

Proposal
April 15, 2024

Copy

Incorporation Exploration Study



BIG SKY RESORT AREA DISTRICT



109 E Main St., Suite B
Bozeman, MT 59715



April 15, 2024

Daniel Bierschwale, Executive Director
Big Sky Resort Area District
11 Lone Peak Drive, Suite 204
Big Sky, MT 59716

Re: Proposal for Big Sky Resort Area District Incorporation Exploration Study

Dear Mr. Bierschwale:

WGM Group, Inc. (WGM) has been working in the Big Sky area for nearly a decade with a number of active projects in both the public and private sectors. This experience and presence in the community provides valuable insight and understanding for what the Big Sky Resort Area District is seeking to accomplish through this Incorporation Exploration Study. WGM has teamed with ECONorthwest and M2O Group to provide local knowledge and community outreach experience as well as the necessary financial analysis expertise to develop a comprehensive study. Our team brings a strong background in infrastructure and land use planning and special district development (WGM), economic and fiscal analysis (ECONorthwest), and public outreach expertise rooted in the Big Sky community (M2O Group).

WGM offers extensive experience with needs assessments, local government policy and regulations, and the demonstrated ability to create effective partnerships. ECONorthwest brings national-level knowledge in economics, finance, and planning, helping communities across the West make informed decisions. M2O's long-standing relationships in the community foster trust in the process, facilitate transparency between public and private interests, and allow for effective collaboration and consensus building between the agencies critical to successful results.

Our team's familiarity with Big Sky, and Big Sky's familiarity with our team, provides a solid foundation to successfully engage the community, which is critical to the success of the overall study and future incorporation decision. We are excited for the opportunity to continue our productive history of partnering on projects in the region.

We look forward to sitting down with the District to discuss our services further and ensure that you receive an impartial tool to help the community make an informed decision about the local governance and structure in Big Sky. We would welcome the opportunity for an interview to share in more detail the services that we can provide. Thank you for the opportunity to submit our proposal. If you have any questions or need additional information, please feel free to contact us.

Sincerely,
WGM Group, Inc.

A handwritten signature in black ink, appearing to read "Mace Mangold".

Mace Mangold, PE
Principal-in-Charge
mmangold@wmggroup.com

A handwritten signature in black ink, appearing to read "Jamie Erbacher".

Jamie Erbacher, CFM
Project Manager / Senior Land Planner
jerbacher@wmggroup.com

Encl.

CONTENTS

EXHIBIT B	
INTRODUCTION	1
UNDERSTANDING OF NEED	2
PROJECT APPROACH	3
TIMELINE	8
EXPERIENCE & AVAILABILITY OF PROJECT TEAM	9
REFERENCES	13
COST	14
APPENDICES	
A. RESUMES	
B. CHANGE ORDER HOURLY RATE	
C. BUSINESS LICENSE	
D. ADDITIONAL PROJECT EXAMPLES	

Exhibit 'B'

Complete and include as page one (1) of your submittal

Acknowledge Addendums

1. _____	4. _____
2. _____	5. _____
3. _____	6. _____

Total contract price: \$ 329,750
(if supplemental pricing detail is required, attach it to the back of Exhibit 'B')

Acknowledge terms and conditions of contract (yes/no) Yes

AGREEMENT TO TERMS & CONDITIONS

THE UNDERSIGNED IS DULY AUTHORIZED TO BIND THE COMPANY NAMED BELOW AND HEREBY AGREES TO ALL THE TERMS AND CONDITIONS IN THE FOREGOING REQUEST FOR PROPOSALS

WGM Group, Inc.
Company Name


Signature

April 15, 2024
Date

Introduction

As Big Sky Resort Area District (BSRAD) seeks a tool to help citizens make an informed decision about the local governance of Big Sky, you will benefit from the experience of the WGM Group (WGM) team, which includes ECONorthwest (ECO) and M2O Group (M2O).

WGM is a comprehensive engineering, planning, and design firm that has been creating sustainable communities since 1965. Our multi-disciplinary firm has 107 employees spread over offices in Bozeman, Missoula, Kalispell, and Hamilton. WGM offers a full array of technical expertise to help community leaders make informed decisions. Through our integration of disciplines, we develop insightful solutions that strengthen communities for resilient futures.

ECO is a consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. ECO understands that businesses and governments face difficult decisions about how to make the best use of limited resources. They help clients make thoughtful,

data-driven decisions using tools and methods that meet the highest standards of best practice. At the core of everything ECO does is applied microeconomics. This perspective allows them to fully understand, and effectively communicate, the benefits, costs, and tradeoffs associated with any decision. ECO consultants have advanced degrees in a variety of fields—including economics, planning, and public policy—and work on projects ranging from strategy to implementation. On these projects, they provide a range of services, including business economics and modeling, natural resource economics, fiscal and economic impact analysis, land-use planning, policy analysis, and urban and regional planning.

M2O is a dynamic company bringing proven public outreach expertise focused in the Big Sky Community. M2O has experience managing projects granted through economic development corporations and capturing insights from keen listening.

Our team offers the following key advantages to BSRAD and project partners:



FAMILIARITY AND LOCAL PRESENCE. WGM has been working in the Big Sky area for nearly a decade with a number of active projects in both the public and private sectors.



EFFECTIVE OUTREACH. M2O offers a long history of work in the Big Sky area, providing existing relationships and a thorough understanding of effective engagement methods.



FINANCIAL PLANNING. ECO's extensive fiscal analysis experience provides insights from a broad range of communities that will inform a comprehensive study.



Understanding of Need

Over the past decade, Big Sky has undergone significant transformation, experiencing a staggering 176% growth between 2010 and 2020. This growth has placed immense demand on core services, necessitating a comprehensive examination of governance options to ensure effective and sustainable community development.

Big Sky's governance structure primarily relies on county commissioners from Gallatin and Madison counties, supplemented by specialized districts for funding, transportation, public safety, and utilities. Despite repeated discussions and efforts towards incorporation since 2002, the community still lacks clarity on the best path forward. Previous studies and investigations have provided valuable insights, but the complexities of incorporation persist, compounded by legislative challenges, prevalent myths, and unforeseen economic impacts.

Challenges and Considerations:

Several unique considerations will inform the proposed study:

Lack of Precedent: No previous detailed incorporation exploration studies exist for Big Sky and the last community to incorporate in Montana was more than 25 years ago, necessitating a tailored approach to address local dynamics and challenges.

Seasonality and Tourism-Based Economy: Big Sky's economy, characterized by seasonal fluctuations and diverse resident demographics, requires special attention to ensure that governance solutions are inclusive and sustainable.

Audience Diversity: The study will be accessible and informative to a broad audience, reflecting the diverse perspectives and needs of the Big Sky population.

Socio-Economic Factors: Wide-ranging socio-economic considerations, including community service provision and infrastructure development, will be integrated into the study framework.

Historical Context: While Montana became a state in 1889, Big Sky's emergence as a thriving community

occurred relatively recently, underscoring the need for a contemporary understanding of governance challenges and opportunities.

Data Limitations: Constraints on publicly available data necessitate innovative approaches to assess current community growth rates and demographic trends accurately.

Under its current flexible structure, the community is able to move proactively and has been working well. This has led to some sentiment of "if it's not broke, don't fix it." However, the dynamics associated with some tax dollars and decisions being out of the community's control could prove a hindrance to future success. With this study, BSRAD and community will have a transparent and objective tool for evaluating the pros and cons when making a decision about incorporation.

Our firm is committed to undertaking a rigorous and impartial Incorporation Exploration Study for the community of Big Sky. By leveraging our expertise, engaging stakeholders, and adopting a comprehensive approach, we aim to equip the community with the knowledge and tools necessary to navigate the complex terrain of governance options effectively. Together, we can chart a path forward that ensures the long-term prosperity and well-being of Big Sky and its residents.

