSALS

Visioning Process, Community Engagement and Comprehensive Plan Update Development

PROJECT OVERVIEW

The City of Airway Heights seeks to update its Comprehensive Plan (Revised Code of Washington (RCW) 36.70A.130 Growth Management Act). This is to be based on a new vision created as part of the process and to respond to the substantial growth the City has experienced with 30% of the City's allocated population increase (2017-2037) occurring between 2017- 2020.

A qualified consultant is to be retained to work with the City, stakeholders, and citizens to develop two projects. Consultants may present a proposal on either or both of the projects:

1. A continuous community engagement plan that will include detailed strategies and tools for public outreach and involvement from visioning to adoption of the Comprehensive Plan (the Plan).
2. An updated Comprehensive Plan (the Plan) including vision, strategies, action steps, goals and policies document. The Plan will include the following Elements: Land Use, Housing, Transportation, Parks and Recreation, Capital Facilities, Utilities and Economic Development. This update will consist of proposed changes to the plan language, maps, graphics and images necessary to convey the vision and policy direction for the plan in a concise and visually oriented format.

As a part of the Growth Management Act (GMA), the comprehensive plan will be required to be developed in compliance with the Act and all applicable state laws and regulations. The City is currently compliant with the requirements of RCW 36.70A.130 Growth Management Act and adopted the requisite periodic update in June of 2020. The most recent version of the City of Airway Heights Comprehensive Plan is available on-line at: <http://www.cawh.org/departments/planning-department/planning-regulations-applications-and-documents>

The deadline for submittal of proposals is 4:00 PM, Pacific Time, March 2, 2021. For more information visit www.cawh.org. Responders are solely responsible for ensuring that proposals are delivered on time. Responses received after the due date and time may be returned unopened. Faxed responses will not be accepted.

This request for proposals includes the following sections:

1. City Background
2. Objective
3. Scope of Services
4. City's Responsibilities
5. Proposal Format
6. Budget and Contract
7. Selection Procedure/Schedule of Work
8. Minimum Qualifications
9. Selection Criteria
10. Discretion and Liability Waiver
11. Contacts
12. Directions for Delivery of Proposal
13. Attachments

1. CITY BACKGROUND

The City is a non-charter, code city incorporated on April 15, 1955 as the City of Airway Heights. Airway Heights is a unique community. It is located along the US 2 corridor which is the City's central axis for the commercial development. US 2 connects I-90 to Airway Heights and to destination facilities within and on its borders including the Spokane International Airport, Fairchild Airforce Base, the Spokane Tribal Kalispel Tribal Casinos and associated commercial development. The community is currently a mix of private, public and trust ownership that includes the Geiger Correction Facility, the Spokane County Raceway course, rock quarries and processing facilities, industrial warehousing and distribution facilities, as well as the growing and processing of Cannabis industry. The City's residential and commercial development is highly impacted by the neighboring Fairchild Airforce Base and Spokane International Airport operations and regulatory requirements that impact allowed uses and development standards within applicable overlay areas.

2. Objective

The City of Airway Heights, Washington invites proposals from qualified firms and desires to obtain fixed price proposals to:

- 2.1 Develop and execute a public engagement plan from visioning to adoption of the Plan with emphasis on the use of interactive opportunities to include surveys, social media, website development, and other effective methods that are inclusive including portions of the community that have historically been marginalized during planning processes;
- 2.2 Development a Comprehensive Plan including the following and including from Attachment A - 2022 Working Comprehensive Plan Outline and Tasks:
 - a. Develop with the community a new Vision for the community including Strategies and Action Steps for a Comprehensive Plan (the Plan);
 - b. Develop a comprehensive set of goals and polices for each Element of the Plan that are internally consistent between required elements and compliant with GMA;
 - c. Update the Land Use Element with analysis and recommendations for residential land use including Urban Growth Area (UGA) modifications, location and distribution of potential neighborhood commercial land uses and other options to assist the City in being a walkable and sustainable community, review and recommendation on land use for various housing types including "missing middle", inclusion of the recently adopted Industrial Sub-area Plan including a review of suitability and quantity of industrial lands outside of the study area, and incorporation of the recently developed Downtown Plan land use recommendations;
 - d. Update the Land Use Element with an analysis of the Industrial and Recreation land use designations in the north portion of the City with specific recommendations on land use classifications, density, and connectivity for utilities, including transportation and multimodal access;

- e. Update the Housing Element to include housing options addressing the full range of incomes, housing need and housing alternatives including “missing middle” housing as required under RCW 36.70A;
- f. Update to the Capital Facilities Element and develop a 20-Year Capital Facilities Plan with emphasis on timing and funding options for public facilities including: Fire, Police, Community Center, and other City Services. This portion of the project will be supplemented by work under a separate contractor for needs related to Fire, Police and Courts;
- g. Develop and execute public engagement strategies to assist a separate consultant developing the Transportation Element, with emphasis on a Pedestrian Plan, Bicycle Plan, and Sidewalk development plan;
- h. Update the Utilities Chapter with information from the Updated Water Master Plan (2020), and, as necessary, for Waste Water and Waste Water Reclamation;
- i. Update the Parks and Recreation Chapter with incorporation of the Parks and Recreation Master Plan (to be completed in 2021 by the Parks Department);
- j. Update various Elements based on the review and integration of recent economic and marketing forecasts from the West Plains Transportation Study (WSDOT) and the 6th/10th/12th Corridor (West Plains Connect Project), as they relate to Economic Development, Land Use, Transportation, Utilities and Capital Facilities; and
- k. Develop a final Plan document in a concise, organized and easy to use format that utilizes images and graphics to convey intent and application of the plan in a digital format.

3. Scope of Services

The project consists of furnishing all labor, materials, equipment, tools, supervision and travel necessary to complete the following tasks:

3.1 For the Community Engagement Strategy:

- a. Develop a detailed Community Engagement Strategy from the development of a Vision to adoption of the Plan as required by RCW 36.70A that engages and addresses community interests and concerns. The strategy will utilize a variety of outreach methods that are Covid-19 compliant, and include, if the opportunity is available, face-to-face feedback. The strategy shall include a variety of tools to reach a broad range of stakeholder including property and business owners, public agencies, tribal entities, residents, organizations, institutions, and community members utilizing surveys, social media, website development, self-guided exercises both in the field, and interactive web-based experiences. This process will include visual feedback opportunities including development scenarios for each Element that will assist in guiding the development of the proposed Plan. The information collected during this

- process will be used to adjust the process and the Plan as necessary. The consultant is required to work closely with other consultants and staff to ensure the engagement strategy is leading, informing, and responding to the development of the Plan from vision to completion;
- b. Provide a detailed work plan to guide and manage the project, following the project goals outlined in this scope of services and meet the project deadline of April 30, 2022. Present the plan to the City for recommendation and acceptance prior to execution;
 - c. Meet with various City staff and officials that will be engaged in the process including the City Administrator, Public Works Director, Fire Chief, Police Chief, Parks and Recreation Director, Building Official, Planning team and others as necessary. The draft Plan will be presented to the City Planning Commission and City Council for adoption. The consultant's presence at one or more of these meetings will be required and will be conducted via video conferencing. The number and timing of these presentation will be determined by the approval of the adopted work plan and schedule and may be fine-tuned during the project; and
 - d. Provide all source documents and files in a compatible format to the City at the completion of the contract including electronic versions of all files, graphic elements, in editable native format, and GIS shapefiles.

3.2 For the Plan:

- a. Evaluate the current 2020 Comprehensive Plan and documents provide by the City of Airway Heights to determine the scope of work necessary to amend the Plan by Element;
- b. Provide a detailed work plan to guide and manage the project, following the project goals outlined in this scope of services and meet the project deadline of April 30, 2022. Present the plan to the City for recommendation and acceptance prior to execution;
- c. Initiate and complete a Visioning process with associated Action Steps and Strategies that guides the development of each Element of the Plan including relative goals and polices;
- d. Develop the Land Use, Housing, Capital Facilities, Utilities, Parks and Recreation, and Economic Development Elements of the Plan and coordinate the 6-year and 20-year capital and transportation funding plan associated with the Capital Facilities Plan;
- e. Coordinate with the Transportation Consultant on community engagement strategies for initial input, alternative development and final prioritized planning for bicycle, pedestrian and combined facilities;
- f. Coordinate with the Transportation Consultant on the goals and policies for future transportation planning for transit, multimodal, and traffic calming;
- g. Integrate the draft Transportation Element in to the Plan;

- h. Include updates to the draft Plan based on public input, City departments, and agencies throughout the engagement process including Planning Commission and City Council workshops;
- i. Develop a new draft Comprehensive Plan including an update to the vision, goals, polices, strategies and action steps as identified, to include a complete suite of text/graphic/map updates. The final document will utilize concise, easily understood text, be graphic oriented for conveyance of concepts and applications including creating images in the City context rather than on the reliance of other community examples, with emphasis on a virtual format for ease of access by both stakeholders and the City;
- j. Develop a new draft Comprehensive Plan representing the assembled update to the Plan in accordance with requirements of RCW 36.70A;
- k. Develop a SEPA Checklist on the draft Plan;
- l. Meet with various City staff and officials that will be engaged in the process including the City Administrator, Public Works Director, Fire Chief, Police Chief, Parks and Recreation Director, Building Official, Planning team and others as necessary. The draft Plan will be presented to the City Planning Commission and City Council for adoption. The consultant's presence at one or more of these meetings will be required and will be conducted via video conferencing. The number and timing of these presentation will be determined by the approval of the adopted work plan and schedule and may be fine-tuned during the project;
- m. Modify the draft Plan based on final actions of the City Council in the adoption process; and
- n. Provide all source documents and files in a compatible format to the City at the completion of the contract including electronic versions of all files, graphic elements, in editable native format, and GIS shapefiles.

4. City's Responsibilities

The City staff will provide the consultant with all relevant information pertaining to the City including the 2020 Comprehensive Plan, Industrial Sub-Area Plan, Downtown Sub-Area Plan (completed April 2021), West Plains Transportation Study, 6th/10th/12th Leland Market Study, US-2 Corridor Plan, Art Plan, Park and Recreation Master Plan, Water Master Plan, Waste Water Master Plan, Waste Water Reclamation Plan and additional documents and information, as appropriate.

The City staff will be available to the consultant for consultation on the work plan, community engagement plan, visioning process and development of the plan including review and authorization of documents for use prior to public consumption.

5. Proposal Format

Proposal should include the information requested below:

- Cover letter summarizing the proposal.
- Scope of work (a description of the work program including a description of deliverable activities and pricing by activity).
- Description of the Project Team. The names, titles and qualifications (resumes) of the proposed project manager and support staff who will be conducting the work on this assignment, including their experience and projects in which they had “hands on” responsibility, and length of time with the firm. The project manager will be expected to be fully involved and conversant in the details of the project on a day-to-day basis. Describe the organizational structure of staff members and sub-consultants (if any).
- Outline of the proposed work plan.
- Schedule of billing rates and a specific “not to exceed” capped fee including associated fees (i.e. printing costs, attendance at meetings, travel). A requested payment schedule should accompany the work schedule.
- A list of (5) references for similar projects, three of which are cities, including the names of contract persons and telephone numbers, for your firm and for any subcontractors.

The submittal shall be twenty-five pages maximum, 8 ½ x 11 inches, single-sided, with a 12 point font minimum. All pages count towards the page total except the cover, introductory letter, and organizational chart (if needed).

The City of Airway Heights will review all proposals and may request interviews. The City will select the qualified applicant in a priority ranking and will negotiate the estimated professional services based on the general scope of work outlined in the proposal. If an agreement with the top ranking applicant is not reached, the County may negotiate with the next ranked applicant, or reopen the RFP process.

There is no expressed or implied obligation for the City of Airway Heights to reimburse responding firms for any expenses incurred preparing proposals in response to this request.

6. Budget and Contract

The City of Airway Heights wishes to negotiate a contract with a “not to exceed” dollar total based on a clearly defined scope of work. The City will negotiate the contract for total services but the budget for the combined total of projects (2) are anticipated to be \$75,000.00. It should be noted that the selected consultant will be required to enter into a professional

services contract in the form attached including insurance as applicable. This project is financed 100% by the City of Airway Heights.

7. Selection Procedure/Schedule of Work

The project(s) are expected to be initiated on April 6, 2021 and be completed by April 30, 2022. Any extension of the timeline will be at the discretion of the City of Airway Heights. The following is an outline of the selection procedure and a tentative time schedule:

| | |
|--|------------------------------------|
| Issue Request for Proposals (RFP) | February 17, 2021 |
| Question and Answer Period on the RFP | February 17-19, 2021 |
| Deadline for submission of proposals | March 2, 2021 |
| Firm Selection and Contracting | April 5, 2021 |
| Project Initiation | April 6, 2021 |
| Complete Initial Draft | December 31, 2021 |
| Complete Final Draft | February 28, 2022 |
| SEPA Process including Checklist, Agency Notification and Review and Threshold Determination | March 30, 2022 |
| Adoption Process including Planning Commission and City Council Hearings | December 31, 2021 - April 30, 2022 |
| Final Adoption | April 30, 2022 |

8. Minimum Qualifications

8.1 For the Community Engagement Strategy:

- a. Demonstrated expertise in community engagement, with demonstrated effectiveness using methods that have resulted in community involvement including groups that historically have not been engaged. Demonstrated experience with effective community engagement during the limitations of Covid-19 for in-person meetings.
- b. If located outside the Greater Spokane area, provide a proposal of how the work plan will be conducted remotely and, if travel is proposed to Airway Heights, an itemized proposal for time, travel and expenses with specific work goals.

8.2 For the Plan:

- a. Demonstrated expertise in preparation of GMA Comprehensive Plans.
- b. Responding firms should have significant experience conducting surveys and comparative analyses, preferably involving jurisdictions of a range of sizes, including sizes similar to the city of Airway Heights, and offering a set program and services that overlaps with the City’s scope of work.
- c. Demonstrated expertise in visioning processes and development of strategies and action steps.
- d. Urban long-range planning analyses experience including housing, commercial and industrial lands, capital facilities, and multimodal transportation.

- e. Publication experience for the Plan with emphasis on concise text and easily understood text, graphic oriented for conveyance on concepts and applications including creating images in the City context rather than on the reliance of other community examples, with emphasis on a virtual format for ease of access by both stakeholders and the City.
- f. If located outside the Greater Spokane area, provide a proposal of how the work plan will be conducted remotely and, if travel is proposed to Airway Heights, an itemized proposal for time, travel and expenses with specific work goals.

9. Selection Criteria

Proposals will be evaluated based on the following criteria:

- Thoroughness and understanding of the tasks to be completed;
- Background and experience in comprehensive plan development and public engagement strategies;
- Demonstrated success with similar projects;
- Quality of experience and expertise in developing usable and legally defensible GMA compliance documents;
- Staff expertise and overall experience of personnel assigned to the work;
- Time required to accomplish the requested services;
- Responsiveness to requirements of the project;
- Recent public sector experience, preferably in a municipal setting, conducting similar studies, and
- Cost.

10. Discretion and Liability Waiver

The City reserves the right to reject all proposals or to request and obtain, from one or more of the consulting firms submitting proposals, supplementary information as may be necessary for City staff to analyze the proposals pursuant to the consultant selection criteria listed above. The City may, at its discretion, hire directly from the list of qualified applicants generated by this RFP for all or portions of the tasks listed.

The consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

All responses will be made public on the first business day following the deadline for submittals.

11. Contacts

Direct all questions regarding this project to:

Albert Tripp, Chief Executive & Administrative Officer
City of Airway Heights

1208 S. Lundstrom Street
Airway Heights, WA 99001
Phone (509) 244-5578 / Email: atripp@cawh.org

12. Directions for Delivery of Proposal

Five (5) copies of the proposal, one unbound copy of the proposal and one copy of the project budget in a sealed envelope shall be delivered no later than 4:00 PM on March 2, 2021 to:
City of Airway Heights, 1208 S. Lundstrom Street, Airway Heights, WA 99001
ATTN: Heather Trautman, Principal Planner

In addition, an emailed submittal of the proposal is required.