"WGM Group's real strength lies with their excellent professional staff and the diversity of the services they offer. The combination of planning and engineering brings a level of creativity that is not found in many engineering firms. I would highly recommend this firm for any high profile municipal project, particularly if there is a significant public involvement or controversy. They have the experience to work with the public and find the solutions that are best for the community as a whole."

-Ellen Buchanan, Executive Director Missoula
Redevelopment Agency



Detailed Approach

We recognize that incorporation has been a topic of discussion within the Big Sky community for over 20 years, from investigations and questions beginning in the early 2000s to the recent study of governance options and exploration report. The outcome of the exploration report revealed the level of complexity regarding incorporation and raised more questions from the community. Making a decision regarding incorporation first requires an understanding of the quantifiable effects it will bring to every current function of your community, and the risks/benefits associated with those effects.

The incorporation process could yield a multitude of community and economic outcomes depending on potential boundaries, types of municipal government structure, level of service provided, etc. Our team recognizes the need to not only fully understand the complex and wide-ranging community structure that exists in this very unique area, but to strategically and systematically analyze all of the potential outcomes that could exist through incorporation as well as alternatives that may not include incorporation. While understanding and evaluating community goals, we will factually compare projected outcomes to the existing framework to give the community a full understanding of the measurable impacts if/when incorporation becomes a ballot initiative.

The previous efforts to understand the effects of incorporation have likely come with varying opinions throughout the community. We will ensure that our in-depth analysis is not only comprehensive, but impartial and based solely on facts and measurable impacts that can be presented to and understood by the community for an informed decision. For instance, there may be community sentiment that incorporating will raise individual property taxes. We will calculate impacts to taxes in an unbiased manner to educate the community before voting on this very important decision. We propose a multifaceted approach to address the complexities of the study:

Comprehensive Research: The existing community fabric in the Big Sky area is a complex collection of federal agencies, state agencies, multiple counties and special purpose districts, and nonprofits. Despite

this complexity, the community has grown and prospered with the construction of a hospital, a high school, a community center, and more. Our team will develop a complete understanding of the complex dynamic at work within the community, including all decision makers, demographics, taxes levied, service providers and areas serviced, district roles, and current regulations and guidelines.

After completing a detailed study of the existing community framework, our team will compare all available governance structures allowed by Montana Code Annotated. While, there has not been a recent incorporation in Montana, we will analyze other incorporated municipality structures, charters, and frameworks (with emphasis on those communities with Resort Tax and a seasonal population shift) to inform the benefit and value of forming a municipal local government.

With six types of local government structures allowed by Montana Code Annotated, the community will need to understand the risks and benefits of each option when choosing whether or not to adopt a Charter establishing self-governing powers. Our team will complete a detailed study of all available options along with the foreseeable impacts to the community for each.

We also understand that there are other governance options available to the community outside of incorporation, as shown by the MSU Local Government Center's study in 2018. Changes to the existing community framework without incorporation may provide benefits leading to a change in the community's view of incorporation. Examples include changes in regulatory boundaries, changes to existing land use regulations, Targeted Economic Development Districts, and Rural Improvement Districts. We will research and evaluate these possibilities outside of incorporation.

Stakeholder Engagement: Recognizing the complex community framework of the Big Sky area, our team will facilitate meaningful engagement with a diverse range of stakeholders, including residents, business owners, local officials, and advocacy groups, to capture diverse perspectives and foster community dialogue. An understanding of the community's



goals and objectives will help set the limits and level of detail for the study resulting in meaningful and unbiased solutions.

Expert Analysis: Our team will leverage the expertise of seasoned professionals in economics, urban planning, local government finance, and public administration to assess the feasibility, benefits, and drawbacks of various governance options.

With complexity arising from the Big Sky area spanning multiple district and county boundaries, changes in a proposed incorporation boundary will result in impacts to population, demographics, projected growth, and existing services. We will evaluate multiple boundary scenarios and the impacts of each to services, industry, population, costs to taxpayers, and the current resort tax.

We will use Census data, county data, local data, and information available from partner research organizations to understand the area's recent population growth trends and current and future household needs. We will also account for other available data like birth and death rates, migration patterns, and any available economic projections for the state or region to estimate future population growth. Regional supply and demand factors like planned housing and commercial developments, infrastructure expansion, and employment growth can provide insights into expected in-migration. With an understanding of historical growth patterns and

projected regional demand, our team will produce two population growth forecasts (high and low) for the Big Sky area to understand fiscal impacts to service delivery over time, relative to anticipated revenue.

Data-driven Approach: Our team will utilize advanced data analytics and modeling techniques to overcome data limitations and provide accurate projections of potential incorporation outcomes. These quantifiable results for each possible incorporation scenario will provide the community with unbiased data to assist in determining which scenario aligns best with goals and objectives.

Community Outreach Process

With community and stakeholder outreach at the cornerstone of the exploration study process, we have developed a comprehensive outreach approach to obtain maximum engagement. We will develop accessible and informative materials to empower residents with the knowledge needed to participate in the decision-making process effectively. Our team will not only engage the community during the preliminary stages, we will communicate the findings of the study in a clear manner to allow the community to make an educated decision on incorporation.

Our approach includes public meetings, open houses, outreach at existing Big Sky events and high-traffic locations, facilitated discussions, and a community survey (available online and in hard copy formats). We anticipate all public meetings will be



Our team will ensure the greatest level of community engagement



jointly attended by residents of Madison and Gallatin Counties and the Joint County Commission meetings will occur in May and October.

We will develop and facilitate, in coordination with BSRAD, a public engagement strategy to ensure the greatest level of participation. Engagement will include: five stakeholder meetings and three public meetings and/or open houses, and an engaged presence three existing Big Sky events (as detailed on the following page) and high-traffic locations. We will keep a keen eye on community calendars and have participation at events as they come up.

Initial Recommended Engagement Tasks

- Development of high quality public outreach materials including content for social media posts, surveys, flyers, infographics, etc.
- Promotion to create awareness increase participation in the Big Sky area social media groups, etc.
- Media outreach including sharing key information with Explore Big Sky
- Stakeholder meetings and discussions facilitated by our team
- Public meetings and open houses to obtain input, avoiding calendar conflicts
- Online survey distributed via email, website (depending on budget constraints), and social media posts
- Incentive to take the survey and attend the public engagement sessions – ie., a random drawing for one or more \$100 gift cards or similar prizes
- Posting of flyers featuring a QR code link to the survey at high traffic locations – ie., BASE, The Big Sky Post Office, Roxy’s Market, the Conoco, etc.
- An engaged presence at existing Big Sky events – ie., Big Sky PBR, Music in the Mountains, Big Sky Farmers Market, etc. Presence at events will include distribution of hard-copy surveys and/or postcards with QR code and survey link
- An engaged presence at two Joint County Commission Meetings and Big Sky Community Week

- Mailing of postcards with QR code and survey link as proven effective from our previous experience with Big Sky Recreation, Trails, and Parks
- Capture contact information of survey takers, public meeting, and open house participants and add them to BSRAD’s database for ongoing use and communication

Our team will develop high quality outreach materials, working with BSRAD to determine the overall desired identity and tactics. These materials will include both graphics and/or summaries, depending on the application, for use in communicating key messages throughout the public outreach process. In addition, we will provide messaging, visuals, infographics, and other information for BSRAD’s communication channels.

Fiscal Analysis and Scenario Identification

Our team will produce a fiscal analysis of incorporation for review/feedback with citizens and the community. This analysis will include current fiscal conditions, development of up to three incorporation scenarios, and a net revenue/cost analysis.

Current Fiscal Conditions: We will analyze the current Big Sky Resort Area District budget over time and by expenditure area (government and nonprofit awards; impact areas). This will illuminate changes and themes in community prioritization over time. Our team will also aggregate budget data from all taxing bodies in BSRAD to identify the layers of taxes and fees paid by District residents and/or visitors. As part of this task, we will need to engage with public works, fire and sheriff service staff or officials to understand the existing fiscal conditions and fabric of service delivery.

Development of Incorporation Scenarios: There are several variables that could be adjusted to develop incorporation scenarios, including the type of municipal entity that is contemplated (which will have different governance structures, staff needs, service delivery mixes, and revenue options), the boundaries of the new jurisdiction, and the types of services that will be provided by the new jurisdiction. Variables primarily relate to growth scenarios (resident and visitor forecasts; commercial development/activity; level of public infrastructure development and investment needed). Our team will rely on input



from District decision-makers to determine the final scenarios that will be costed out.

Fiscal Analysis: For each of the scenarios, we will produce estimated costs and revenues over a 10-year period from incorporation. These forecasts will be presented as a slideshow with a brief write-up that is easy to understand.

Start-up Costs: Our team may produce a summary of start-up costs BSRAD would need for incorporation, based on input from other cities that have gone through this process, with connections provided by the client, and more.

Details of our entire work plan are outlined below:

TASK 1. SCOPE, CONTRACT, & KICK-OFF MEETING

- Scope meeting
- Goals & objectives
- Assessment of optional scope items
- Final alignment of scope with District team
- Final workplan
- Kick-off meeting with stakeholders
- Introduction to team and process strategy
- Establish steering committee roles, responsibilities, and decision-making processes
- Establish community outreach strategy and schedule; coordinate stakeholder groups

TASK 2. DATA GATHERING & TREND ANALYSIS

- Review existing documents and data
 - District FY21 Annual Report
 - 2020 District Strategic Plan
 - Strategic Plan Overview FY21-23
 - Big Sky Planning and Zoning District Capital Improvement Plan
 - Gallatin County and Madison County Growth Policy
 - Gallatin Canyon/Big Sky zoning
 - Pertinent ordinances and resolutions
 - County parcel and assessor data
 - Visitor data (if available)
- Review existing conditions
- Identify legal and political constraints
- Forecast density & intensity
- Identify and analyze current services, costs,

fees, and taxes

- Forecast service needs
- Evaluate current infrastructure
- Project future infrastructure needs
- Detail incorporation process assumptions and constraints
- Identify alternatives
- Compare and contrast available options

TASK 3. CITIZEN/COMMUNITY ENGAGEMENT

- Review and coordinate data and presentation with stakeholders
- Attend three public events to solicit electronic survey participation
- Attend two Joint County Commission Meetings and one Big Sky Community Week event
- Public Meeting #1- introduce project and establish broad goals and objectives
- Engage public
- Prioritize incorporation goals to create online survey
- Develop written summary of meeting
- Public Meeting #2
- Further identify public sentiment and priorities
- Develop written summary of meeting
- Public Meeting #3
- Share survey results (survey may be ongoing)
- Identify areas where a shared vision from community and stakeholder interests align
- Develop written summary of meeting

TASK 4. ENGAGEMENT OF BIG SKY STAKEHOLDER GROUPS

- Five stakeholder meetings
- Big Sky Community Organization
- Big Sky Chamber of Commerce
- Big Sky Water and Sewer
- Big Sky Resort Area District
- Big Sky Fire and EMS
- Gallatin County Commission
- Madison County Commission
- Possible addition of largest employers in the community

TASK 5. SUMMARY REPORT

- Time frame development
- Summarize goals, objectives, and questions



- from stakeholder and public engagement
- Summarize existing services, infrastructure, and community entities' responsibilities
- Fiscal analysis (costs of service delivery and infrastructure)
- Time frames
- Policy recommendations

TASK 6. DRAFT DOCUMENT ASSEMBLY & DELIVERY

- Incorporate existing and analyze current information
- Stakeholder meeting primarily focused on document layout
- List and detail options
- Quantify community impacts and risks from available options
- Fiscal analysis (costs of service delivery and infrastructure)
- Implementation strategy if incorporation is approved by voters
- Policy recommendations
- Narrow options
- Recommend preferred options

TASK 7. PUBLIC PRESENTATIONS & PUBLIC HEARINGS

- Costs
- Time frames
- Prioritizations
- Recommendations
- Draft Report for public comment
- Implementation strategy if incorporation is approved by voters

TASK 8. FINAL REPORT DELIVERY

- Final Report
- Review and coordinate data and presentation graphics with steering committee
- Attend Madison County and Gallatin County Planning Board meetings
- Issue Final Report

District Staff Assistance

Our team anticipates utilizing BSRAD staff in the beginning of the project to clearly identify all relevant documents, plans, regulations, assist with introductions to the stakeholders and posting information on Big Sky's relevant websites and social media pages. Throughout the process, we anticipate other coordination tasks may be required, averaging about 5 hours per month. That time will include: kicking off the project, providing us with a list of stakeholders, providing any feedback and/or updates, sharing content that our team has created on BSRAD's communication channels, meeting with us as needed to discuss the project, reviewing our monthly progress reports and bi-weekly email updates.

In addition, we are proposing using the legal expertise of BSRAD's on-call attorney. We are willing to outsource an independent attorney as an alternative option.

Our experience has shown that regular "check ins" are key to a successful project. We will work with District staff, if preferred, to discuss timely findings, immediate needs or concerns as they occur.

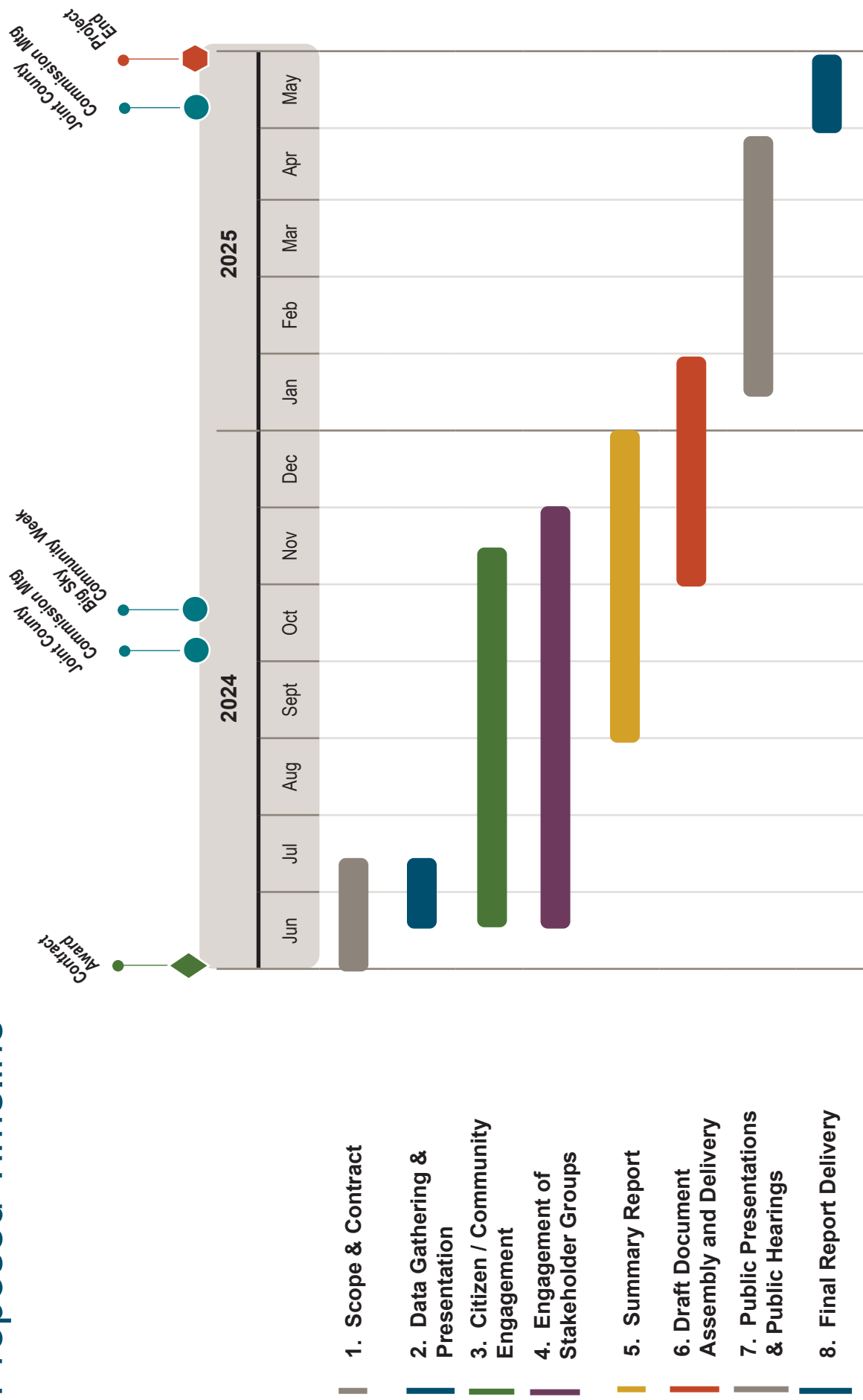
Our team is more than happy to integrate BSRAD staff into the project delivery process to help reduce costs. For instance, we see value in incorporating Tammy into the community engagement effort and would be very interested in working with Jackie to see if there is potential to put her ongoing data collection effort into play. We would look to coordinate the cost savings associated with their involvement as part of the project kick-off and scope finalization effort.