All proposals must be clearly marked on the outside of the envelope:

“Airway Heights Comprehensive Plan Proposal.”

Before receiving an award, the successful proposer will be required to provide copies of their current State of Washington and City of Airway Heights business licenses.

13. Attachments

- A. 2022 Working Comprehensive Plan Outline and Tasks
- B. City of Airway Heights Professional Services Contract

Attachment A

2022 Working Comprehensive Plan Outline and Tasks

Land Use Element

- Integrate Downtown Sub-Area Plan Land Use Classifications
- Study Neighborhood Retail (1/4 mile walking radius) for application north of US2
- Study North Side Industrial land from Department of Corrections to north City Limits
- Study land uses along 6th/10th/12th corridor (based on the 2021 Leland Study)
- Residential Use Updates including location and policies regarding:
 - Townhomes, duplexes, triplexes, courtyard apartments, mixed use, ADU's

Housing

- Update housing forecast model
- Update housing demographics
- Integrate assumptions of the West Plains Financial Model (West Plains Transportation Management Study –Leland Market Study)
- Analyze gaps in housing – missing middle
- Discuss housing choice (rental, owner, income range, supported)

Transportation (Scoped Under Separate RFP and Integrated in this Plan)

- Integrate Industrial Sub-Area Plan
- Integrate Downtown Plan
- Integrate 6th/10th/12th Corridor Plan
- Integrate 21st Avenue Corridor Plan
- US2 turning movements
- US2 Corridor Plan
- Update forecast model
- Create pedestrian crossing plan and priority list
- Bike Network Plan
- Pedestrian Network Plan
- Sidewalk infill and priority plan
- Sub-Area north side Industrial Area
- 20-year TIP
- Update transit plan
- Integrate West Planning Transportation Study (WSDOT)

Parks (Master Planned Update provided by Parks Department 2021)

- Integrate the Master Plan Update
- Option - Review development requirements – pocket parks and private parks

- Option - Develop an Open Space plan/design
- Option - Special needs and senior recreation opportunities
- Integrate Recreation Center Plan
- Integrate Community Center Plan

Capital Facilities

- Fire
- Police
- City Hall
- Other Buildings
- Fleet
- Street Infrastructure

Utilities

- Integrate 2021 Water Master Plan
- Update with Waste Water Plan
- Update with Water Reclamation Plan
- Integrate Industrial Sub-Area Plan

Economic Development

- Update with the Leland Studies for the West Plains Transportation Management Plan and 6th/10th/12th Plan
- Update with Downtown Plan redevelopment strategies
- US2 Corridor Plan
- Art Plan

ATTACHMENT B
CITY OF AIRWAY HEIGHTS PROFESSIONAL SERVICES CONTRACT

CITY OF AIRWAY HEIGHTS AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement (this "Agreement") is made by and between the City of Airway Heights, a code City of the State of Washington, hereinafter "City" and the contractor set forth on the signature page hereto, hereinafter "Contractor," jointly referred to as "parties," and individually as a "party."

IN CONSIDERATION of the terms and conditions contained herein the parties covenant and agree as follows:

1. Work to Be Performed. The Contractor will provide all labor, services and material to satisfactorily complete the scope of services (referred to herein as the "Scope of Services" or "Services"). The Scope of Services, attached hereto and incorporated by reference herein as "Exhibit A," includes this Agreement. In the event of a conflict concerning the Scope of Services and this Agreement, deference shall be given first to this Agreement.

A. Administration. The City Manager or his designee shall administer and be the primary contact for Contractor. The City shall provide Contractor with available information to aid the Contractor in performing its Scope of Services. At any time, the City may order the Contractor to stop the work.

B. Representations. The City has relied upon the qualifications of the Contractor in entering into this Agreement. By execution of this Agreement, Contractor represents it possesses the ability, skill and resources necessary to perform the work and is familiar with all current laws, rules and regulations which reasonably relate to the Scope of Services. No substitutions of personnel shall be made without the written consent of the City.

The standard of care for all professional services performed or furnished under this Agreement will be the care and skill ordinarily used by members of Contractor's profession practicing under similar circumstances at the same time and in the same locality.

The City shall be responsible for, and Contractor may rely upon, the accuracy and completeness of all requirements, programs, instructions, reports, data, and other information furnished by City pursuant to this Agreement. Contractor may use such requirements, reports, data, and information in performing or furnishing Services under this Agreement.

Consultant shall be responsible for the technical accuracy of its Services and prepared documents. The City shall not be responsible for discovering deficiencies therein. Consultant shall correct such deficiencies without additional compensation except to the extent such action is directly attributable to deficiencies in City furnished information.

C. Modifications. The City may request changes in the Services whenever necessary or advisable. The Contractor shall accept requests when in writing by the City Manager or his designee. The Contractor shall make such revisions in the work as are necessary without additional compensation. In the event modifications change the fundamental Scope of Services, as determined by the City, the parties will, on a good faith basis, negotiate any potential increase or decrease in the Compensation associated with the requested modification. In no event will the Compensation exceed the amounts set forth in Section 3 of this Agreement.

1. Term of Contract. This Agreement shall be in full force and effect upon execution of this Agreement and shall remain in effect for [] from the date of signature or agreed date; provided, however, that either party may terminate this Agreement by giving 30 days written notice to the other party. In the event of such termination, the City shall pay the Contractor for all work previously authorized and satisfactorily performed prior to the termination date.

2. Compensation. The City agrees to pay the Contractor for the Services rendered under this Agreement (the "Compensation") as follows: Time and Expenses at an hourly rate of [\$ per hour], not to exceed [\$].

3. Payment. The Contractor shall be paid monthly upon presentation of an invoice to the City. Applications for payment shall be sent to the City Clerk-Treasurer at the below stated address.

Subject to the Contractor's right to cure as set forth in this Section 4, the City reserves the right to withhold payment under this Agreement which is determined in the reasonable judgment of the City Manager or his designee to be noncompliant with the Scope of Work, City Standards, City ordinances and federal or state standards. If the City determines work to be non-compliant, it shall provide Contractor a written notification of non-compliance. Within 10-days of its receipt of the notice of non-compliance, Contractor shall prepare and submit for approval by the City a work plan to remedy the non-compliance. If Contractor fails to cure the non-compliance within 30-days from the date of its receipt of the notice of non-compliance, the City may withhold payment to the Contractor.

5. Notice. Notice shall be given in writing as follows:

6. Applicable Laws and Standards. The parties, in the performance of this Agreement, agree to comply with all applicable Federal, State, Local laws, ordinances, and regulations.

7. Relationship of the Parties. It is understood, agreed and declared that the Contractor shall be an independent Contractor and not the agent or employee of the City, that the City is interested in only the results to be achieved and that the right to control the particular manner, method and means in which the services are performed is solely within the discretion of the Contractor. Any and all employees who provide services to the City under this Agreement shall be deemed employees solely of the Contractor. The Contractor shall be solely responsible for the conduct and actions of all employees under this Agreement and any liability that may attach thereto.

8. Ownership of Documents. All drawings, plans, specifications, and other related documents prepared by the Contractor under this Agreement are and shall be the property of the City.

9. Records. The City or State Auditor or any of their representatives shall have full access to and the right to examine during normal business hours all of the Contractor's records with respect to all matters covered in this Agreement. Such representatives shall be permitted to audit, examine and make excerpts or transcripts from such records and to make audits of all contracts, invoices, materials, payrolls and record of matters covered by this Agreement for a period of three years from the date final payment is made hereunder.

10. Insurance. During the term of this Agreement, the Contractor shall maintain in force at its own expense, the following insurance:

- A. Workers' Compensation Insurance in compliance with RCW 51.12.020, which requires subject employers to provide workers' compensation coverage for all their subject workers and Employer's Liability or Stop Gap Insurance in the amount of \$500,000.00;
- B. General Liability Insurance on an occurrence basis with a combined single limit of not less than \$1,000,000.00 each occurrence for bodily injury and property damage. It shall include contractual liability coverage for the indemnity provided under this contract. It shall provide that the City, its officers, employees and agents are additional insureds but only with respect to the Contractor's services to be provided under the contract;
- C. Automobile Liability Insurance with a combined single limit, or the equivalent, or not less than \$500,000.00 each accident for bodily injury and property damage, including coverage for owned, hired or non-owned vehicles; and
- D. Professional Liability Insurance with \$1,000,000 per claim with a \$1,000,000 aggregate per year for claims made. This is to cover damages caused by the error, omission, or negligent acts related to the professional services to be provided under this contract. The coverage must remain in effect for at least 2 years after the contract is completed.

There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without 30 days written notice from the Contractor or its insurer(s) to the City.

As evidence of the insurance coverages required by this Agreement, the Contractor shall furnish acceptable insurance certificates to the City at the time the Contractor returns the signed Agreement. The certificate shall specify all of the parties who are additional insured, and will include applicable policy endorsements, the 30 day cancellation clause, and the deduction or retention level. Insuring companies or entities are subject to City acceptance. If requested, complete copies of insurance policies shall be provided to the City. The Contractor shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

11. Indemnification and Hold Harmless. Each party shall indemnify and hold the other, its officers, employees, agents and volunteers harmless from and against any and all claims, demands, orders, decrees or judgments for injuries, death or damage to any person or property arising or resulting from any negligent or intentional act or omission on the part of said party or its agents, employees or volunteers in the performance of this Agreement.

12. Waiver. No officer, employee, agent or other individual acting on behalf of either party has the power, right or authority to waive any of the conditions or provisions of this Agreement. No waiver in one instance shall be held to be waiver of any other subsequent breach or nonperformance. All remedies afforded in this Agreement or by law, shall be taken and construed as cumulative, and in addition to every other remedy provided herein or by law. Failure of either party to enforce at any time any of the provisions of this Agreement or to require at any time performance by the other party of any provision hereof shall in no way to be construed to be a waiver of such provisions nor shall it affect the validity of this Agreement or any part thereof.

13. Assignment and Delegation. Neither party shall assign, transfer or delegate any or all of the responsibilities of this Agreement or the benefits received hereunder without first obtaining the written consent of the other party.

14. Subcontracts. Except as otherwise provided herein, the Contractor shall not enter into subcontracts for any of the work contemplated under this Agreement without obtaining written approval of the City.

15. Confidentiality. Contractor may from time to time receive information which is deemed by the City to be confidential. Contractor shall not disclose such information without the express consent of the City or upon order of a Court of competent jurisdiction. This Section shall survive the termination of this Agreement.

16. Jurisdiction and Venue. This Agreement is entered into in Spokane County, Washington. Venue shall be in Spokane County, State of Washington. The City and Contractor agree that they shall first submit any and all unsettled claims, counterclaims, disputes, and other matters in questions between them arising out of or relating to this Agreement or the breach thereof to non-binding mediation unless the parties mutually agree otherwise.

17. Entire Agreement. This written Agreement constitutes the entire and complete agreement between the parties and supersedes any prior oral or written agreements. This Agreement may not be changed, modified or altered except in writing signed by the parties hereto.

18. Anti-kickback. No officer or employee of the City, having the power or duty to perform an official act or action related to this Agreement shall have or acquire any interest in this Agreement, or have solicited, accepted or granted a present or future gift, favor, service or other thing of value from any person with an interest in this Agreement.

19. Business License. Contractor shall, prior to performance of any work under this Agreement, apply for and obtain from the City a business license.

20. Attorneys' Fees. If either party is required to enforce the provisions of this Agreement, the prevailing party shall be entitled to its reasonable attorneys' fees and costs.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties have executed this Agreement this ___ day of _____, 2021.

CITY OF AIRWAY HEIGHTS:

Contractor: _____

By: _____ City Manager, Albert Tripp

Its: _____

ATTEST: APPROVED AS TO FORM:

City Attorney, Stanley M. Schwartz



Scope of Work

**CITY OF AIRWAY HEIGHTS
Comprehensive Plan Update**

PREPARED BY

framework

APRIL 2021

OVERVIEW

The City of Airway Heights is preparing for an update to the Comprehensive Plan with support from Framework. The project will include extensive public engagement led by Big Sky Public Relations with support from Framework, a new community vision, updated plan elements, a new plan document design, and State Environmental Policy Act (SEPA) review. Element updates include Land Use, Parks & Recreation, Housing, Capital Facilities, Utilities, and Economic Development. Element updates will be supported with new maps and graphics.

SCOPE OF WORK

TASK 1: PROJECT MANAGEMENT

Task 1.1 Project Kick-off

April, 2021

- This task is designed to serve as the project start-up and allow for an opportunity for the consultant team and City staff to discuss overall project goals, scope and schedule, public engagement, and the overall project strategy.

Deliverables: Kick-off meeting agenda, final scope and schedule, meeting summary

Task 1.2 Project Management

Ongoing

- Project management includes managing the project scope, schedule, and budget along with assigning and overseeing tasks by subconsultants.
- Regular project updates will be provided to the City including recent work completed, next steps, and any changes to the scope or timeline.
- Weekly or biweekly meetings with City staff will be important to maintain the project schedule and ensure effective communication and collaboration between City staff and the consultant team. The meeting schedule will vary depending on the current workload and schedule and will occur no more frequently than once per week but will be reduced at certain times during the project.
- Framework provides flexible service to our clients and are willing to make adjustments to the schedule at the request of the City should the project needs or timeline change.
- The scope of work includes expenses for two in-person meetings in Airway Heights if feasible. If COVID restrictions prevent in-person meetings the expenses will not be expended and if desired by the City could be repurposed for other project elements.

Deliverables: Regular project updates, staff meeting summaries

TASK 2: COMMUNITY ENGAGEMENT

Task 2.1: Virtual Visioning Workshop

June, 2021

- The Framework project manager will attend the visioning workshop hosted by Big Sky Public Relations.

Task 2.2: Online Open House or Video

January, 2022

- Once the initial draft plan is complete and before the final plan is prepared for the adoption process our team will facilitate an online open house to get feedback on the plan vision, updated maps and graphics, and updated plan elements.
- If desired by the City, Framework could produce a video about the new community vision and draft plan that could be in place of the open house or as a supplemental element. Framework and the City could then provide opportunities for public comment and feedback on the draft plan and video. The final format for the meeting and/or communication will be determined with the City.
- If feasible the Open House could be held as an in-person meeting in Airway Heights.

Deliverables: Online open house or video, public input summary on draft plan

Task 2.3: Board & Commission Meetings (4)

Ongoing

- Framework will attend up to four meetings with City boards and commissions such as the City Council and Planning Commission.
- Framework will prepare meeting materials and presentations.

Deliverables: Meeting materials and presentations

TASK 3: PLAN ELEMENT UPDATES

Task 3.1 Land Use Element

August, 2021 - November, 2021

- Analyze land use needs and capacity.
- Provide land use recommendations such as Urban Growth Area boundary modifications, locations for neighborhood commercial and mixed use development, residential, and community facilities.
- Identify area suitable to providing missing middle housing based on the results of the housing analysis.
- Align land use plan with capital facilities plans for 6- and 20-year plans and financial analysis.

- Update all land use element maps using a common design and template.
- Update land use policies to support a walkable and sustainable community.
- Incorporate the Industrial Subarea Plan and analyze the suitability and quantity of industrial lands in other areas of the City.
- Analyze industrial and recreation land use in the north portion of the City and provide recommendations.

Deliverables: Land Use Element, Land capacity and growth analysis technical memo

Task 3.2 Parks & Recreation Element

August, 2021 - November, 2021

- Integrate the Master Plan update, recreation Center Plan, and Community Plan.
- Consider with the City the optional elements listed in the RFP, including:
 1. Reviewing and refining the development requirements for pocket and private parks to ensure available park infrastructure from all sources meets the community's needs
 2. Developing a Master Plan for open space, to complement the City's Parks Master Plan.
 3. Assessing the unique recreational needs and opportunities to deliver those services to seniors.