Progress reports

We will email monthly progress reports to BSRAD throughout the project summarizing the following: what has been recently completed, upcoming tasks, and deliverables. We will also make note of any potential issues with the scope, budget, and schedule. At the start of the project, we will share a proposed monthly progress report template to BSRAD for review and approval, capturing key takeaways in an easy-to-digest format.



Proposed Timeline



C. Experience and Availability of Project Team

Key Personnel

Our team has a long history of providing planning and broad public outreach expertise in both rural and urban communities across western Montana. We excel in working with a broad array of organizations, by introducing “Organization Coordinators” that will keep the team engaged with stakeholders throughout the process. Our internal project team includes personnel with the experience to compile, organize and quantify the identified community needs based on stakeholder input/budgets. Technical advisors in engineering, infrastructure and funding strategy development provide senior level expertise, bringing project support and oversight to provide BSRAD the most comprehensive solution. Our team structure is included in the following organization chart. Jamie Erbacher will be the Project Manager and single point of contact for the extent of this project, bringing extensive experience in planning and public involvement, and serving as the interface between BSRAD and Internal Project Team.

Project interface with the External Project Team is anticipated to be a collaborative effort with District staff and key Internal Project Team members depending on the stakeholder focus area. This may include WGM staff that is not listed. Resumes are in Appendix A.





MACE MANGOLD, PE

Principal-in-Charge, QA/QC

Mace brings 20 years of dual civil-environmental experience including municipal water and sewer planning, water resources expertise and community planning. He has been involved with the Canyon Sewer Project starting in 2019 with the Canyon Sewer Feasibility Study and has been intimately involved in the project since then, assisting with funding package development and acquisition and providing technical guidance and sewer disposal alternatives analysis. He also led the 2016 Big Sky Water System Capital Improvement Plan. *Mace will provide QA/QC and is available to play an active role in District board communications and stakeholder communication.*



JAMIE ERBACHER

Project Manager

Jamie brings 15 years of experience in land use planning, regulatory compliance, public engagement, and administration, including 12 years working for Missoula County as a planner. She is skilled in comprehensive planning, rural design, land entitlements, and zoning and subdivision regulations. She has facilitated various types of meetings, including neighborhood meetings, stakeholder meetings, Board of Adjustment, and staffed numerous Planning Board, Zoning Commission, and Board of County Commissioner meetings. She previously served as a county staff member on the City of Missoula Utility Service Review Committee and made recommendations for city annexation and contract utility services. She was recently part of a steering committee that assisted in a complete re-write of Missoula County’s zoning regulations and also served on the Montana Association of Planners Legislative Committee. *Jamie will provide general oversight and project management, serving as the single point of contact.*



DYLAN PIPINICH

Land Planner

Dylan is a Land Planner with more than 15 years experience in land and urban planning, as well as construction engineering. He has a proven track record of leading and managing complex planning and engineering projects, overseeing the implementation of comprehensive plans, transportation plans, zoning ordinances, and other planning and building codes. He most recently worked as the Butte-Silver Bow Planning Director and managed that County’s Growth Policy Update. *Dylan will provide research and data collection.*



ROBERT PARKER, AICP

Senior Project Director (ECO)

Bob is a Senior Project Director and Policy Analyst who has been with ECONorthwest for more than 25 years and specializes in economic development, housing, market analysis, and buildable land supply analysis. Bob is a member of the American Planning Association and serves as the Director of Strategy and Technical Solutions of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. Bob is the program director for IPRE’s Economic Development Administration University Center (EDAUC). *Robert will provide senior leadership for the ECO team.*





LEE ANN RYAN

Project Manager (ECO)

Lee Ann joined ECONorthwest in 2021. She specializes in land use planning, local and regional housing policy, and site planning. Prior to joining ECONorthwest, Lee Ann worked as a consultant and helped to build a planning department that focused on site analyses for private development clients which factored in development standards, infrastructure improvements, and critical areas. She assisted cities with plan reviews on residential and commercial projects, annexations, and the Link light rail expansion across the Puget Sound Region. Lee Ann also works with cities across Washington and the Mountain West on housing policy projects that include housing needs assessments, strategy development and implementation plans. With a background in design and urban planning, Lee Ann is passionate about helping communities develop creative tools to address new and emerging issues at the intersection of housing, transportation, and economic development. *Lee Ann will support on growth forecast, existing conditions, and fiscal analysis.*



SARAH EMMANS

Fiscal Analysis Lead (ECO Affiliate)

Sarah is a public policy consultant with 17 years of state and local government finance experience. Sarah uses qualitative and quantitative data to advise, convene, inform, and guide decision-makers and leaders in the public, nonprofit, and private sectors. Executive branch experience includes serving as the Deputy Chief Financial Officer for the Washington Department of Children, Youth, and Families and Director of Policy for the Pennsylvania Treasury. Sarah has deep legislative experience, having served as a nonpartisan, senior financial analyst with the Washington State Legislature in the House Finance Committee and Senate Ways and Means. She also has a capital finance background, having served as a senior analyst in Arlington County, Virginia. Sarah enjoys working at the nexus of state and local government decision-making, and has advised local government clients on a range of budget and fiscal issues (annexation, fiscal sustainability, infrastructure financing, revenue equity), particularly in tourism-impacted areas. *Sarah will serve as the fiscal analysis lead.*



MEG O'LEARY

Community/Stakeholder Outreach (M2O)

Meg is dedicated to assisting communities in economic development missions. She is a dynamic thought leader who drives and develops long-term strategies in order to reach ambitious goals. Her diverse experiences include brand building, fundraising, strategic planning, collaborations, and building consensus among key stakeholders. She loves assisting organizations in navigating challenging times to preserve their legacy, mission, and standards. As Montana's Director of the Department of Commerce from 2013-2016, Meg gained valuable insights into the inner workings and complexities of Main Street Montana, allowing for a deep understanding of ways to solve problems. The majority of Meg's career was first spent at Big Sky Resort, directing the resort's sales and marketing mission, and she has been involved in the Big Sky community for more than 30 years. Meg has served on the Big Sky Housing Community Trust Fund and is an ex officio board member for the Center for Large Landscape Conservation. *Meg will provide communications and community/stakeholder engagement.*



Subconsultants



ECO brings a wealth of knowledge in fiscal analysis. Recent relevant experience includes:

City of Olympia, WA | Annexation Feasibility Study - evaluated the feasibility of annexing the southeast portion of the city's Urban Growth Boundary.