Deliverables: Parks & Recreation Element

Task 3.3 Housing Element

August, 2021 - November, 2021

- Analyze housing needs for all incomes and identify gaps based on housing types, affordability, and other metrics.
- Identify a range of housing typologies that should be considered to meet the needs of the community and that are favored by the community based on input during the community engagement process.
- Update policies to support affordable housing and an increasing in the range of housing typologies in the City.
- Provide recommendations on zoning updates to support and encourage the development of diverse and affordable housing in the City.
- Provide recommendations for improving the design of new housing.

Deliverables: Meeting agendas, meeting presentations, meeting summaries

3.4 Capital Facilities Element

August, 2021 - November, 2021

- Confirm the inventory of capital facilities and make any updates to the level of service standards.
- Update the capital facilities 6- and 20-year capital facility needs.
- Identify gaps in existing and planned capital facilities necessary to serve the community

based on the land use plan and adopted levels of service.

- Update the financial analysis and funding plan for the 6-year capital facilities plan. The 20-year capital facilities should also consider funding sources but can be less detailed than the 6-year.
- Update capital facilities policies to support planned growth for a sustainable and walkable community with high-quality infrastructure and community amenities.

Deliverables: Survey design and questions, survey administration, and survey summary with key findings.

3.5 Utilities Element

August, 2021 - November, 2021

- Update the utilities inventory as necessary.
- Update utilities policies to provide safe and reliable utilities to serve community needs.
- Identify any gaps in existing and planned utilities.
- Incorporate the Water Master Plan and as necessary the Water and Wastewater Reclamation.
- Integrate Industrial Sub-Area Plan.

Deliverables: Meeting program, meeting presentation, meeting summaries with key takeaways

3.6 Economic Development Element

August, 2021 - November, 2021

- Incorporate economic studies for the West Plains Transportation Management Plan.
- Add Downtown Plan redevelopment strategies.
- Add information from the US2 Corridor Plan and Art Plan.

Deliverables: Meeting presentations, meeting summaries

3.7 Integration with other Elements

August, 2021 - November, 2021

- Integrate information from the transportation consultant into the plan update.
- Add relevant information from other City plans to the Comprehensive Plan.

Deliverables: Transportation Element, related plan updates incorporated into Task 4.2

3.8 GIS/Mapping

August, 2021 - November, 2021

- Develop a new map template to ensure a consistent look.
- Develop maps to be consistent with the project style guide.

Deliverables: Map template, map folio

TASK 4: COMPREHENSIVE PLAN UPDATE

4.1 Document Template

June, 2021 - July, 2021

- Framework will utilize the project brand developed by Big Sky Public Relations to create a new document template using InDesign including fonts, colors, and graphic style.
- The Template will be provided to the City for future use in InDesign. A Microsoft Word version can also be created for review and editing purposes.
- The Template will use standard fonts that are available free or at low-cost to the City.

Deliverables: Document template in InDesign

4.2 Draft Comprehensive Plan Update

November, 2021 - December, 2021

- The draft Comprehensive Plan will include the new community vision, all updated plan elements, new maps and graphics, and all other relevant content in the existing plan in the new template.
- Update the policy framework and create a standalone action plan to support plan implementation.

Deliverables: Draft Comprehensive Plan

4.3 Final Comprehensive Plan

January, 2022 ~ February, 2022

- Incorporate comments and feedback from City staff and other stakeholders into the final plan.
- Copy edit the document before public release.

Deliverables: Final Comprehensive Plan including all native files, graphics, and maps.

4.4 SEPA Checklist

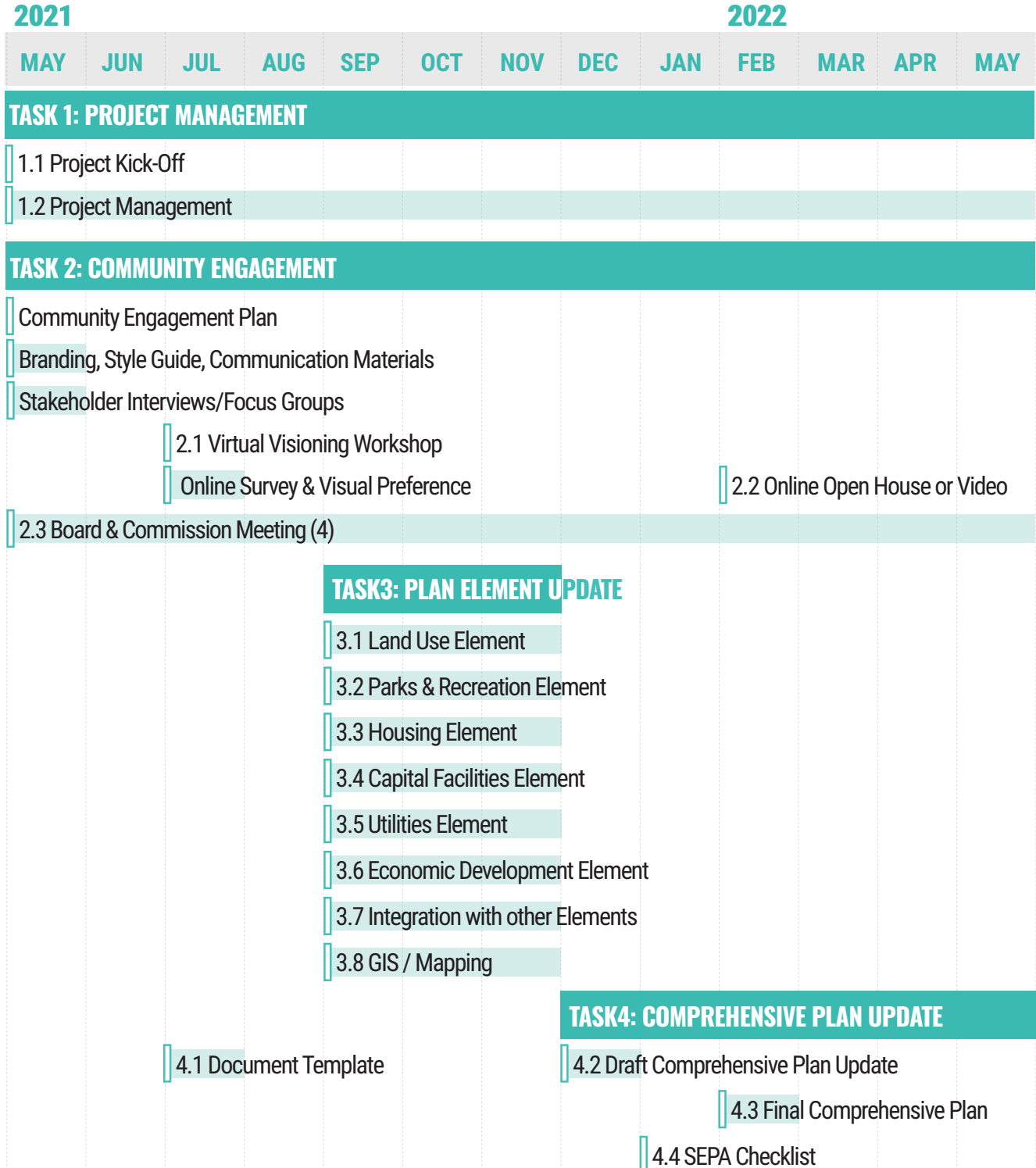
December, 2021

- Framework will prepare a SEPA checklist for non-project actions with the initial draft plan.
- The City will have an opportunity to review a draft of the checklist and provide feedback for revisions prior to proceeding with the formal SEPA review process and procedures.

Deliverables: Draft and final SEPA checklist


PROPOSED WORK PLAN + TIMELINE

Framework proposes the following tasks to accomplish the scope of work in collaboration with Big Sky Public Relations:

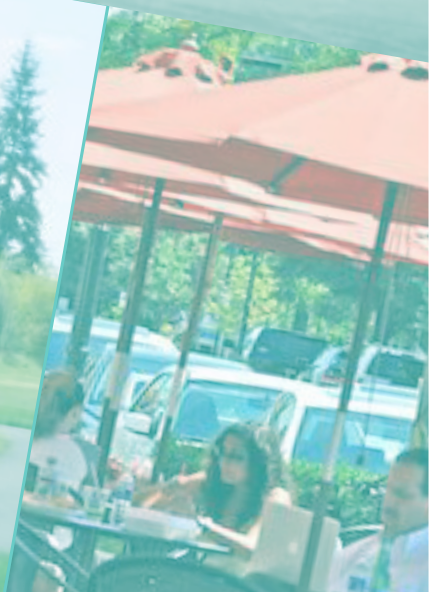
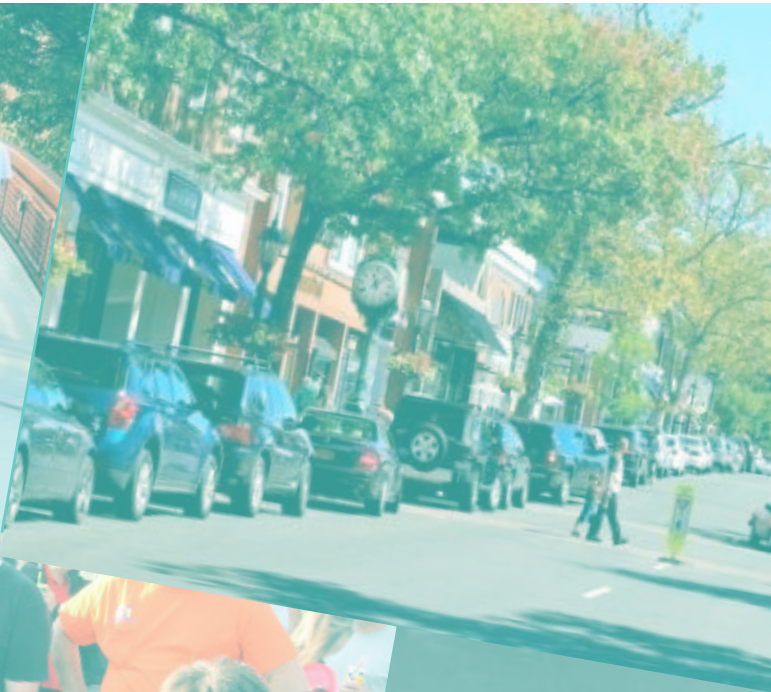


Assumptions: Framework subtasks are numbered above. Unnumbered subtasks to be undertaken by Big Sky Public Relations

Budget

|  | FRAMEWORK | | | | SIEGER | | Total Hours & Estimated Cost by Task |
|---|-----------------------------------|-------------------------------|----------------------------|-----------------------------|-----------------------|--|--------------------------------------|
| | Jeff Arango, AICP Project Manager | Lesley Bain, Community Design | Bobo Cai, Planner/Designer | Monica Taylor, Designer/GIS | Annie Sieger, Analyst | | |
| 2021 Rates | \$195 | \$195 | \$100 | \$100 | \$150 | | |
| Task 1: Project Management | | | | | | | |
| 1.1 Kick-off Meeting | 4 | 2 | 0 | 0 | 2 | | 8 |
| 1.2 Project Management (Ongoing) | 24 | 0 | 0 | 0 | 0 | | 24 |
| Subtotal | 28 | 2 | 0 | 0 | 2 | | 32 |
| | | | | | | | \$6,150 |
| Task 2: Community Engagement | | | | | | | |
| 2.1 Virtual Visioning Workshop | 4 | 0 | 0 | 0 | 0 | | 4 |
| 2.2 Online Open House or Video | 8 | 0 | 12 | 12 | 0 | | 32 |
| 2.3 Board and Commission Meetings (4) | 16 | 0 | 0 | 0 | 6 | | 22 |
| Subtotal | 28 | 0 | 12 | 12 | 6 | | 58 |
| | | | | | | | \$8,760 |
| Task 3: Plan Element Updates | | | | | | | |
| 3.1 Land Use Element | 12 | 0 | 12 | 0 | 10 | | 34 |
| 3.2 Parks Element | 4 | 0 | 12 | 0 | 6 | | 22 |
| 3.3 Housing Element | 10 | 8 | 0 | 0 | 20 | | 38 |
| 3.4 Capital Facilities Element | 8 | 0 | 0 | 0 | 30 | | 38 |
| 3.5 Utilities Element | 4 | 0 | 8 | 0 | 0 | | 12 |
| 3.6 Economic Development Element | 8 | 0 | 0 | 0 | 0 | | 8 |
| 3.7 Integration with other Elements | 2 | 0 | 10 | 0 | 0 | | 12 |
| 3.8 GIS/Mapping | 2 | 0 | 0 | 24 | 0 | | 26 |
| Subtotal | 50 | 8 | 42 | 24 | 66 | | 190 |
| | | | | | | | \$27,810 |
| Task 4: Comprehensive Plan Document | | | | | | | |
| 4.1 Document Template | 4 | 0 | 10 | 0 | 0 | | 14 |
| 4.2 Draft Comprehensive Plan | 16 | 6 | 24 | 20 | 6 | | 72 |
| 4.3 Final Comprehensive Plan | 6 | 0 | 8 | 0 | 0 | | 14 |
| 4.4 SEPA Checklist | 6 | 0 | 0 | 0 | 0 | | 6 |
| Subtotal | 32 | 6 | 42 | 20 | 6 | | 106 |
| | | | | | | | \$14,510 |
| Total Estimated Hours | 138 | 16 | 96 | 56 | 80 | | 386 |
| Cost (Hours*Rate) | \$26,910 | \$3,120 | \$9,600 | \$5,600 | \$12,000 | | \$57,230 |
| Project Cost Subtotal | \$57,230 | | | | | | |
| Expenses (2% of Project Cost) | \$1,145 | | | | | | |
| Estimated Total Costs | \$58,375 | | | | | | |

Assumptions: Hours may be shifted between tasks if the total budget is not exceeded.



framework

REQUEST FOR PROPOSAL



Prepared For
The City of Airway Heights



American flag and Sunset Park water tower.



Courtenay Sprunger
CEO

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www.bigskypublicrelations.com

601 West 1st Ave
Spokane, Washington

213 South Main Street
Kalispell, Montana

Letter of Introduction

City of Airway Heights
Selection Committee – Community Engagement (RFP 2021-01)
1208 S. Lundstrom
Airway Heights, WA 99001

To the selection committee,

Established in 1955, Airway Heights is growing faster than ever. From its quality infrastructure to affordable residential housing, it's clear why people are flocking to the fastest growing city in the region. With a population increase of 30% in the last three years comes the need to actively ensure the vision of the city accurately reflects its evolving population. Big Sky Public Relations is equipped to handle this task and is eager to help the City of Airway Heights update this vision.

At Big Sky Public Relations, we work with organizations that serve their communities, whether by promoting economic development, improving safety and infrastructure, or helping those in need. Founded in 2008, Big Sky Public Relations is a Montana-based firm currently expanding into eastern Washington. We specialize in public awareness and involvement, media relations, community outreach, and media buys for transportation agencies, infrastructure projects, and state and local municipalities.

Our vision is simple: To use our communications expertise to build stronger communities, in turn providing better opportunities for our friends and neighbors. For our team, this starts with improving safety on our roadways and connectivity in our communities - our primary expertise and passion is public awareness and involvement for public infrastructure projects. We heartily support the City of Airway Heights' intentional, inclusive approach to growth; we hope to partner with your team to see that vision come to fruition.

Please accept this proposal as Big Sky Public Relations' commitment to provide the community engagement services outlined in the City of Airway Height's Visioning Process, Community Engagement, and Comprehensive Plan Update RFP (RFP 2021-01).

Regards,



Courtenay Sprunger
CEO Big Sky Public Relations

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SECTION 1: Scope of Work

ALL COSTS FOR SCOPE OF WORK ARE INCLUDED IN A COMPLETE BUDGET IN APPENDIX B

The following is an overview of scope of work for Community Engagement services to support the City of Airway's Heights Comprehensive Plan Update. Activities and deliverables will be described in detail in the work plan in Section 2 of this RFP. For a full breakout of costs associated with all activities please see Appendix A. Activities will be completed in coordination with the City of Airway Heights and its selected planning consultant as appropriate.