Teton County | Socio-Economic Impacts of Grand Targhee Ski Resort - assisted Teton County, Idaho with understanding the socio-economic cumulative impacts of developing the Grand Targhee Ski Resort's privately owned base area into a self-contained destination resort and expanding the existing ski area.

City of Kirkland, WA | Revenue Study - reviewed and evaluated potential changes to the local fees and policies in response to projected budget shortfalls.

City of Manzanita, OR | Revenue Diversification Study - evaluated revenue alternatives for the City of Manzanita.



M2O brings a long history of working with the Big Sky community. Relevant experience includes:

Big Sky Sustainable Watershed Stewardship Plan - facilitated communications and public relations committee.

Big Sky, MT | Alpenscapes - led community/stakeholder outreach for creating a fire-safe, water-wise and ecosystem-friendly future.

Big Sky Trails, Recreation and Parks District - facilitated the effort to generate funds. This required approval from Gallatin and Madison County Commissioners.

Project Experience

WGM has worked with rural counties and various municipalities with experience ranging from county-wide planning projects to planning studies that focus on highway corridors, neighborhoods, and downtowns.

In Big Sky, WGM assisted this growing municipality with a water system capital improvement planning effort for a 20-year planning horizon. Many of our planners bring experience working in the public sector as local government planners and bring perspective and insight to our planning team, along with key experience developing the framework for Targeted Economic Development Districts (TEDD) and Tax Increment Financing (TIF). Project summaries are included with references on the next page, and additional project descriptions are included in Appendix D.

Ability to Complete Work in a Timely Manner

Our Team's proven project management processes combined with local staff will ensure efficient response to BSRAD's needs in a timely manner. We have a strong history of completing deliverables on time and within budget. Our Project Manager, Jamie Erbacher, uses Deltek's Vantagepoint to proactively manage resources, track the project schedule, contract progress, and earned value in real time.

Availability

Our Team has the capacity and availability to commit to this project. The key personnel identified were selected based on their availability and commitment to this work in Big Sky. WGM has additional resources to assist as needed and ensure key milestones are met.



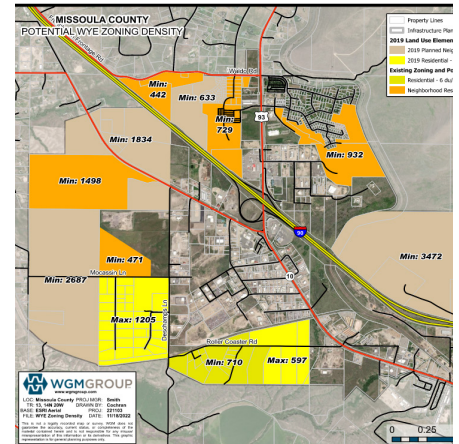
D.

References

Wye Infrastructure Plan

This project is a comprehensive effort to develop and adopt an infrastructure plan for the Wye area, a major industrial, commercial, and residential hub in Missoula County, Montana. Relevant services include evaluation of existing infrastructure to identify deficiencies and assess additional capacity required, development of alternatives and costs, community and stakeholder outreach, and development of draft and final reports. WGM was instrumental in creating this area's TEDD to allow for TIF. WGM recently delivered the first phase of this plan, the infrastructure needs report.

Andrew Hagemeyer, Missoula County
(406) 258-3707, ahagemeyer@missoulacounty.us



County Engineering/Planning Staff

Working hand-in-hand with county governments as on-call engineers and planning experts, our staff have unique knowledge of these requirements that will inform the study of incorporation. They have coordinated with multiple agencies on behalf of local government, facilitated public and stakeholder meetings, and bring a wealth of experience with local policy and regulations.

Donny Ramer, Ravalli County
(406) 363 -6717, dpw@cityofhamilton.net

Karen Hughes, Missoula County
(406) 258-3425, khughes@missoulacounty.us

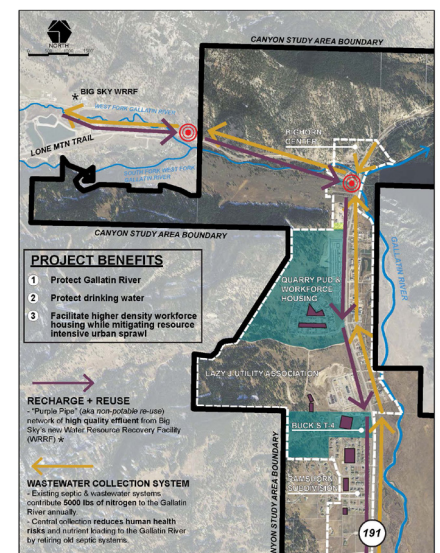


Canyon Sewer District Establishment

WGM has been working in the Canyon Area on sewer and water infrastructure projects since 2019. Relevant services include facilitating Canyon District board establishment, developing by-laws, coordinating public entity paperwork and filings, website development, and hosting District board meetings. WGM is currently leading annexation, engineering, permitting and funding efforts, including exploring the potential for Tax Increment Financing to improve project affordability.

Kristin Gardner, Gallatin River Task Force
(406) 995-2660, kristin@gallatinrivertaskforce.org

Scott Altman, Gallatin Canyon County Water & Sewer District
(407) 468-3215, gallatincanyonwsd@gmail.com



Cost

Task	Description	Cost
Task 1	Scope, Contract, and Kickoff Meeting	\$27,809
Task 2	Data Gathering and Trend Analysis	\$82,410
Task 3	Citizen/Community Engagement	\$51,368
Task 4	Engagement of Stakeholder Groups	\$63,825
Task 5	Summary Report	\$44,861
Task 6	Draft Document Assembly and Delivery	\$18,104
Task 7	Public Presentations and Public Hearings	\$17,100
Task 8	Final Report Delivery	\$24,273
	Total	\$329,750

The lump sum provided in Exhibit B has been provided for the scope of work and deliverables outlined within the attached proposal and summarized above. Our team has the capabilities to provide additional services at a time and material rate and our hourly rates are attached in Appendix B..





APPENDIX A

RESUMES

Jamie has 15 years of experience in land use planning, public engagement, administration, and regulatory compliance. She is skilled in comprehensive planning, rural design, land entitlements, and zoning and subdivision regulations. She has facilitated various types of meetings, including neighborhood meetings, stakeholder meetings, Board of Adjustment, and staffed numerous Planning Board, Zoning Commission, and Board of County Commissioner meetings. She previously served as a county staff member on the City of Missoula Utility Service Review Committee and made recommendations for city annexation and contract utility services.

JAMIE ERBACHER, CFM

SENIOR PLANNER



PROFESSIONAL EXPERIENCE

WGM GROUP, INC., Senior Planner, 3 years

COMMUNITY AND PLANNING SERVICES, MISSOULA COUNTY, Planner III, 12 years



PROJECT EXPERIENCE

Missoula County On-Call Planning Consulting, Missoula, MT— Land Planner

Serving as an extension of Missoula County staff to provide reviews for planning and land use applications related to floodplain, shoreline, subdivision, and zoning. Provided application processing services, including meetings, application review, and staff report preparation.

Trinity Affordable Housing, Missoula, MT – Lead Planner

Worked with a multi-disciplinary team to create a parcel of land that will provide 100 affordable housing units and 30 supportive housing units at one location and another 70 at a second location. Led public involvement and neighborhood outreach, as well as extensive coordination with the City of Missoula, Missoula County, and various agencies. Fulfilled all requirements to complete the subdivision process on an expedited timeline to ensure funding was secured.

Hellgate Village Housing, Missoula, MT – Planner

Assisted with planning and subdivision tasks on this multi-disciplinary team to create a mix of single family houses, duplexes, triplexes, mews, cottage courts, and ADUs to meet “missing middle” market demand.

Montana Planning Board Member’s Handbook, Montana Dept of Commerce – Planner

Produced the Montana Planning Board Member’s Handbook, a Montana Department of Commerce publication. Completed best practice research, documented a planning board member’s role in growth policy and subdivision review, and summarized the basics of a planning board.

Dale’s Dairy Redevelopment, Missoula, MT – Lead Planner

Served as the lead planner for the rezoning process. Organized and facilitated meetings, prepared reports, and presented at board and committee meetings. Progressed project to



LICENSES/ CERTIFICATIONS

Certified Floodplain
Manager

EDUCATION

B.A. Anthropology
University of Montana
2005

PROFESSIONAL AFFILIATIONS

American Planning
Association

Montana Association of
Planners

Association of State
Floodplain Managers

Association of Montana
Floodplain Managers

JAMIE ERBACHER, CFM

SENIOR PLANNER

permitting and occupancy and coordinated closely with the County Building Department, Fire Department, and the Health Department.

Bonner Mill Redevelopment to Industrial Park, Bonner, MT – Lead Planner

Assisted with the establishment of a TIF district and boundaries for a new industrial park. Project lead for new occupants establishing tenancy and addressing code requirements.

Lolo Peak Brewery & Surrounding Townhome Development, Lolo, MT – Lead Planner

Provided project review and permitting for phased development plans intermixed with townhomes and a commercial brewery. Facilitated inter-agency communication centered around building code and land use code requirements.

Deschamps Lane & Alita Way Industrial Townhome Developments – Lead Planner

Led planning for these industrial townhome developments. Completed zoning review, subdivision plat amendment, declaration filing, and creation of unit areas.

Target Range Verizon Tower, Missoula, MT – Lead Planner

Served as lead planner for the Board of Adjustment. Organized and conducted a neighborhood meeting, prepared reports, conducted and presented at the public meeting. Managed neighborhood expectations with the needs of Verizon for a successful project concealed within an agricultural-style barn.

East Village Multi-Family Development, East Missoula, MT – Lead Planner

Served as lead planner for a dense multi-family project involving steep slopes, adjacent open space, and connection to Montana Department of Transportation right-of-way. This multi-year, phased project required extensive coordination between the architect, engineer, and multiple agencies, including Missoula County Public Works, the City of Missoula, and the Environmental Health Department.

Speedway Homes Residential Development, East Missoula, MT – Lead Planner

Served as lead planner for this residential housing project that included a mix of single-family, duplex, and multi-family housing. Provided essential planning knowledge to the architect regarding zoning, buildings for lease or rent, and subdivision.

County Zoning Regulation Update, Missoula County, MT – Planner

Assisted in updating the County Zoning regulations to comply with state law. Conducted community, board and committee meetings. Researched state law and local county attorney opinions to create an updated zoning code that had not been updated since the late 1970s.

Subdivision Regulation Update, Missoula County, MT – Planner

Primary lead planner for updating regulations regarding Planned Unit Developments, Condominiums, and Mobile Home/RV Parks. Provided assistance and review of additional sections of regulations, including state law compliance and conflicts with other local regulations.

County Regulation Re-write, Missoula County, MT – Steering Committee Member

Provide detailed feedback on proposed zoning amendments to the Missoula County Zoning Regulations. Considerations and comments were provided based on best practice management, practical implications, and state statute requirements.



HONORS/AWARDS

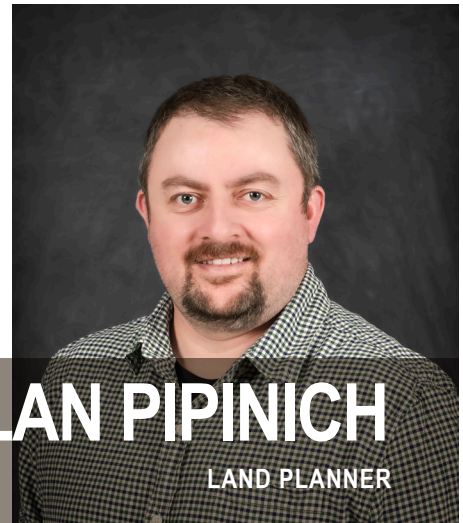
2012 Missoula County
Employee of the Year

2015 Missoula County
Chief Planning Officer's
Outstanding Public Service
Award

CONTINUING EDUCATION

PSMJ Project Management
Training, 2021

Dylan is a Land Planner with more than 15 years experience in land and urban planning, as well as construction engineering. He has a proven track record of leading and managing complex planning and engineering projects, overseeing the implementation of comprehensive plans, transportation plans, zoning ordinances, and other planning and building codes. He is also adept at leading cross-functional teams to achieve project goals on time and within budget, implementing innovative solutions to complex planning and engineering challenges, and building and maintaining strong relationships with stakeholders. His varied background in engineering and planning, combined with his passion for community, make him an effective communicator of complex technical information to a variety of audiences.



DYLAN PIPINICH

LAND PLANNER



PROFESSIONAL EXPERIENCE

WGM GROUP, INC., Land Planner, < 1 year

BUTTE SILVER BOW, Planning Director/Senior Planner, 5 years

OTHER FIRMS, Senior Project Engineer, 10 years



PROJECT EXPERIENCE

Butte Silver Bow Growth Policy Update, Butte, MT — Project Manager

Managed project scope, schedule, and budget for the city-county growth policy update. Led public RFP process to hire consultants and managed oversight of deliverables. Completed project with adopted future land use map which was developed through the evaluation of existing land uses, public engagement, and infrastructure evaluation.

Planning & Entitlement Projects, Various Locations, MT — Land Planner

Provides land use planning and entitlement solutions for residential and commercial/ industrial subdivisions across western Montana. These projects require extensive public outreach, technical and land use planning, and regulatory compliance. Dylan also assists communities in updating land use plans and regulations through the drafting, public outreach, and adoption processes to assist them in creating meaningful regulation to ensure community goals and objectives are met.

Butte Silver Bow Zoning Ordinance Rewrite, Butte, MT — Project Manager

Managed project scope, schedule, and budget for the ongoing city-county zoning ordinance rewrite. Led public RFP process to hire consultants and managed oversight of deliverables.

Butte Silver Bow County Shops Relocation, Butte, MT — Project Manager

Managed project scope, schedule, and \$14.5M budget as project manager for city-county project. Served as owner's representative during design and build phase of project as well as coordination with the Natural Resource Damage Program project representatives, as this project was connected to the Parrot Tailings Removal Project. In addition, hosted project update meetings to ensure project was on schedule and under budget and evaluated requests for change.



WGMGROUP

EDUCATION

M.S., Project Engineering and Management
Montana Tech University
2019

B.S., Construction Engineering Technology
Montana State University
2008

PROFESSIONAL AFFILIATIONS

Montana Association of Planners

PRESENTATIONS

Association of Montana Floodplain Managers Conference, Presenter, 2022

DYLAN PIPINICH

LAND PLANNER



Town of Sheridan Zoning Regulations, Sheridan, MT — Land Planner

Assisting the town of Sheridan to establish a joint City-County Planning Board per 76-1-201 Montana Code Annotated (MCA), completing an extensive community outreach process for the drafting and adoption of the new ordinance, drafting proposed zoning regulations to present to the Planning Board and community for revisions.