■ Activities

- SDIC Needs Assessment and PAI/Issues Inventory
- Public involvement plan development
- Messaging and Material Development
- Coordination with City of Airway Heights and planning consultant
- PAI Meetings
- Survey development and distribution
- Media relations
- Outreach at Community Events
- Hosted town halls
- Community Conversations
- Reporting

For each firm on your proposed team, provide the number of employees within the state of Washington (including the Greater Portland Metropolitan Area.)

- One (1) public involvement plan
- One (1) project logo and supporting brand guide
- One (1) Website
 - Five (5) pages, written content
 - Ten (10) images regional photographs
- One (1) PAI Findings Report
- One (1) Final Report
- **Twenty (20) PAI meetings**
- One (1) Online Survey
- Two (2) Online Town Halls
- Four (4) Community Connection events
- Print materials
 - One (1) FAQ document
 - One (1) Flyers
- Earned media materials
 - One (1) press release
 - One (1) fact sheet
- One (1) Rack Card
- Four (4) weeks of digital advertising

SECTION 2: Outline of Work Plan

Big Sky Public Relations prides ourselves in the work we do to gather thoughtful community feedback and plans to execute strategies to discover the Airway Heights communities' values. Proven in our previous experience, we will thoughtfully integrate this feedback into the Comprehensive Plan, from vision to completion, in a way that engages and addresses the interests of the whole community. This engagement will specifically highlight portions of the community that have historically been marginalized during planning processes—whether access to internet, reliable transportation, or any other external factors might have made them feel left out of the equation, Big Sky Public Relations' top priority is to get in touch with these communities and to make their voices heard. The updated vision will not be complete without a broad range of Airway Heights residents, and Big Sky Public Relations plans to use proven strategies to get in touch with as many as we can.

Big Sky Public Relations is constantly monitoring the ongoing COVID-19 pandemic and adapting our practices to adhere to the state and local safety regulations in place. We will ensure all tactics are executed in a COVID-19 compliant fashion and will continuously check what specific regulations are recommended by state and local government during the time of engagement with the community.

Keeping in mind the project deadline of April 30, 2022, Big Sky Public Relations plans to implement the following work plan to best serve the City of Airway Heights and its community. In addition to these formal activities, Big Sky Public Relations recommends a monthly meeting between the City of Airway Heights, its planning consultant, and Big Sky Public Relations to discuss feedback and input received on a regular basis so that it can inform the ongoing development of the Comprehensive Plan. While this will to be formal or conclusive, it will help to keep us moving forward in lockstep and help our team to make any adjustments necessary in a timely manner to meet the needs of the project team.

Needs Assessment and Public Involvement Plan

Change is hard, no matter how worthy the improvement. Prior to engaging the public in the project's planning process, Big Sky Public Relations will create a strategy for comprehensive outreach to all parts of the community. This includes incorporating strategies for navigating opposing viewpoints, general resistance to necessary change, and potentially affected interests (PAIs) agendas that could stymie advancement. The public's insights on the vision of the Comprehensive Plan will be valuable; equally important, is ensuring that a single stakeholder or group doesn't delay progress for the entire community. Collaborating with the City of Airway Heights, Big Sky Public Relations will formalize a creative, robust public involvement program centered on consent building. Consent building is an empathetic approach to gaining the begrudging consent and trust of project opponents while educating and gathering genuine feedback from both this group (often the minority) and other members of the wider community who can provide valuable insights. Big Sky Public Relations will approach public involvement using the Systematic Development of Informed Consent (SDIC). SDIC is based on decades of research and is used by agencies and municipalities to consistently drive successful planning and implementation of important public projects. Using SDIC, our team will conduct an in-depth needs assessment and stakeholder inventory. This process will help us to identify the communities that need extra attention—those that might not have been accessed in the past. Our team will use this information to complete an advanced program development process that employs a scientific approach to public engagement planning (rather than guessing at what might work). Through this process, the most effective and efficient methods will be selected and developed into a customized plan. Tactics will then be shaped to best reach the distinct audiences that define the Airway Heights community.

Messaging and Material Development

Using the insights learned from our SDIC needs assessment and stakeholder inventory, Big Sky Public Relations will develop messaging and supporting content that best targets the identified stakeholder audiences. This language will be used on all project deliverables, including the project website, press releases, and marketing materials.

o **Website Development:** Our team is equipped with the skills to create perfectly curated websites for public comment. For this project, Big Sky Public Relations will develop the framework and written content for a website with up to five pages and ten area-specific images to represent the project; the project website will be included on all materials. This website will include interactive functionality, such as visual collaboration software like [Mural](#). Using engaging features increases the user experience, which in turn leads to higher interaction rates.

o **Quasi-App Development:** The website creation platform that we utilize, Wix.com, has functionality to transform your website into a website-app. By opening the website on your phone's internet browser, Wix.com will give you the opportunity to lay out your website in such a way that looks like an app—with buttons, engaging text, and more, our in-house graphic designer is ready to give Airway Heights residents the convenience of submitting feedback straight from their phone. This method also increases engagement because it doesn't require the download of an app, which some users will not do if they anticipate limited use.

o **Print Materials:** Big Sky Public Relations will work alongside the contracted planning partner to create printed materials outlining the project vision and importance, timeline, engagement opportunities, and contacts. We will develop a FAQ document that can be printed for use in meetings, shared at events, and hosted on the website and one (1) flyer for promotion of our Community Connection events.

o **Brand Development:** To keep our message clear, recognizable, and simple to understand, we plan to create a basic branding guide, including a logo, brand colors, text, and design, to incorporate in all project materials. This will help to communicate our message clearly to all audiences, and to help them recognize any materials associated with this project.

PHASE 2: PAI Outreach and Community Partner Network (Months 5 - 6)

PAI Meetings

Once all project messaging is established, a project website is established, and materials are created, Big Sky Public Relations will then meet with the project's potentially affected interests (PAI)—this is anyone in the Airway Heights community who might have a special interest in this project. PAI's will be identified through our SDIC process—typically this would include Fire Departments, small businesses, and key residents in the area. We also imagine this being a meaningful time to engage with the communities that, up until this point, have not had a seat at the table in this kind of process. These meetings will likely be conducted via Zoom or another online video hosting platform due to the current state of COVID-19 in our area. Amy Aiello will be in attendance at all of these meetings, and Katie Klietz will join for highly complex or technical PAI groups.

Community Partner Network

At these meetings, we will ask appropriate PAIs to join with us connecting the community and ensuring everyone is heard by joining our community partner network. Members of this network will aid Big Sky Public Relations in distributing content that informs other PAIs about the project, engagement opportunities, and where to go with questions. We may also invite entities that are not directly involved in PAI meetings but who have strong distribution networks and are a trust resource for community members. Examples of community partners include emergency and law enforcement services, schools, neighborhood councils, local libraries, bike and pedestrian groups, or organizations serving persons with disabilities. We will also work directly with the City of Airway Heights to identify established connections and add them to the network.

PAI Findings Report

Upon completion of these PAI meetings, Big Sky Public Relations will develop a report of our findings along with a log of comments and interview notes. This report will be submitted to the City of Airway Heights and their selected contractor to inform ongoing development of the Comprehensive Plan.

PHASE 3: Expanding Our Reach (Months 6 – 8)

Community Connections

Big Sky Public Relations would like to begin engaging with the Airway Heights community in the mid to late summer. At this time, we will plan to make a big splash online and in-person, with the hope of reaching our audiences through various channels and platforms.

o **Earned Media:** We will harness the megaphone of the media to invite all members of the community to speak into the Comprehensive Plan. Big Sky Public Relations will develop and distribute a press release to the area's traditional news sites, working with the media to garner earned media coverage of the planning process and engagement opportunities. In addition, we will provide the press release to area transportation groups, such as the Spokane Regional Transportation Council (SRTC), chambers of commerce, including the West Plains Chamber of Commerce, and economic development groups like Advantage Spokane with a request for coverage in newsletters, on website and through other channels where these groups communicate with their members. The press release will highlight upcoming and ongoing to be heard.

o **Online Survey:** With the use of survey software online, Big Sky Public Relations will gauge community interest through a short, engaging survey. This tactic is generally thought of as the busy-persons go-to because of its ability to be a short, quick form of feedback. This survey will be shared on all out-facing project materials, such as on social media posts or flyers. We will work with Airway Heights established community partners and those Big Sky Public Relations builds through the PAI outreach process to request distribution support in order to widen the survey reach. We will also promote the survey through online channels, potentially with limited advertising dollars.

o ***Self-Guided Visual Feedback Field Exercise:*** Community events are a great place to share our message and to gather feedback on the spot. For this reason, Big Sky Public Relations would like to create a self-guided visual feedback field exercise to be presented at existing community events. Though no City-hosted community events are planned at this time, we expect a farmers' market, flea market, or another community event to pop-up in time for the warmer weather. At this event, we would like to set up a visual feedback tool to engage with the community and gather their thoughts on the vision for the Comprehensive Plan. Whether it's a chalk wall, that can share our message for days at a time, or an engaging display showcasing a caricatured Airway Heights map for participants to pin monopoly money on (where would you put your money?), Big Sky Public Relations wants to show the community of Airway Heights that participating in the city planning process is for everyone, and can be fun, too! An added benefit of outreach at these events is that they generally occur on weekends and provide an alternate time for those to participate who may not be able to attend other events. o ***Online Town Hall:*** Understanding that the situation around COVID is still very serious and will likely require many residents to stay home this summer, Big Sky Public Relations will plan to host two (2) online town halls in partnership with the City of Airway Heights and the planning consultant developing the Comprehensive Plan. These town halls will be conducted during different times of the day (ie. one mid-day for those tuning in at work and one in the evening for folks joining after work.) The town halls will be hosted via Zoom or another online video hosting platform that is easily accessible and provides some interactive capabilities. Participants will be able to ask questions during the town hall, some of which will be fielded by speakers and some will be handled by a member of our team answering in the comments section. The town halls will be recorded and housed on the project website so that those who are unable to attend are still able to review the information. A link to town halls will be provided to our community partner network for distribution after the event.

o ***Community Conversations:*** Much can be learned from having a casual conversation with our neighbors over a quick cup of coffee. That's why Big Sky Public Relations plans to host Community Conversations. Versus a formal open house or meeting with PAIs, these essentially function like office hours, where those who are interested can stop by for a few minutes, sit down with a member of the team and share their thoughts. These Community Conversations will be strategically placed in traditionally underserved neighborhoods or individuals frequent such as a coffee shop, resource center, library, or similar. We would welcome participation from City of Airway Heights staff or the planning consultant developing the Comprehensive Plan at these events.

Leveraging Current Online Resources

Big Sky Public Relations would like to utilize the existing City of Airway Heights communication channels to further spread the project's message to our audiences.

o ***Social Media Engagement:*** Seven in 10 adults are active on Facebook. This knowledge informs our decision to frequently use Facebook, along with Instagram, to engage with the adult public. These platforms can be used to share our survey, announce canvassing or events, and are the perfect two-way street for communication through comments and direct messages. The City of Airway Heights Facebook account received lots of engagement in 2015 when asking your followers to provide feedback about a potential new logo. This same type of engagement would be sought after for any posts related to the Comprehensive Plan.

o ***Community Connect:*** The City Manager's online newsletter, Community Connect, is a perfect place to share our project website and to distribute information about this project. We recommend a placement in each of these newsletters throughout this phase inviting the public to provide input through the website, an email, or by mail or phone.

o ***Website:*** The City of Airway Heights website includes a very effective front-page feature: a carousel of images that link to other important webpages, events, and announcements. In the same fashion that the West Plains Connection website is promoted in this carousel, we plan to do the same for this project website. Placement could also take place elsewhere on the website, such as in the "In the Spotlight" section.

o **Analysis and Reporting:** Having all the community feedback on hand, Big Sky Public Relations will develop and submit a formal written report of input gathered through all outreach efforts. This input will be synthesized into key findings and trends and submitted to the City of Airway Heights and the planning consultant along with supporting documentation. While we will have ideally been meeting with the City of Airway Heights and its planning consultant on a monthly basis to discuss our progress and to share insights, this formal, comprehensive report should serve as a significant resource as the planning team prepares the Comprehensive Plan.

o **Presentations:**

o **City of Airway Heights Meetings:** Big Sky Public Relations plans to assist the City of Airway Heights' planning consultant with the presentation this new vision to the City of Airway Heights at any existing city meetings during this phase. Any feedback received at this time would be implemented prior to moving onto any stakeholder meetings.

o **Stakeholder Meetings:** Meetings with associated departments, such as the Fire and Police Department, would be conducted by Big Sky Public Relations at this time. Any and all feedback received would be considered at this time.

o **Final Presentation at City Council Meeting:** Big Sky Public Relations will assist the City of Airway Heights' planning consultant to showcase the City of Airway Heights' new vision for the Comprehensive Plan. The Comprehensive Plan would be considered for adoption at this time.

SECTION 3: Schedule of Billing Rates, Not to Exceed Cap, and Requested Payment Schedule

When approaching the build-out of a scope, Big Sky Public Relations always completes a needs assessment prior to finalizing the public involvement plan. This ensures accurate identification of the top objectives, all potentially affected interests, and potential issues. That said, the activities described in work plan in Section 2 are an anticipated approach and may be adjusted if insights from the needs assessment indicate adjustments are necessary. The following is an estimated budget, information on our flat billing rate, and a not-to-exceed amount for the outlined scope of work.

Schedule of Billing Rates

Big Sky Public Relations bills at a flat, loaded rate of \$125 for all team members.

Not to Exceed Cap

Based upon the activities outlined in the Scope of Work and Work Plan of Sections 2 and 3, the not to exceed cap for this project is **\$26,059**. If activities or materials beyond the scope of work are requested by the City of Airway Heights, Big Sky Public Relations will request an amendment to this cap.

Requested Payment Schedule

Big Sky Public Relations bills on a monthly basis, submitting invoices by the 15th of each month for labor completed and direct expenses incurred or received in the prior month. We request payment terms of net-30 days.

o ***Presentations :***

o **City of Airway Heights Meetings:** Big Sky Public Relations plans to assist the City of Airway Heights' planning consultant with the presentation this new vision to the City of Airway Heights at any existing city meetings during this phase. Any feedback received at this time would be implemented prior to moving onto any stakeholder meetings.

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o **Final Presentation at City Council Meeting:** Big Sky Public Relations will assist the City of Airway Heights' planning consultant to showcase the City of Airway Heights' new vision for the Comprehensive Plan. The Comprehensive Plan would be considered for adoption at this time.

SECTION 4: Description of the Project Team

At Big Sky Public Relations, we work with organizations that serve their communities, whether by promoting economic development, improving safety and infrastructure, or helping those in need. Founded in 2008, Big Sky Public Relations is a Montana-based DBE firm that is currently expanding to serve Idaho and Washington. Our ten-member team specializes in public awareness and involvement, media relations, community engagement, and media buying for transportation agencies, infrastructure projects, and state and local municipalities. Our vision is simple: To use our communications expertise to build stronger communities, in turn providing better opportunities for our friends and neighbors. For our team, this starts with improving safety on our roadways and creating infrastructure systems that are inclusive of all users.

Big Sky Public Relations' organizational chart is provided in Appendix B. To review relevant, hands-on project experience of each team member, please reference resumes in Appendix C.

■ Amy Aiello – Account Executive

As an Account Executive in our Spokane office, Amy manages multiple client projects and the stakeholder communication and production efforts that happen within those. Alongside her team, Amy conceives program strategies, creative campaigns, and community outreach events. Amy's past public relations client work in state historical and educational agencies, forest management, wood products, and financial asset management have given her a taste of many of the industries that encompass the spirit of the West. Amy also has nonprofit experience through AARP, the Boise Metro Chamber of Commerce, and Friends of the US Fish and Wildlife Service. Amy's work for these industries included research, community engagement, social media strategy, and collaborating with her teammates to implement winning strategic communication strategies for clients. Amy was hired to launch Big Sky Public Relations' Spokane operations and has been with the company for eight months. Amy reports directly to Katie Kliez, Chief Experience Officer. Since her move to Spokane, Amy has joined the local Advancing Women in Transportation (WTS) chapter and has stayed involved with many local municipal groups and meetings, such as the Southgate Neighborhood Council.

Courtenay Sprunger – CEO

Courtenay is the founder and CEO of Big Sky Public Relations. She is passionate about “progress projects,” and empowering organizations to connect effectively and drive change in their community. For 13 years, Courtenay has managed strategic planning, campaign development, and client relations for Big Sky Public Relations. In this role, she has served a diverse client base ranging from economic development and transportation agencies to nonprofits and consumer brands in both Montana and California. Courtenay, a fifth-generation native of the Flathead Valley, and her team, have successfully developed and executed creative, effective public involvement and awareness programs for urban transportation projects in communities throughout Montana.

Katie Klietz – CXO

In her role as Chief Experience Officer, Katie’s responsibilities include managing strategic planning, client service, content creation, media relations, and general outreach efforts. It won’t take long to recognize Katie’s love for her Missoula hometown and the joy she has serving her community. It was this drive that drew her back to Montana to serve as Missoula County’s Communications Coordinator. At the County, Katie worked for three years with elected officials and leadership to develop effective communications strategies to enhance citizen engagement and education. Katie holds a BA in Public Relations & Advertising from DePaul University and has worked in PR agencies, strategizing media and crafting messaging for internationally recognized clients. Katie is a FEMA-trained public information officer and has recently completed large-scale major aviation disaster training with regional officials, FEMA, and the National Transportation Safety Board (NTSB). Katie has been with Big Sky Public Relations for four years. Katie oversees all Account Executives and Account Coordinators and reports to Courtenay Sprunger, Chief Executive Officer.

Takami Clark – Account Executive

Based in Bozeman, Takami began her career on the east coast, but it was not long before she followed her passions west. Her passion for life is further demonstrated in her work, where she thrives on connecting with the local community and improving processes. She brings with her years of writing and outreach experience from public sector organizations such as the Jack Kent Cooke Foundation, the Asian & Pacific Islander American Scholarship Fund, the City of Thornton, CO, and Montana State University. Takami holds a BA in Music from the College of William & Mary and a Master of Public Administration from the University of Colorado, Denver. She proudly serves the Bozeman community as a board member of the Bozeman Beautification Advisory Board. She enjoys doing anything that involves being outside. Takami has been with Big Sky Public Relations for almost 2 years and reports directly to Katie Klietz, Chief Experience Officer.

Kaitlin Byrnes – Account Coordinator (Project Support)

Kaitlin’s experience in the hospitality industry gifted her the opportunity to build genuine lasting relationships with community members in the greater Missoula area. Growing up in the hot suburbs of Arizona, she wanted a fresh start where she could work hard and enjoy Montana’s beautiful mountain ranges. Kaitlin brings with her insight in public engagement from her background in grass roots marketing, and a passion for making a difference in the same community that gave so much to her. She currently provides project support such as social media management, content development, representation at community events, and administrative support. Kaitlin Byrnes reports directly to CXO, Katie Klietz, and has been with Big Sky Public Relations for nine months.

■ Olivia Simas – Account Coordinator (Project Support)

Olivia Simas serves as Account Coordinator at Big Sky Public Relations, supporting all of the amazing projects the company represents. She brings press office and marketing agency experience from her roles in New York and Chicago and most recently honed her client relations skills serving as a concierge at a guest ranch outside of Missoula. Olivia has always been captivated by the theater community. After six internships in theatrical press and marketing, she joined a small agency in New York as a press associate. Here, she helped bring Broadway National Tours across the country, facilitating press coverage and special events. Olivia provides project support such as social media management, content development, representation at community events, and administrative support. Olivia Simas reports directly to CXO, Katie Kliez, and has been with Big Sky Public Relations for nine months.

■ Amy Yatsuk – Graphic Designer (Project Support)

Amy Yatsuk joins the Big Sky Public Relations team on March 8, 2021. Amy graduated with a Bachelor of Arts in Graphic Design from George Washington University in 2012 and completed a 40-hour User Experience Design Course with General Assembly in 2019. Since graduation, Amy has worked full-time in graphic design, building strong competencies in branding, editorial design, website development and app creation.

SECTION 5: References

■ Reference 1: West Plains Connection Multimodal Corridor Improvement Project

- a. Big Sky Public Relations Contact: Amy Aiello, (509) 688-4079
- b. Client Contact: Bill White – Regional Transportation Leader, (509) 319-2580, bwhite@to-engineers.com

Challenge: Spokane has been growing almost as fast as Airway Heights. As Spokane's population continues to expand, so does its infrastructure. To help facilitate this growth, [S3R3 Solutions](#) monitors the growth and development of the West Plains region, a shipping and manufacturing hub outside of the city of Spokane. The West Plains Connection Multimodal Corridor Improvement Project was a study sponsored by S3R3 Solutions and managed by prime consultant, T-O Engineers. The goal of the project was to submit a compelling application for a grant to help fund corridor improvements along 6th, 10th, and 12th Avenues in the Cities of Airway Heights and Spokane, Washington. Our portion of the project focused on collecting input from area residents and garnering support from property owners and businesses in the West Plains area. The timeline was tight with the project under contract in mid-May and a final report due by mid-July. In addition to the challenges presented by Covid-19, the nature of S3R3 Solutions partnerships and funding meant that Big Sky Public Relations had to carefully coordinate feedback and buy-in from numerous key stakeholders in addition to working with S3R3 and prime consultant T-O Engineers. Some key participants included the Spokane Transit Authority, Spokane County, and several different city governments. The need to secure approval for materials and strategies from numerous entities within a short time created a complex challenge. Big Sky Public Relations had to learn quickly and manage carefully in order to ensure an on-time, on-budget delivery.

Approach: This project was in need of strategic and meaningful public involvement; it faced the huge challenge of launching in the early days of Covid-19 and required coordinating with a complex set of stakeholders engaged in the project's strategy and materials. Big Sky Public Relations was tasked with seeking public engagement that could equitably and effectively gather compelling feedback for the grant application without in-person contact with the public. (Prior to Covid-19, Big Sky Public Relation has always used a highly integrated outreach program relying equally on in-person and remote engagement strategies. Big Sky Public Relations created project branding materials, including a logo, brand standards, a website for public interaction, and a social media presence. We mapped a path to success for approvals by carefully articulating timelines and the "why" behind each milestone for T-O Engineers to share with each participant. We assisted T-O engineers with rapidly integrating feedback received. Despite the complexity, we were able to complete all goals on-time, ensuring outreach was not stymied by a longer approval system. To address outreach as Spokane locked down due to Covid-19, Big Sky Public Relations outlined a strategy that relied heavily on highly targeted online tools, utilizing digital advertising on Facebook and Instagram. This strategy garnered great results, driving the public to the project webpage for more information and participation in the accompanying interest survey. These social channels also served as a way to gather feedback from the public through the comments and direct messaging sections. With a limited budget to reach the numerous communities impacted, we had to carefully allocate dollars. Additional efforts were focused on reaching stakeholders who are not tech-friendly or who may have limited access to internet. We included advertising in the local newspaper, sent out direct mailers, and secured earned media in print and broadcast (this being the most feasible way to gain effective TV coverage without busting the budget).

Results: Big Sky Public Relations' outreach proved successful in building a culture of trust between the project team, stakeholders, and the local public. Through virtual mediums, we were able to gather meaningful feedback for a project on tight timeframe, driving better results for S3R3 than they have enjoyed on past projects. Specifically, this outreach secured 271 survey responses, 1779 unique visitors to the project website, and 18 web/email comments for the grant application. Todd Coleman shared this is well above the measurable response for outreach that S3R3 has generated for its other projects.

Reference 2: City of Missoula

Big Sky Public Relations Contact: Katie Klietz (406) 241-0053

Client Contact: Ginny Merriam – City Communications Director, (406) 552-6100, gmerriam@ci.missoula.mt.us

Challenge: The City of Missoula sought a public relations firm to handle public-facing, strategic communication efforts with their constituents regarding a new temporary homeless shelter in a highly residential neighborhood. With the Covid-19 pandemic forcing many unsheltered, the City received federal funding to safely move those experiencing homelessness inside. Because this project leveraged local funds and would be utilizing a previously owned City building, there wasn't a public notification process to seek comment. The project was happening whether or not neighbors and businesses were in support. To that end, Big Sky Public Relations was approached to develop a comprehensive outreach plan to not only inform neighbors, but to drum up support from local stakeholders and business owners. City of Missoula leadership expressed strong concern that influential business owners would vocalize opposition and stymie any hope of a smooth neighborhood integration. Typically, this type of awareness building and advocacy takes months if not years to build. Big Sky Public Relations had exactly one month to achieve the City's goals before the shelter opened their doors.

Approach: Big Sky Public Relations' deep integration into the community empowered them to join as a partner to the City of Missoula. By having strong local relationships developed, Big Sky Public Relations was quick to call trusted partners, seek their initial feedback, and gain a sense of whether or not the broader community and influencers would be supportive of this project, neutral, or if they would put up roadblocks. Knowing that time was limited and in-person gatherings were not taking place, Big Sky Public Relations worked with the City of Missoula to develop a project mailer to all addresses within a five mile radius of the shelter. Within that mailer, a project open house was advertised. Having stayed on top of local health department guidelines, Big Sky Public Relations simultaneously went to quick work of pulling together all needed logistics for a safe meeting in person. Seeing the shelter, its bare-bones and bleak interior would likely go a long way in appeasing even the most vocal of opponents. This event was also shared in one-to-one meetings with 20 of Missoula's key influencers, area business owners, and known vocal neighbors. Missoula's winters are harsh. Messaging was developed throughout all outreach to share the initiatives most foundational goal; to keep unsheltered Missoulians from literally freezing to death on our streets. A messaging document and standard operating procedures was also developed to ensure that anyone speaking publicly on behalf of the project had consistent points to build trust in the process and to ensure no one agency was speaking out of turn. The opportunity for residents, businesses and stakeholders to visualize the space, meet with City staff, and ask questions of the shelter's social workers were key for this project. Big Sky Public Relations values building relationships and community. Our approach focused on generating awareness, inviting genuine conversation in a safe space, and leveraging previously built strong relationships.

Results: Despite time and budget constraints, this project was a glowing success for the City of Missoula. Media coverage gained for the Johnson Street Center was accurate and positive in tone. The 40+ hours of stakeholder meetings paid dividends as no one showed up to the open house upset with the City. No business owners vocalized opposition or stood in the way of the shelter opening its doors. No negative comments were ever made to City leadership or during City Council meetings. The "angry mob" Big Sky Public Relations was hired to mitigate never surfaced. By proactively reaching out to those likely to have concern with well thought out points and a goal to help in the sure-fire kinks of integrating a shelter like this truly built trust. Many stakeholders expressed that they wished the shelter wouldn't be in their backyard but the fact that we were being thoughtful in our approach led them to, at the very least, not oppose it. The open house welcomed nearly 40 residents and every local media outlet picked up the story. We believe in the simple power of a handshake and a listening ear, and using these practices, we show the community of Missoula that they have the power to enact meaningful change in their neighborhoods.

Reference 3: Mullan BUILD

Big Sky Public Relations Contact: Becca McLean, (406) 499-6921
Client Contact: Donny Pfeifer – Project Engineer, (406) 721-4320, Donny@djanda.com

Challenge: Missoula County, the City of Missoula, and several local partners sought to proactively develop a transportation network in the Mullan neighborhood that faced strong development pressures with little existing infrastructure to meet the current demands. When agencies began assessing the Mullan neighborhood's needs, it was estimated that \$40 million would be needed to fully complete the entire project. With this figure in mind, the County applied for \$23 million in federal BUILD grants. Only \$13 million was awarded. Faced with \$10 million less than what is needed, the Mullan BUILD project team, a partnership between the City and County of Missoula, DJ&A Engineering, Kiewit Construction, and Big Sky Public Relations, began working together to gather public feedback.



City of Airway Heights library sign.

Approach: Big Sky Public Relations first developed a communications database, including contact information for any involved citizen, city representative, or other stakeholder, any questions asked about this project by these contacts, and more. Having this information in one place eases consistent outreach, including when our team sends about 130 of these individuals a weekly email update on the BUILD project. Secondly, the Mullan BUILD team consistently updates the Mullan BUILD webpage to ensure members of the public have accurate information. As much of the country experienced, due to COVID-19, the public involvement effort was swiftly transitioned to a virtual setting. For example, the steering committee, responsible for prioritizing and ranking project elements have had successful virtual meetings over the course of the project in order to propel the decision-making processes forward. The steering committee is made up of 12 government officials and industry experts in the Missoula area including, but not limited to, representatives from Climate Smart Missoula, Missoula County, City of Missoula, City Council, County Commissioners office, Hellgate Elementary school, local neighborhood councils, and more. In addition to a fruitful steering committee, the Mullan BUILD leadership team hosted seven virtual public meetings in the fall and winter of 2020. The purpose of each public meeting was to allow for BUILD project team experts to present on each topic in order to educate attendees.

Results: At the end of January, it was reported that on a weekly basis the Mullan BUILD webpage received 74 unique visitors and 161 page views indicating that many are finding the content to be useful, and engagement is high. This shows us that our efforts, including weekly emails and advertising placements, are working effectively. The steering committee has been meeting virtually in an effective and productive fashion every two to three months to support the leadership team in driving the project forward and ultimately progressing its success. Having the commitment of this committee shows their connection with this project, and we appreciate the effort they put in to support the team. The project open houses have received between 15-35 attendees each and provided a constructive environment for the project team to receive feedback, answer questions and gauge the public's interest and concerns about the project. Overall, our efforts have provided the team with feedback from every stretch of the Missoula community, and because of that, this project will best reflect their insights.

Reference 4: Kalispell Core and Rail Redevelopment

Big Sky Public Relations Contact: Courtenay Sprunger, 406-270-2949 courtenay@bigskypublicrelations.com
Client Contact: City of Kalispell, Katherine King (406) 758-7713, kking@kalispell.com

Challenge: The Kalispell Core & Rail Redevelopment is the largest urban renewal project in Flathead County's history. In 2015, it faced significant challenges with a local business attempting to derail the project. The local business felt the project was a boondoggle and wrote a letter to Senator Tester urging him to drop his support for it, which, up to that time, had had a strong TIGER Grant application. The situation came to a head in the Fall of 2015 with that letter to Senator Tester. FCEDA leadership was already struggling to address the issues with the dissenting business owner and it now faced public scrutiny and concern as well as the possible loss of a key grant. Rumblings around the community began and a project that had been a darling of the community was suddenly cast in shadows. FCEDA realized it needed to act quickly in order to repair damage and rebuild positive public perception.

Approach: Big Sky Public Relations was contracted to manage the project's image and communications, improve community understanding and dispel misinformation. Our firm has successfully employed multiple methods to launch a complex public relations campaign, starting with research and listening. The goal of this first step was to ensure that we fully understood the scope of concerns and misinformation circulating in the community. The listening period included deep-dive planning with the FCEDA team as well as community influencer research and interviews. Upon completion of these listening sessions, Big Sky Public Relations was able to develop cohesive branding and messaging, which was then used to develop a website targeted to key user groups. Influencer articles were ghostwritten by our team and circulated, addressing major misconceptions and touting benefits of the project; education materials to build understanding were created. We also helped form a proactive earned media outreach that secured positive, on-message coverage for the project.