Warm Springs Creek Remedial Action, Anaconda, MT — Senior Project Engineer

As Senior Project Engineer provided engineering support services including soil sampling and construction surveying and staking during the design and construction phases of a remediation project. Wrote the RFP, procured a contractor, provided construction oversight to ensure project met remedial goals as dictated by the EPA. Managed project schedule and budget, responded to Requests for Information and Requests for Change from the contractor, and completed engineering evaluation for onsite project changes.

Butte-Silver Bow Committee Participation, Butte, MT — Committee Member

Sat on multiple committees as Planning Director at Butte-Silver Bow; responsible for recommending policies and decisions for various branches of government. Dylan's committee work has given him an extensive knowledge of the inner workings of local government, the importance and benefit of public engagement, a unique ability to secure funding for a broad array of municipal projects, and a strong understanding of the collaboration required between citizens, local and state governments, and other agencies to make municipal projects successful. Committee participation included: ARPA Committee, Superfund Technical Review Committee, Housing Committee, Land Sales Committee (Chair), Transportation Coordination Committee, and Economic Development Committee.

COMMITTEE PARTICIPATION

SB 382 Legislative Committee

Butte Silver-Bow Committees

- ARPA
- Superfund Technical Review
- Housing
- Land Sales (Chair)
- Transportation Coordination
- Economic Development

Mace brings 20 years of experience in civil and environmental engineering, performing technical design, project management, and general consulting services. He has a master's degree in Water Resources Engineering and has completed PhD coursework in Environmental Infrastructure. His civil engineering experience includes site development planning and design, construction plans and specifications, stormwater management, municipal sewer and water, hydrologic and hydraulic (H&H) analysis, and pressure system design. His environmental experience includes stream restoration/remediation design and permitting, watershed and groundwater assessment, CERCLA Site Progression, waste stabilization design, Army Corps of Engineers stream/wetland permitting, and groundwater monitoring remediation.



MACE MANGOLD, PE, LEED AP

SENIOR PROJECT ENGINEER



PROFESSIONAL EXPERIENCE

WGM GROUP, INC., Project Engineer, 6 years

TREC, INC., Project Manager, 7 years

THOMAS GRAHAM CIVIL DESIGN GROUP, Project Manager/Design Engineer, 7 years



PROJECT EXPERIENCE

Canyon Area Feasibility Study, Big Sky, MT — Project Manager

Completed a feasibility study evaluating infrastructure and costs to collect, treat, and dispose of wastewater in the canyon area development corridor adjacent to the Gallatin River. Managed a multi-disciplinary team and provided stakeholder coordination and public outreach, engineering design, cost estimating, and DEQ permitting due-diligence.

Pioneer Crossing & Water Rights-Effluent Disposal, Manhattan, MT — Project Manager

Prepared preliminary design for treatment wetlands and rapid infiltration basins (RIBs) to recharge the underlying aquifer while reducing thermal and nutrient loading to the Gallatin River. Design merged developer water right interests with the Town of Manhattan's sewer disposal objectives, ultimately receiving endorsement from Montana Fish, Wildlife & Parks and Trout Unlimited. Supporting analyses included hydrogeologic modeling to address groundwater mounding implications and recharge timing, sizing of treatment wetlands and RIBs, calculation of nutrient load reductions, and water right accounting.

Water System Capital Improvement Plan (CIP), Big Sky, MT — Project Manager

Prepared a CIP that included a system-wide WaterGEMS hydraulic model to analyze operating pressures, fire flow rates, tank fluctuations and capacity, pumping efficiencies, and future development capacity. The analyses identified over \$50,000 in potential pump operating cost savings and recommendations for relatively minimal upgrades to create expanded capacity for the long-term planning horizon of 20+ years.

Water Treatment System Evaluation, Big Sky, MT — Project Manager

Completed sampling and treatment alternatives evaluation for public water supply wells. Hydrogen sulfide (H₂S) treatment alternatives included oxidation, granular activated carbon, degassing, and greensand filtration. Developed pilot study to identify optimal



LICENSES/ CERTIFICATIONS

Professional Engineer
Montana 16560
Wyoming 13312
North Carolina 034603
Georgia 0333848
Nebraska E14324
West Virginia 18052
Kansas 24248
Pennsylvania 076571
Florida 69429

LEED A.P., U.S. Green
Building Council

Certified Professional in
Erosion and Sediment
Control (CPESC)

SWPPP Certified

40-Hour HazMat Certified

MACE MANGOLD, PE, LEED AP

PROJECT ENGINEER

oxidation agents and potential need for secondary treatment via filtration.

Meadow Village Town Center Fire Flow Analysis, Big Sky, MT — Project Engineer

Completed fire-flow analysis for multiple commercial developments in the Big Sky Town Center. Performed flow rate and residual pressure analysis using WaterGEMS hydraulic software. The hydraulic model incorporated relevant Water District infrastructure (storage tanks, pipe network, valves, etc.) to evaluate multiple scenarios to support the design of interior building fire suppression systems.

Stormwater Mapping and BMP Assessment, Big Sky, MT — Project Manager

Stormwater mapping and assessment intended to inform stormwater BMP project prioritization. Management objectives are based on site-specific stream water quality goals and pollutants, and include sediment load reductions, nitrogen load mitigation, and large-scale groundwater recharge to address low baseflow and thermal impact concerns in the Gallatin River.

Water System Audit, Big Sky, MT — Project Engineer

Performed water audit in accordance with AWWA Manual M36, Water Audits and Loss Control Programs. The audit identified non-revenue water (NRW) in the magnitude of 100 million gallons per year that equated to \$232,000 per year in additional production costs. The water audit findings triggered a water loss investigation using district metered areas (DMAs) and temporary ultrasonic meters to isolate areas of the system in order to measure losses and subsequently prioritize leakage investigations and pipe replacement.

Stormwater Sampling and Analysis Plan (SAP), Bozeman, MT — Project Engineer

Assisted the City of Bozeman in developing a stormwater SAP that aligned with DEQ permit requirements while ensuring data could support evaluating City objectives. Recommendations included grab samples to establish source loading metrics per land use, instream stations to evaluate baseline stream water quality, and time series auto-sampling to evaluate acute loading associated with stormwater runoff.

Mason Avenue Green Infrastructure Pilot Project, Bozeman, MT — Project Manager

Developed innovative and aesthetic stormwater treatment structures using space along street boulevards and beneath sidewalks to meet DEQ's water quality criteria. Surface landscaping and a below-grade infiltration gallery were utilized to maximize treatment and reduce downstream flooding and thermal impacts. Design accounts for long-term maintenance, pedestrian and vehicular safety, and scalability for broad application throughout the City.

Tracy Avenue Stormwater Infiltration Gallery, Bozeman, MT — Project Engineer

Worked collaboratively with the City's Stormwater Department and local pre-cast supplier to develop cost-effective and aesthetic stormwater treatment structures to meet the DEQ's water quality criteria. The 'H' style precast structure provides an above-ground rain garden treatment and below-grade infiltration gallery. Modular forebay and downstream maintenance sumps were incorporated to provide ease of maintenance.