Results: Within a few months of the campaign's launch, numerous positive news stories were garnered for the project. Quality conversations with key stakeholders were held and concerns began to die down. Equally important, a new CEO at FCEDA took the helm within the next year and was able to broker a deal with the business owner in question, making it viable for the business to move to the rail park. The Kalispell Core and Rail Redevelopment regained its place as a community connector, leaving behind the divisiveness experienced in the Fall of 2015. The project is currently "back on track," building community support and moving rapidly toward implementation. The rail park is fully constructed, and the downtown railroad tracks are scheduled for removal in the spring of 2021, to be replaced by an urban trail. Mostly importantly, the community is united in its support and excitedly anticipating its new trail through downtown Kalispell.

Reference 5: Downtown Whitefish

Big Sky Public Relations Contact: Amy Aiello, (509) 688-4079, amy@bigskypublicrelations.com
Client Contact: Scott Randall, Robert Peccia and Associates, (406) 431-7520, SRandall@rpa-hln.com

Challenge: The Whitefish community has experienced significant growth in last two decades and with it, rising traffic levels. Highway 93 runs through the center of the community and serves as the primary travel route through the city for residents, visitors, and other traffic. When backups occur on the Highway, the effects translate into delays and congestion on local cross streets, ultimately making it more difficult to travel through town. The city's incomplete street grid further complicates the congested conditions. Robert Peccia and Associates (RPA) has looked to Big Sky Public Relations to gather public input on this planning process. Since the project's start in 2019, Big Sky Public Relations has been gathering meaningful community input and reporting it back to RPA.

Approach: Big Sky Public Relations recognizes that an important aspect of any planning study process is to provide meaningful opportunities for ongoing public involvement. Education and public outreach are essential parts of achieving this goal. One open house was hosted by Big Sky Public Relations in the spring of 2019, and from that event, Big Sky Public Relations assisted RPA to implement the feedback received. Using that feedback, RPA has updated their design concepts for Highway 93 in downtown Whitefish, and another open house is scheduled to present these concepts and their final recommendation. During this process of public involvement, a steering committee was formed to represent all major industries in Whitefish. This group has met regularly, hosted by Big Sky Public Relations, to provide their input to the concepts as well.

Results: A final concept for Highway 93 has been selected by RPA as the safest, most viable option for downtown Whitefish to consider. This final selection was made in part from the feedback received by Big Sky Public Relations' open houses and steering committee meetings. With the knowledge that all decisions in this process were informed by the feedback of the public, Big Sky Public Relations is confident that the final concept selection will be met with a positive response from the community of Whitefish.

**CITY OF AIRWAY HEIGHTS
WASHINGTON
ORDINANCE NO. C-963**

AN ORDINANCE OF THE CITY OF AIRWAY HEIGHTS, WASHINGTON CREATING CHAPTER 2.19 OF THE AIRWAY HEIGHTS MUNICIPAL CODE ENTITLED “PUBLIC ART” CREATING A PUBLIC ART PROGRAM AND MUNICIPAL ART FUND FOR THE CITY OF AIRWAY HEIGHTS; PROVIDING GENERAL PROVISIONS FOR ITS OPERATIONS; CREATING AN ARTS COMMISSION; CREATING A FINANCING PLAN FOR THE CONSTRUCTION, INSTALLATION, AND MAINTENANCE OF ART; AND OTHER MATTERS PROPERLY RELATED THERETO.

WHEREAS, The City Council of the City of Airway Heights supports public art to enhance the quality of life and create a unique sense of community identity; and

WHEREAS, providing the opportunity for the citizens to experience public art will promote the general welfare of the community, distinguishes the City of Airway Heights sense of place, supports a diverse and thriving economy, attracts creative talent, and brings visitors to the community; and

WHEREAS, the placement of art in public spaces will improve the aesthetic quality of public buildings and spaces; and

WHEREAS, supporting a public art program will further the goals of the City’s Comprehensive Plan; and

WHEREAS, the City code of the City of Airway Heights currently does not include language regarding public art nor do the City have a regulatory framework to establish a public art program; and

WHEREAS, the City of Airway Heights initiated a public process to study and prepare a Public Art Plan to address public art within the City; and

WHEREAS, it is recognized that a municipal art fund shall be established to support public art in the City of Airway Heights and the plan; and

WHEREAS, Ordinance C-963 repeals Resolution No. 2016-015 authorizing the financing of public art within the City and other matters properly related thereto and adopted Ordinance C-963 which provides general provisions for the municipal art fund; and

WHEREAS, the amendments are not harmful to the public health, safety and welfare and is in the public interest; and

WHEREAS, the amendments do not lower the level of service of transportation and/or neighborhood park facilities below the minimum standards established within the Comprehensive Plan; and

WHEREAS, the amendments are reasonably needed to mitigate the effects of the development, and are proportional to the impacts created by the development; and

WHEREAS, the adoption is deemed necessary by the Planning Commission; and

WHEREAS, public notice was provided in accordance with the public notification requirements of AVMC 14.04 including a public workshop held on May 12, 2021; and

WHEREAS, the adoption of new chapters 2.19 Public Art and 3.06 Public Art Fund into the Airway Heights Municipal Code was adequately addressed and not significance adverse environmental impacts were identified during environmental review under Chapter 18.01 AHMC. A SEPA Determination of Non-significance was issued on April 16, 2020; and

WHEREAS, the Airway Heights Planning Commission has jurisdiction to review and act on all Comprehensive Plan, development code, or map changes; and

WHEREAS, on June 9, 2021, the City of Airway Heights Planning Commission held a public hearing as required by the Airway Heights Municipal Code and voted... in favor andopposed to the text amendment; and

WHEREAS, on XXXX, the City Council of Airway Heights held a public hearing as required by Airway Heights Municipal Code and voted... in favor and ...opposed to the text amendment; and

NOW, THEREFORE, the City Council of the City of Airway Heights does ordain as follows.

Section 1. New Chapter. A new Chapter 2.19 entitled “Public Art” is hereby added to the Municipal Code as set forth herein.

Chapter 2.19 Public Art

Sections

2.19.010 Intent and Purpose

2.19.020 Definitions

2.19.030 Design Criteria

2.19.040 Approval Process

2.19.050 Establishment of the Public Art Commission

2.19.060 Public Art Guidelines/Regulations

2.19.070 Siting, Installation, and Maintenance

2.19.080 De-Accession Policy and Procedure

Section 2. New Section. A new section 2.19.010 entitled “Purpose and Intent” is hereby added to read as follows:

2.19.010 Purpose and Intent

The purpose of this Chapter is to facilitate and encourage Public Art in the City of Airway Heights by creating a streamlined application and review process, guidelines for siting, installation and maintenance of public art, and establishment of the municipal art fund to support and fund public art.

The provisions of this Ordinance are applicable to public art that is installed on publicly owned land within the City of Airway Heights including, but not limited to, city parks, streets and sidewalks within the public right-of-way, and any city-owned property including public buildings.

Section 3. New Section. A new section 2.19.020 entitled “Definitions” is hereby added to read as follows:

2.19.020 Definitions

- A. “Artist” means a practicing fine artist, generally recognized by critics and peers as a professional of serious intent and ability. Indications of a person’s status as a professional artist include, but are not limited to, income realized through the sole commission of artwork, frequent or consistent art exhibitions, placement of artwork in public institutions, receipt of honors and awards, and training in the arts.
- B. “Artwork”, see Public Art.
- C. “De-accession” means the formal process used to permanently remove an artwork owned by the City from the public art collection, usually through sale or exchange or any other transaction by which title of the outgoing artwork is transferred from the City to an individual, institution, agency, gallery, vendor or dealer. Under certain conditions, it may also include disposal by intentional destruction.
- D. “Donation” means a charitable contribution to the City, during lifetime or testamentary transfer, whether whole or fractional interest, including, but not limited to, cash and cash equivalents, real property, personal tangible property, publicly traded equity and debt securities, closely held securities, restricted securities, life insurance policies, intellectual property, artifacts and/or artworks which would contribute to the City’s goals and priorities outlined in the Public Art Plan.
- E. “Extraordinary artwork maintenance” means any non-routine repair, restoration or conservation to the sound condition of artworks that requires specialized services.
- F. “Jury” means a panel of art professionals, technical advisors, and community advisors who convene to select an artist or team of artists.
- G. “Mural” means any piece of artwork applied directly on a wall, ceiling or other permanent surface that does not contain any commercial message or sign. For definition purposes, a commercial message is any message that advertises a business conducted, services rendered, or goods produced or sold.
- H. “Municipal art fund” means a special purpose interest-bearing city fund into which shall be deposited all art funding authorized by this chapter together with other moneys as the city council shall authorize for works of art.
- I. “Permanent Artwork” means artwork exhibited with the expectation of indefinite duration.
- J. “Professional artist” means any person who by virtue of professional training, exhibit history, and/or critical review is recognized as skilled in creating works of art.
- K. “Public art” refers to all forms of visual art that are located within the City right-of-way or on public land within the City of Airway Heights that does not contain any commercial message or sign. For definition purposes, a commercial message is any message that advertises a business conducted, services rendered, or goods produced or sold. Murals and artwork on private property are not regulated by this Chapter. The aforesaid forms of visual art include, but are not limited to, the following mediums. Additional types of public art and/or mediums not mentioned here are subject to approval of the city and/or Arts Commission;
 - 1. Paintings of all media including both portable and permanently affixed works such as frescoes and murals;
 - 2. A sculpture of any form and in any material or combination of materials, including but not limited to, statues, monuments, fountains, arches, reliefs, mobiles, kinetic, electronic and neon sculptures;
 - 3. Other Public Art shall include, but not be limited to, inscriptions, stained glass, fiber works, carvings, mosaics, photographs, drawings, collages, textile works, prints and

- crafts, both decorative and utilitarian, in any medium including, but not limited to, clay, fiber, wood, metal, glass, stone, plastic and other materials; and
4. Artist-designed landscapes and earthworks, including the artistic placement of natural materials or other functional art objects.
- L. “Public Art Commission or Art Commission or Commission” means the advisory entity appointed by the City Council to establish policy and procedures to administer the Public Art Plan and program.
- M. “Public Art Plan” means a comprehensive guidebook for Public Art in the City which is intended to be the major tool by which the Public Art Commission achieves its mission. The Public Art Plan is a working document that will assist the Public Art Commission, City Council and other public bodies in planning and funding for art-related projects, identifying key sites for Public Art, and will provide Artists guidance when responding to proposals and projects.
- N. “Public Art Program” means any expression by an artist of visual works available to the public in an open City-owned facility designated as a public area.
- O. “Public property” means all spaces owned by the City of Airway Heights, indoor or outdoor, that are accessible and visible to the general public.
- P. “Qualifying capital improvement project” means projects funded wholly or in part by the City of Airway Heights, see section 3.06.040 Funds for Public Artwork.
- Q. “Request for Proposal” (RFP) means a process in which Artists are asked to submit a detailed proposal for a specific site or project.
- R. “Routine maintenance” means regular routine inspection and care of artwork, such as cleaning and applying protective surface coatings. A trained technician, City employee or 3rd party contracted by the City trained to provide such services will carry out any required maintenance procedures.
- S. “Temporary artwork” means Artwork exhibited for a limited duration. The timeframe for temporary artwork is subjective to a set timeframe determined by the artist and Arts Commission.

Section 4. New Section. A new section 2.19.030 entitled “Design Criteria” is hereby added to read as follows:

2.19.030 Design Criteria

There are no absolute criteria for acceptable Public Art, except for general tenants which include:

- A. Artistic merit and quality as evidenced by an artist’s history of exhibitions or sales, awards or other recognition, or an outstanding first work; as well as the inherent quality in terms of timelessness, vision, design, aesthetics, and excellence.
- B. Intentionality of the Artist concerning the meaning and proposed or desired effect of the work as public art upon the viewing public.
- C. Logical significance and site-specificity by creating a sense of excitement on public property and presenting fresh ways of seeing the community and City while also recognizing the historic and environmental context of the site.
- D. Representation of a variety of styles and tastes in the collection by acknowledging existing works in the Public Art collection, striving for cultural diversity of style, scale, and media, and representing the eclectic tastes of the community.
- E. Unrestricted public viewing, primarily the opportunity for public access, but also suitability for public participation, social and political attitudes, and functional considerations.

- F. Safety and durability including the ability and structural integrity of the Artwork to withstand weather conditions, minimize the possibility of injury, and protect against theft and vandalism.
- G. Installation and maintenance of work from practicality of fabrication and transport, to installation and long-term maintenance and associated costs.
- H. Compatibility with established patterns of use at the site by situating Artwork such that it is accessible, visible, and appropriately scaled to the site, and such that it does not seriously disrupt the flow of pedestrian or vehicular traffic or adversely alter the environmental conditions of the selected site.

Section 5. New Section. A new section 2.19.040 entitled “Approval Process” is hereby added to read as follows:

2.19.040 Approval Process

A. Prior to the installation of any Artwork, a complete Public Art application must be submitted to the Airway Heights Planning Department including all requirements as detailed in subsection (B) below.

B. Application Requirements.

1. Project description, including purpose, Artist’s rationale and/or intention for the proposed work; history and provenance of the Artwork; relationship of the project to other community interests and activities; as well as potential materials and media.
2. Illustrative and/or construction drawings of the proposed work. A scale model of the proposed work is strongly recommended (if applicable).
3. For 3D Artwork, scaled site plan and color images of the proposed installation location and its context.
4. Scaled illustrative drawings or model showing the Artwork in relation to the proposed site.
5. Description of short- and long-term maintenance requirements and costs. For temporary installations, a general liability insurance certificate listing the City of Airway Heights as additionally insured with at least \$1 million of general liability coverage must be included.
6. Artist résumé, annotated exhibition list, and digital images of other works.
7. Project timeline, including (as applicable) fabrication, delivery, installation, maintenance schedule, and removal.
8. Project budget, including both committed and anticipated funding sources.
9. General letters of support. Applicants are encouraged to include letters of support, particularly from neighborhood groups.

C. Review Procedures

1. Within 30 days of receipt of an application, the Planning Department shall review the application for completeness.
 - a) Shall the application be deemed incomplete; the Planning Department shall provide the applicant with written notification and a detailed description of the determination.
 - b) Once an application is deemed complete, the Planning Department shall forward the application to the applicable City departments, the Public Art Commission, and other related agencies for approval of the installation’s proposed site.
- D. The Public Art Commission shall review the application at its next regularly scheduled meeting to determine if the submission fulfills the design criteria and requirements detailed herein. Either the

Public Art Commission or, upon invitation, the Artist may present the application at a public meeting for comment and review.

- E. Upon considering community input, economic feasibility, maintenance requirements, and the appropriateness of the design, the Public Art Commission shall either recommend to the City Council approve, approve with modifications, or deny the application. Failure to act on an application does not result in a default approval. An application may only receive a recommendation of denial based upon objective criteria as set forth in this Ordinance. If the Commission recommends denial the application, the Commission shall provide the applicant with written reasons as to why the application was recommended to be denied within ten (10) business days of its decision.

Section 8. New Section. A new section 2.19.050 entitled “Establishment of the Public Art Commission” is hereby added to read as follows:

2.19.050 Establishment of the Public Art Commission

A. Powers and duties.

1. The Public Art Commission (herein referred to as the Commission) shall provide leadership to enhance the experience of public space, be an effective advisory body to recommend and implement approved Public Art policy and procedures, and maintain thoughtful public participation, outreach, and communications concerning public art.
2. The Commission recommends to the City Council all Public Art applications and City Council approval shall be necessary prior to the installation of public art in the City of Airway Heights unless exempted by the terms of this Ordinance.
3. The Commission shall initiate and develop proposals to receive recommendations and to solicit contributions for additions to the existing collection of Public Art.
4. The Commission shall be responsible for the development and oversight of a Public Art Plan including criteria and guidelines for the selection, of new Public Art, either temporary or permanent. The criteria and guidelines shall relate but are not limited to economic feasibility, maintenance, security, and aesthetics. No Public Art shall be acquired, loaned, or installed, nor shall existing Public Art be deaccessioned or removed from public places without prior review by the Commission.
5. The Commission is authorized to establish a jury, advisory group, or consult with Public Artists when reviewing an application or acquiring a piece of Public Art.
6. The Commission shall submit an annual report to the City Manager on its activities.

B. Membership.

1. The Commission shall consist of a minimum of five (5) voting members who must be residents of the City of Airway Heights.
2. Appointment. Members of the Arts Commission shall be nominated by the Mayor and confirmed by a majority vote of four members of the City Council. Arts Commissioners shall be selected without respect to political affiliations and shall serve without compensation.
3. The Commission shall be composed of the following members:
 - a) When possible, two (2) individuals chosen from the following disciplines: landscape architecture, architecture, urban planning, interior design, engineering, or a related design discipline.
 - b) Two (2) professional Artists.
 - c) One (1) citizen knowledgeable in the field of Public Art, education, or community affairs.

- d) One (1) citizen knowledgeable of the real estate and development community.
- e) One (1) at-large citizen.
4. Nonvoting members of the Commission shall include at least one representative from the Planning Department and a member of the Public Works Department.
5. Members of the arts community may serve as non-voting, at-large members of the Commission to provide specific knowledge and expertise.

C. Terms of office.

1. Commissioner terms shall be for a four-year period. Terms shall expire on the thirty-first day of January.
2. Removal. Members of the Commission may be removed by the Mayor, with the concurrence of the City Council, for neglect of duty, conflict of interest, malfeasance in office, or other just cause, or for unexcused absence from three regular meetings within a 12-month period. Failure to qualify as to residency shall constitute a forfeiture of office. The decision of the City Council regarding membership on the Arts Commission shall be final and without appeal.
3. Any vacancy that results from an expired term or resignation shall be filled by the City Council.

D. Officers.

1. The Commission shall have a Chairperson and Vice Chairperson, as elected by a majority vote of the Commission.

E. Compensation of members.

1. Commission members shall have no compensation for their services.

F. Meetings.

1. The Commission shall meet for the purpose of organization as soon as reasonably possible after January 1 of each year.
2. The Commission shall meet at such times as it finds necessary throughout the year, but not less often than once every quarter.
3. All meeting shall be open to the public.
4. A quorum shall consist of a majority of appointed voting members of the Commission.
5. Public notice of the time and place of a meeting scheduled at least one (1) week prior thereto shall be conspicuously posted in one or more designated public locations.
6. The Commission shall establish and publish rules and regulations governing the conduct of its meetings, the procedure and criteria to be utilized in recommending approving or denying Public Art applications to the City Council and any other matters within its power and duties, provided that the rules and regulations are not contrary to the terms and intent of this Ordinance.

G. Conflicts of interest.

1. Members of the Commission shall fully comply with Chapter 42.23 RCW, Code of Ethics for Municipal Officers, Chapter 42.36 RCW, Appearance of Fairness, and such other rules and regulations as may be adopted from time to time by the City Council regulating the conduct of any person holding appointive office within the City.

Section 9. New Section. A new section 2.19.060 entitled “Public Art Guidelines/Regulations” is hereby added to read as follows:

2.19.060 Public Art Guidelines/Regulations

A. Ownership of Public Art

1. All Artwork commissioned and/or acquired by the City of Airway Heights will be owned by the City of Airway Heights.
2. Artwork loaned to the City will be covered by the City's insurance for the duration of the loan.
3. Acceptance of a gift or loan of Artwork by the City of Airway Heights means a commitment to its preservation, protection, and display for public benefit within the reasonable resources of the City of Airway Heights

B. Acquisitions.

1. An acquisitions program is the most active and visible means of promoting and enhancing the public art collection. By purposefully acquiring individual works, the Commission can make a broad variety of art available and distribute installation locations across the City. Attending to site-specific themes will enhance sense of place and strengthen community character while citizen involvement will advance a greater appreciation for public art and a high-quality physical environment.
2. Acquisitions of Public Art shall be free of restrictive conditions by the Artist or donor unless, at the discretion of the Commission, such conditions are reasonable and not detrimental to the City.
3. The Artist is the rightful owner with all power and authority to loan, donate, or sell to the City and will indemnify and hold the City harmless from any actions, claims, or proceedings challenging title to ownership.
4. Once specific site selection occurs, the Commission will select an artist using one of the following methods:
 - a. Open Request for Proposals. Artists submit proposals in response to a public advertisement, which includes a detailed project description and budget, explanation of honorarium, and application requirements. Submissions will include, at a minimum, the Artist's resume and slides of his work. After reviewing the responses, the Public Art Commission will extend interview invitations to a number of the Artists, ultimately selecting one for the commission.
 - b. Limited Invitational/Curated Pool of Artists. A select group of artists submits proposals in response to a direct invitation, which includes a detailed project description and budget, explanation of honorarium, and application requirements. Submissions will include the artist's resume, slides of his work, and a written narrative of his proposal. After reviewing the responses, the Commission will extend interview invitations to a small number of the Artists, ultimately selecting one for the Commission.
 - c. Blind Request for Proposals. Artists submit proposals in response to a public advertisement, which includes a detailed project description and budget, explanation of honorarium, and application requirements. Submissions will include narrative and two-dimensional depictions of the proposed concept, but not contain any artist information; each submission will have an identification number for evaluation purposes. After reviewing the responses, the Commission will extend interview invitations to a number of the artists, ultimately selecting one for the commission.
 - d. Direct Invitation. A single Artist submits a proposal in response to an invitation, which includes a detailed project description and budget, explanation of honorarium, and proposal requirements. The Commission will interview the Artist, who will present his concept using both two- and three-dimensional portrayals.
5. After the Commission agrees on the artist selection method, the Planning Department will prepare materials for advertisement and distribute them as required. The Commission will review each submission to determine if it is complete and responsive to the request. The Commission will return incomplete submissions to the Artist, noting why the proposal is incomplete.

6. The Commission will review complete submissions and, except when using Direct Invitation, select Artists for interviews. Given the scope of some projects as well as the number of respondents, the Commission may first establish a jury which will be responsible for the selection of the Public Art. The Commission and/or jury may develop a short list for consideration and subsequently identify those to be interviewed. The Commission and/or jury may ask interviewees, in addition to a formal meeting with the Commission and/or jury, to make a public presentation regarding their body of work and initial concepts for the Commission.
7. Following the interviews and consideration of public comments and compatibility with the design criteria set forth in section 2.19.030 the Commission and/or jury will either approve or deny the submission. Following approval, the selected Artist will enter into a contract with the City which will facilitate acquisition and will clearly stipulate the rights and responsibilities of both parties.
8. When the Artist and the City have satisfied contractual requirements, fabrication and installation can begin immediately. The appropriate City department will monitor all work. The Commission will initiate any related marketing and outreach programs and will encourage community dialogue regarding the commissioned artwork.

C. Donations and Unsolicited Offers.

1. The City may also obtain public art through donations, as well as unsolicited offers. Gifts that Artists or owners offer must conform to the Public Art Plan's goals and objectives, and public participation will help achieve community acceptance of a proffered piece.
2. All costs for installation shall be negotiated by the City and the donor at the time of donation.
3. The City has the authority to decline gifts, donated pieces, and unsolicited pieces of Public Art.

D. On-Loan Items.

1. Displaying works that an Artist or owner has loaned is an effective way to expand public art in the community. The on-loan program allows the City to complement or supplement the permanent pieces in the collection for a limited time. It provides opportunities to display well-known works and those that are new or unfamiliar, and it offers the chance to highlight aspiring artists and experienced masters alike.
2. The Commission and artist shall agree upon a reasonable length of time, not to exceed the negotiated agreement, for the art to be displayed.
3. At the end of the agreed time period, as contracted between the City and the Artist, the Artist is responsible for removing the installation.
4. Should the Artist fail to remove the installation within the negotiated time period, the piece will be considered abandoned. The City retains the right to remove the installation in accordance with section 2.19.080 of this Ordinance.

Section 10. New Section. A new section 2.19.070 entitled "Siting, Installation, and Maintenance" is hereby added to read as follows:

2.19.070 Siting, Installation, and Maintenance

A. Siting.

1. The siting and location of all Public Artwork will be the responsibility and right of the City. Recommendations on siting will be made by the Commission in consultation with appropriate City staff.

2. Site selection for Public Art will be reviewed with the following criteria, which may include, but is not limited to:
 - a. The safety and security of the proposed site;
 - b. Ease of access for routine maintenance using standard City equipment;
 - c. Visibility and accessibility by a broad public audience;
 - d. The context of the proposed Artwork at the proposed site as it relates to social, cultural, historical, ecological, physical and functional context; and
 - e. Community support for the proposed site.
3. Public art shall be identified with suitably designed and sized plaques reviewed and with recommendations to the appropriate City Department by the Commission.

B. Installation.

1. Installation, maintenance, alteration, refinishing, moving, and removal of Artwork in public places shall be done in consultation with the Artist.
2. Installation of individual works will be through the combined efforts of the Artist and City staff, or other contractor as specified in the contract.
 - a. The Artist will be responsible for installation with the appropriate City department(s) providing oversight. If the Artist is not able to direct the installation, then City staff shall consult with an expert in art handling and maintenance to assist in the installation at the expense of the Artist.
 - b. The Artist will provide the City with detailed drawings of the piece and descriptions of transportation, unpacking and/or handling methods and scheduling.
3. The Commission will encourage donors to cover installation costs associated with proposed gifts. In all cases, donors must provide sufficient information to generate accurate estimates of such costs.

C. Maintenance.

1. The City of Airway Heights will be responsible for routine maintenance and emergency response for all Public Art acquired, donated, or on-loan to the City.
2. For all acquired pieces, the Artist will define techniques, methods, materials, schedules and costs for regular repairs, and will provide this information at or before installation. Donations and/or loans of Public Art must include sufficient funding to adequately cover maintenance. In some circumstances, the Artist might elect to engage a particular technician for repairs, and therefore must include special provisions allowing the technical access to the piece in contracts between the Artist and the City. The City reserves the right to require the Artist (and/or donor or owner) assume all costs for specialized or extraordinary artwork maintenance.
4. When emergency repair of artworks is necessary, the City will contact the artist regarding proposed remedies. Absent such advice, recommendations from the Commission for routine maintenance will serve as the principal guide for addressing emergency conditions.
5. Artwork loaned or acquired by the City shall be insured by the City's insurance to cover damage, vandalism, theft, fire, and damage from natural disasters. Normal wear and tear are excluded from insurance coverage by the City. Therefore, repairs and maintenance for normal wear and tear of pieces acquired or loaned by the City and put on public display shall be provided by the City at its discretion. "Wear and tear" include such things as normal aging or exposure to the elements, or similar circumstances (e.g., rust, cracks, fading). The City shall make a good faith effort to maintain the Artwork, pedestal, and

- plaque in good condition, on par with other art works on public display owned by or loaned to the City.
6. The City of Airway Heights Department of Public Works is responsible for maintaining all files related to the installation, routine maintenance and emergency response of public art pieces.

Section 11. New Section. A new section 2.19.080 entitled “De-Accession Policy and Procedure” is hereby added to read as follows:

2.19.080 De-Accession Policy and Procedure

- A. De-accessioning Public Art should be an action seldom used and should not be used due to fluctuations in taste.
- B. After due consideration, the Commission can recommend such action, however, in cases that meet one (1) or more of the following criteria:
 1. The Artwork has been abandoned.
 2. The Commission finds the Artwork to be fraudulent or inauthentic;
 3. The Artwork possesses substantial demonstrated faults in original design or workmanship;
 4. The current condition of the Artwork presents a public or environmental hazard and repair/restoration is not feasible due to physical conditions and/or the expense would be disproportionate to the value of the Artwork;
 5. The building housing the Artwork or other architectural support system for the piece is slated for demolition and relocation is not feasible;
 6. The Artwork encumbers the use of public property; and/or
 7. Public use and/or ownership of the site have or will change, rendering the artwork incompatible with the property.
- C. Should the Commission justify de-accessioning, it will seek opinions on the disposition of the subject piece from the artist community and general public.
- D. The Commission will give priority consideration to returning works to the Artist or their/his/her, or in the case of donations, to the donor or their/his/her.
- E. The City will store de-accessioned pieces as time and space allow.
- F. The Commission will disclose both the de-accession criteria and possible disposition of such artwork to the Artist and/or donor before finalizing any contractual agreements.
- G. In the case the City chooses to sell a piece of Public Art, all proceeds from the sale will be placed in a City account for acquisition of new works of Public Art or maintenance of the existing collection.

Section 11. New Chapter. A new Chapter 3.06 entitled “Municipal Art Fund” is hereby added to the Municipal Code as set forth herein.

3.06 Municipal Art Fund

Section

3.06.010 Purpose and Intent

3.06.020 Procedure

3.06.030 Municipal Art Fund

3.06.040 Funds for Public Art

3.06.050 Additional Revenue Sources

Section 12. New Section. A new section 3.06.010 entitled “Purpose and Intent” is hereby added to read as follows:

3.06.010 Purpose and Intent

There is hereby created and established a special purpose fund designated the “Municipal Art Fund” into which shall be deposited moneys described in this chapter, together with such other moneys as the city council shall designate for works of art. Such works of art shall be placed outside or inside of any construction project of any public agency or other publicly owned, leased, or rented property in locations where they are readily accessible for public viewing. No work of art may be placed in any office or other area not open to the general public. Such works of art may be attached or detached about such property and may be either temporary or permanent.

Section 13. New Section. A new section 3.06.020 entitled “Procedure” is hereby added to read as follows:

3.06.020 Procedure

Upon consultation with the arts commission, the city manager or his/her designee shall prepare guidelines for the implementation of programs under this chapter.

Section 14. New Section. A new section 3.06.030 entitled “Municipal Art Fund” is hereby added to read as follows:

3.06.030 Municipal Art Fund

- A. There is hereby created a municipal art fund administered by the Public Works Department which shall consist of all contributions received from City Capital Improvement Projects, cash grants and donations to the City for public art.
- B. The municipal art fund shall be used solely for expenses associated with the selection, commissioning, acquisition, fabrication, placement, exhibition or display, transportation, maintenance, public education, promotion, administration, installation and/or removal of public art on public property throughout the city, and insurance of the works of art or in relation thereto.
- C. To the extent practical, artist selection should be concurrent with selection of the architect or designer to ensure integration of the artwork into the project architecture. If a particular eligible project is deemed inappropriate for the placement of artwork by the public art commission or by city council, if not otherwise prohibited by law, the funds appropriated for artwork may be used at other more appropriate public sites.
- D. The City of Airway Heights shall establish a municipal art fund to receive donations and other funds contributed and allocated to support the public art plan.
- E. Unspent monies in the municipal art fund shall be carried over to the next fiscal year, unless prohibited by the source of the funds, or applicable laws or regulations.
- F. The funds for public artwork shall be set aside and identified as sources of funding to be appropriated and expended for acquisition for public art in accordance with the provisions of this title.
- G. Appropriations for purposes of acquiring public art in order to carry out the provision of this title shall be made in accordance with law and the budgeting procedures of the city.

- H. Appropriations for public art may include the pooling of public art funds to the extent permissible, to provide artwork of larger scale or significance in a different location than the project. Appropriations for public art shall only be expended for acquisition of public art in a manner consistent with the specific restrictions established for each funding source.
- I. The department shall track the funding sources for all public art funds including pooled funds and shall oversee public art expenditures in a manner consistent with the funding restrictions.

Section 15. New Section. A new section 3.06.040 entitled “Funds for Public Artwork” is hereby added to read as follows:

3.06.040 Funds for Public Artwork

- A. All allocations of funds for eligible projects shall include an amount equal to one percent (1%) of the projected construction costs at the time the project is included in the city's capital improvement program to be used for the selection, acquisition, commissioning and display of artwork. No allocation shall be made for eligible projects with an estimated expenditure of less than the threshold amount for which formal bidding procedures are required. If the source of funding, applicable law governing any particular eligible project or the expenditure of such funds precludes art as a permissible expenditure, the amount of funds so restricted shall be excluded from the construction costs in determining the amount to be allocated as provided in this section.
- B. The city's finance director shall establish a special fund designated the public art account into which funds appropriated as set out in subsection (A) of this section (the public art allocations) or derived from gifts or donations to the city for public art shall be deposited. For the budget year that the city council appropriates funding for the eligible project and that the eligible project is instituted, the public art allocations shall be deposited into the public art account in accordance with procedures established by the city's finance director.
- C. Monies collected in the public art account shall be budgeted and expended in the same manner as other city revenues and used for projects commissioned pursuant to this article. Each disbursement from such account or from other appropriations for artwork shall be recommended by the public art commission and authorized in accordance with applicable law and accounting principles governing expenditures from the city's budget. Separate accounts shall be established whenever funds are required to be used at a designated capital improvement project.
- D. From the effective date of this section, applications for capital improvement projects to granting authorities shall include amounts for artwork as specified in this section, insofar as permissible by the granting authority.
- E. Disbursement of funds from the public art account to pay for artwork acquired pursuant to this article shall be made in accordance with procedures established by the city's finance director but shall at least include the submission from the public art commission of an accurate and complete invoice resulting from a contract with an artist. The invoice for such artwork may include a commission fee of 15 percent of the cost of the artwork for services rendered in connection with the acquisition and installation of the artwork.

Section 16. New Section. A new section 3.06.050 entitled “Additional Revenue Sources” is hereby added to read as follows:

3.06.050 Additional Revenue Sources

- A. Additional allocation of funds and expenditures. The City Council thru the Budget may appropriate dollars to be allocated to the Municipal Art Fund in addition to the requirements outlined here. The City Council, at its discretion, may determine the amount to be allocated for the section,

acquisition, and/or installation of individual works of art or the art that may be placed within, on, or about other public facilities. All such expenditures for Art shall be approved by the City Council.

- B. Appropriations for public art may include the pooling of public art funds to the extent permissible, to provide artwork of larger scale or significance in a different location than the project.

Section 17. Repeal. This ordinance repeals Resolution No. 2016-015 authorizing the financing of public art within the City and adopts Ordinance C-963 which provides general provisions for the municipal art fund.

Section 18. Severability. If any section, sentence, clause or phrase of this ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 19. Effective Date. This ordinance shall become effective five (5) days after its passage, approval, and publication.

Introduced this _____ day of _____, 2021.

Passed by the City Council this _____ day of _____, 2021.

Approved by the Mayor this _____ day of _____, 2021.

James "Sonny" Weathers, Mayor

ATTEST:

Stanley Schubert, City Clerk

APPROVED AS TO FORM:

Stanley M. Schwartz, City Attorney



CITY OF AIRWAY HEIGHTS

Complete Streets Academy
Site Selection &
Engagement Plan

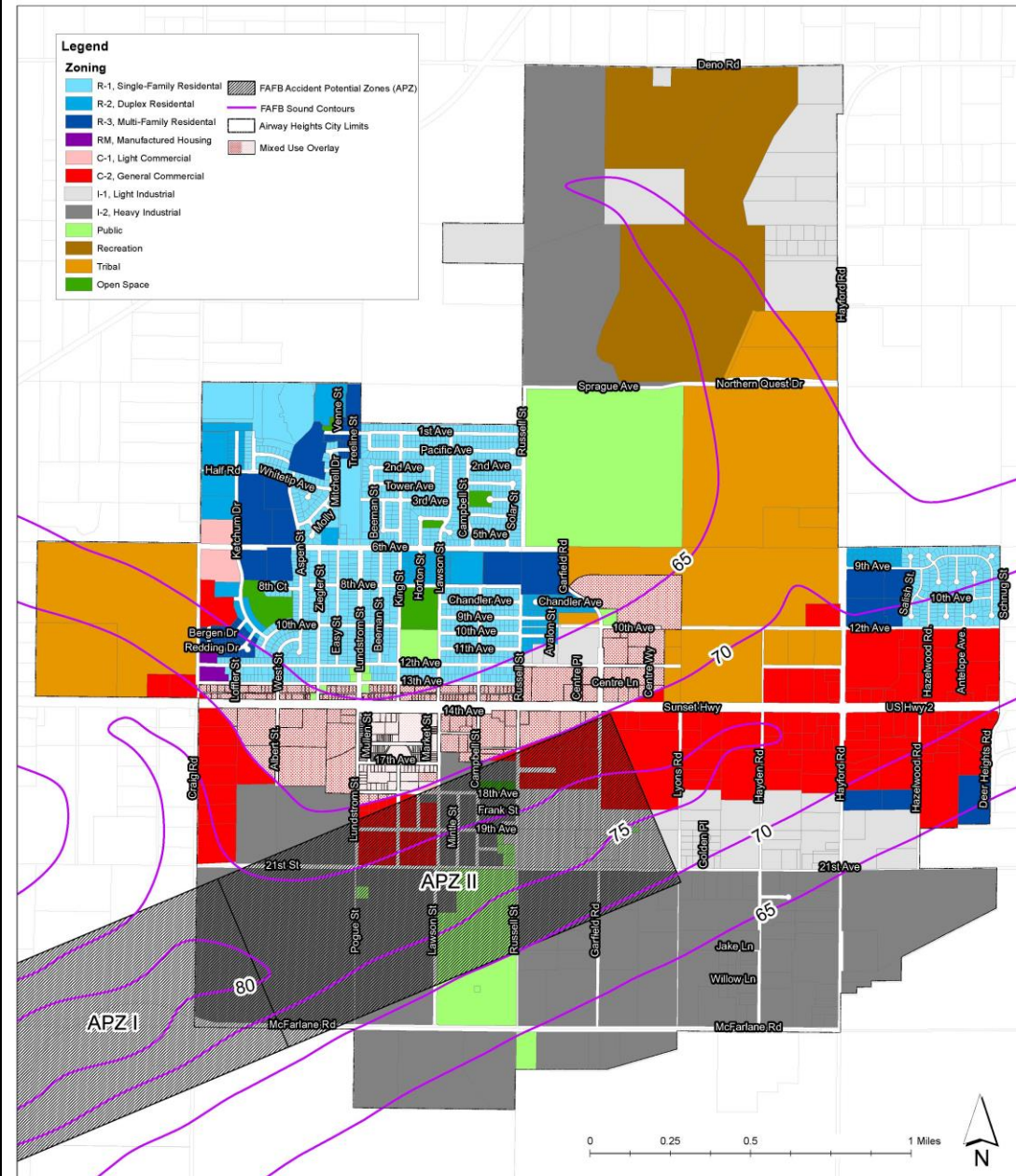
AIRWAY HEIGHTS TEAM

- Heather Trautman, City of Airway Heights (Team Lead)
- Zach Becker, City of Airway Heights
- Jami Hayes, Spokane County
- Jason Lien, SRTC
- Charlene Kay, WSDOT
- Greg Figg, WSDOT
- Tara Limon, STA
- Rachelle Bradley, Spokane Tribe of Indians
- Sev Jones, Kalispel Tribe of Indians

SITE SELECTION GOALS

- Provide simple, safe, and accessible multi-modal transportation opportunities for the Airway Heights community
- Identify a site that is not slated for transportation improvements in the near future
- Locate a site where improvements will impact a large portion of the Airway Heights community

GEOGRAPHY OF AIRWAY HEIGHTS



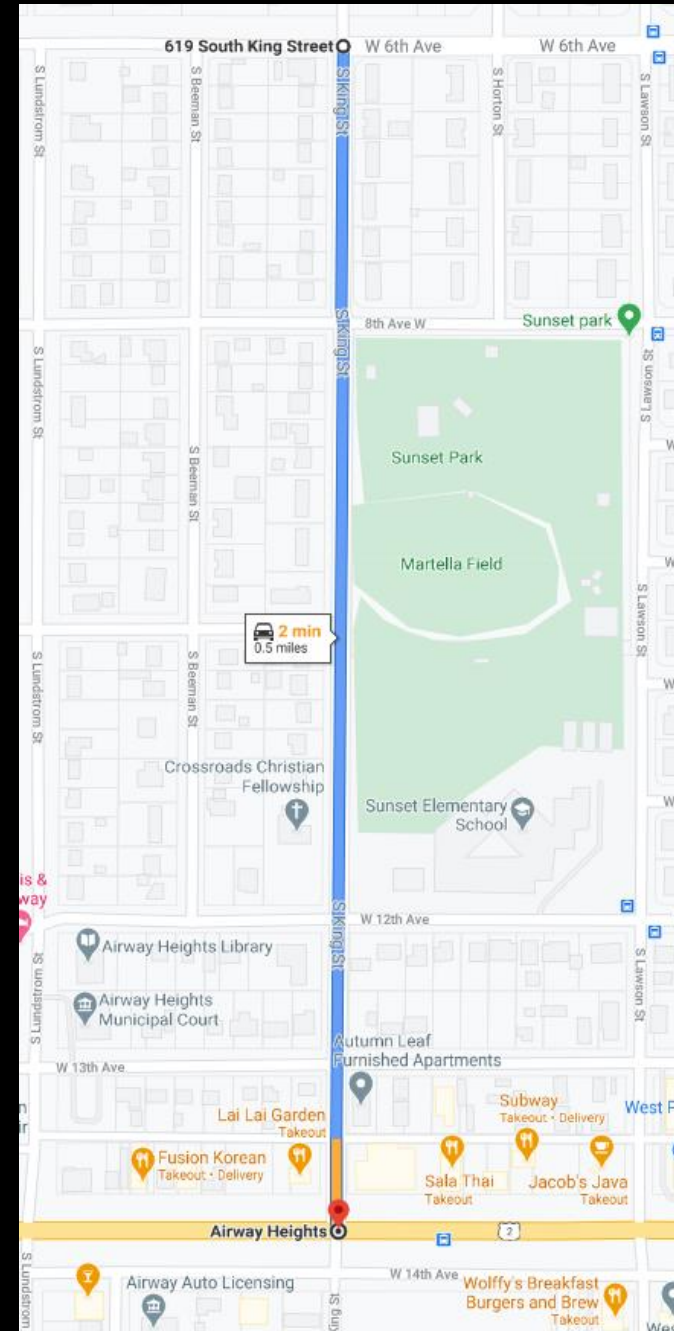
City of Airway Heights 2020 Zoning Map

Map Produced: November 2020, City of Airway Heights Planning Department

This map was published by the City of Airway Heights Planning Department as a general planning tool. Due to the differing quality of source documents, the Department is not responsible for errors or omissions, with no warranties accompanying use of this material. Please contact the Planning Department for further information.

SITE LOCATION

- Site is located along the western border of both Sunset Elementary and Sunset Park
- King Street runs north/south connecting Hwy. 2 to 6th Ave.
- Behind Hwy. 2, 6th Ave. is one of the most traveled routes in the City
- Located along one of the major pedestrian routes connecting the northern residential area of Airway Heights to Yokes and STA bus stops



SITE LOCATION



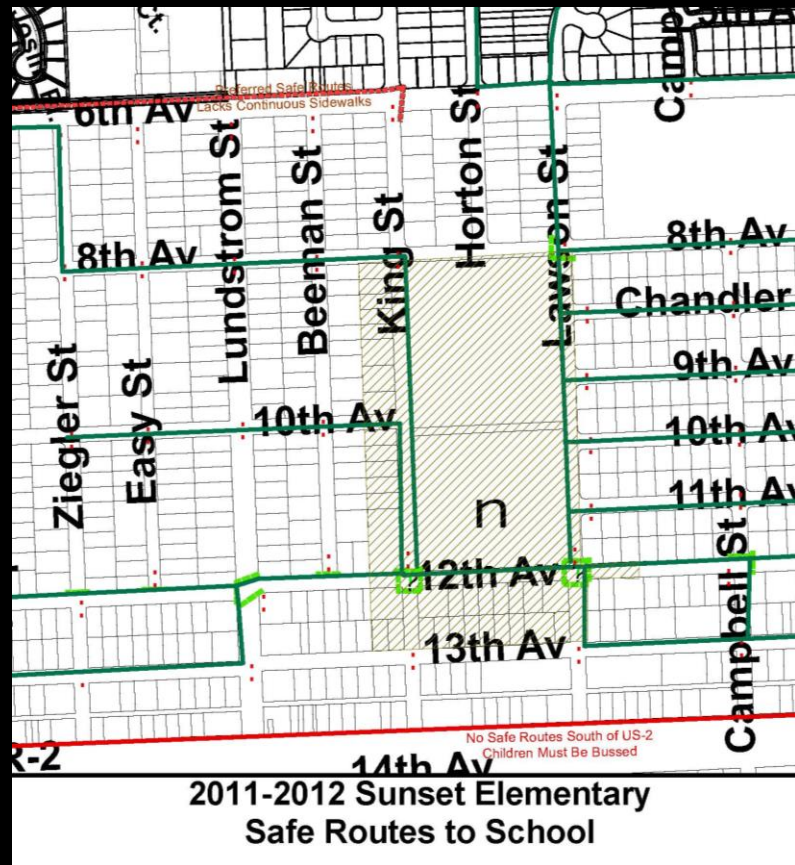
SITE LOCATION



SITE LOCATION



SELECTION CRITERIA



- There are no plans for improvements at the chosen site
- Site identified within the Sunset Elementary Safe Routes to School Plan
- Pop-up site improvements are feasible at this site.
- Limited funding opportunities for future improvements
- Site serves the community at large as well as vulnerable populations
- Site provides access to the community grocery store, which has become essential during the past year.

ENGAGEMENT PLAN:

Stakeholders

WHO WILL WE BE COLLABORATING WITH?

- City of Airway Heights
- Spokane Tribe
- Kalispel Tribe
- WSDOT
- STA
- SRTC
- School District
- SRHD
- Residents & Business Owners

WHO WILL WE BE INFORMING?

- Residents & Business Owners
- AWH Parks Board
- Fire & Police
- City Council & Planning Commission
- West Plains Chamber of Commerce
- Fairchild AFB

CONSTRAINED FEEDBACK

- Fairchild AFB
- AWH Parks Board
- Fire & Police
- West Plains Chamber of Commerce

OPEN-ENDED FEEDBACK

- Residents & Business Owners
- City Council & Planning Commission

ENGAGEMENT PLAN: Problem and Goals (Before May)

- **Who:** City of Airway Heights, Spokane Tribe, Kalispel Tribe, WSDOT, STA, SRTC, School District, Parks & Rec
- **Engagement Method:** Project poster located at: Sunset Park, Yokes, and the Rec Center with link to digital survey, Article in Community Connect newsletter, presentation to Planning Commission, handouts to houses along proposed route
- **Virtual Tool:** Community Connect newsletter, Digital Survey
- **Challenges:** Insurance, Gathering and Identification of materials for use in pop-up, Stakeholder engagement

ENGAGEMENT PLAN: Site Design Process (During May)

- **Who:** Residents, Business Owners, AWH Parks Board, Fire & Police, City Council & Planning Commission, West Plains Chamber of Commerce, Fairchild AFB, SRHD, Parks & Rec, School District, Community Facebook Group
- **Engagement Method:** Coverage in the Cheney Free Press, In person/ self-guided presentation at Recreation Center, Postings in Sunset Park
- **Virtual Tool:** Posting on City website and social media, Story Map
- **Challenges:** Community engagement

ENGAGEMENT PLAN:

Project Launch and Evaluation (June +)

- **Who:** Residents, Business Owners, STA Riders, Community Facebook Group
- **Engagement Method:** Rider notices on STA bus stops, Postings/ Handouts at Yokes, Wal-Mart, City Hall, etc., Kickoff event in Sunset Park
- **Virtual Tool:** Social Media campaign with cross posting to additional sites, Digital Survey
- **Challenges:** Data collection, Community engagement

QUESTIONS
OR
COMMENTS