EDUCATION

Ph.D. Coursework,
Environmental
Infrastructure, University
of North Carolina, Charlotte
2009

M.S., Water Resource
Engineering, Montana
State University - Bozeman
2007

B.S., Civil Engineering,
Carroll College - Helena
2004

PROFESSIONAL AFFILIATIONS

President - Montana Water
Environment Association
(MWEA) Stormwater
Committee

CONTINUING EDUCATION

Presenter American Public
Works Association (APWA)
Conference, 2019

Presenter Montana Water
Environment Association
(MWEA) Conference, 2019

Montana DEQ-8 (Storm
Water) Training, 2018



Robert Parker

Senior Project Director/Policy Analyst

Bob is a Senior Project Director with ECONorthwest with a background in land use, growth management, housing, and economic development. Bob has extensive technical experience with demographic analysis and forecasting, survey design analysis, economic impact analysis, and computer modeling. Bob's specialty is the nexus between land use planning, housing, and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Bob also serves as the Director of Strategy and Technical Solutions for the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

EDUCATION

M.U.R.P. University of Oregon

B.S. Natural Resource Management,
Colorado State University

CERTIFICATION

AICP

AREAS OF EXPERTISE

- Economic Development
- Housing
- Growth Management
- Land Use
- Market Analysis
- Survey Research

Various | Housing Needs Analysis | OR | Ongoing

Conducted housing needs analyses to determine residential land needs and provide technical analysis for a comprehensive plan update in the Oregon cities of: Cottage Grove, McMinnville, Redmond, Lakeview and Paisley, Roseburg, Klamath Falls, Keizer, Newberg, Tualatin, Hillsboro, Hood River, Talent, Scappoose, Sherwood, Wilsonville, Newport, Phoenix, Damascus, Medford, and Pendleton, as well as for the cities in Clackamas County, the Salem-Keizer Region, Jackson County, and the Bear Creek Valley. Housing needs analysis includes inventory of suitable employment land, an assessment of infill and redevelopment potential, analysis of national and state housing trends, analysis of local housing trends and densities, population forecast, and analysis of demographic trends.

Oregon Department of Land Conservation and Development | Barriers to Housing Production in Oregon | OR | 2022

Analyzed barriers to housing production as part of DLCD's comprehensive review of housing planning in Oregon. This project was through the UO Institute for Policy Research & Engagement and included a detailed literature review, a review of dozens of city housing needs assessment, and a multi-stakeholder survey that included planners, for profit housing and nonprofit housing developers.

Clark County | Housing Options Study and Action Plan | WA | 2020

Conducted a Housing Options Study and Action plan to find additional ways to provide more housing in the Vancouver Unincorporated Urban Growth Area that is attainable to people with a variety of household incomes.

Jackson County | Rogue Valley Housing Strategy | OR | 2018

Developed a regional housing strategy for the Rogue Valley portion of Jackson County and develop local housing strategies for each of the six cities in the Rogue Valley, as part of the Regional Problem Solving plan.

City of Madras | Madras Housing Strategy | OR | 2018

Development of a housing strategy to remove barriers and encourage housing development.

Skokomish Indian Tribe | Housing Strategy | WA | 2018

Development of a housing strategy to support housing development for Skokomish Tribal members on the Skokomish Reservation.

City of Banks | Housing Policy Analysis | OR | 2017

Evaluated options for policies to allow larger-lot single-family detached housing development in Banks through changes to the City's zoning code and zoning map.

Department of Land Conservation & Development | HB 4079 Rulemaking Committee: Affordable Housing Pilot Program | OR | 2016

Served as Principal Investigator for this University of Oregon project supporting rulemaking for the HB 4079 rulemaking committee. The project included a detailed statewide demographic analysis, review of literature on factors affecting the cost of housing production, a survey of planners on housing and redevelopment, and analysis of manufactured housing.

Hood River County | Secondary and Vacation Housing Market Analysis | OR | 2015

Inventoried the amount of short-term rental housing and second homes in Hood River County, developed an analysis of how other counties and cities regulate these types of housing, and developed a housing market analysis for Hood River County to provide context for discussions of regulating these types of housing.

City of Corvallis | Housing Survey and Market Analysis | OR | 2014

Developed and implemented a housing demand survey of employees working in the City of Corvallis, and also developed an analysis of the factors contributing to the city's housing market and developed policies to encourage development of housing affordable to workers in Corvallis.

City of Newport | Residential Land Assessment for Student Housing | OR | 2014

Evaluated options for development of housing to accommodate growth of students associated with Oregon State University's expansion of the Hatfield Marine Science Center campus in Newport Oregon.

City of Omaha | Heartland Regional Plan and Fair Housing Equity Assessment | NE | 2013

Developed technical analysis for a Fair Housing Equity Assessment for the Heartland Region.

City of Wilsonville | Low-Income Senior Housing Study | OR | 2008

Market analysis of the demand for affordable senior housing in Wilsonville, Oregon.

City of Tulalip | Housing Needs Survey | WA | 2005

Surveyed Tulalip Tribal members to assess current housing preferences and determine future housing needs.

U.S. Department of Housing and Urban Development | Subdivision Controls as Regulatory Barrier to Affordable Housing | Nationwide | 2004

Conducted a national analysis of the impact of zoning and subdivision regulations on housing affordability for HUD and the National Association of Homebuilders.

Corvallis Neighborhood Housing Services | Housing | OR | 2004

Evaluated the market for affordable rental units in support of an application for a state grant.

National Center for Smart Growth Education and Research | Exclusionary Zoning | Nationwide | 2003

Evaluated methods for identifying barriers to affordable housing provision.

Salt Lake City | Housing Market Analysis | UT | 2003

For Envision Utah, conducted a housing market analysis of the West Side Transportation Corridor to evaluate the potential impact of transportation and growth management policies.

Snohomish County | Reasonable Measures Review | WA | 2002

Developed a reasonable measures review program and analyzed development patterns and trends to help cities determine whether historical development.



Lee Ann Ryan

Project Manager

Lee Ann joined ECONorthwest as a Project Associate in 2021. She specializes in land use planning, housing policy analysis, and site planning. Prior to joining ECONorthwest, Lee Ann worked as a consultant and helped build a planning department that focused on site analyses for private development clients which factored in development standards, infrastructure improvements, and critical areas. She assisted cities with plan review on residential and commercial projects, annexations, and the Link light rail expansion. Lee Ann has also worked with cities across Washington on housing policy projects that included design standards, code development and housing action plans. Her work with both public and private sector clients has made her particularly skilled in identifying and understanding barriers to housing development. Ensuring community members have access to housing that is safe and affordable is a driving force behind her interests and work. With a background in design and urban planning, Lee Ann is passionate about helping communities develop creative tools to address new and emerging issues related to housing, transportation, and economic development.

EDUCATION

Master of Urban Planning,
University of Washington

Bachelor of Environmental Design,
University of Colorado at Boulder

CERTIFICATION

AICP

AREAS OF EXPERTISE

- Land Use Planning
- Housing Policy Analysis
- Site Planning/Analysis

City of Kent | Tax Increment Financing Project Specification, Assessment, and Strategy | WA | 2021

ECONorthwest assisted the City to evaluate opportunities for Tax Increment Financing (TIF) to support infrastructure investment in Kent. The evaluation provided a summary of the opportunities and barriers associated with recent legislation that supports a more robust TIF structure to support infrastructure investment. The work helped guide the City through identifying eligible projects, specifying project requirements, and creating revenue estimates to fund projects.

City of Olympia | Annexation Feasibility Study | WA | 2022

The City was considering the annexation of their SE Urban Growth Annexation. ECONorthwest assisted with assessing the fiscal impacts of annexation, from both a revenue and cost perspective. The project included a phasing plan designed to help offset upfront cost impacts. The project also considered two scenarios for fire service, one in which the City of Olympia extends its service to the annexed area and the other where a Regional Fire Authority is created in partnership with the City of Tumwater. Impacts under both scenarios were assessed.

City of Kirkland | Revenue Equity and Sustainability Study | WA | 2022

ECONorthwest assisted the City by reviewing and evaluating potential changes to the local fees and policies in response to projected budget shortfalls. The City is interested in learning how new revenue options would impact the community (tax burden) and how changes can help close the gap in a sustainable and equitable way. ECO analyzed the existing fiscal and fiscal equity conditions and interviewed key internal stakeholders to identify challenges and opportunities. ECO examined the City's characteristics of residents and businesses, provided a summary of the City's tax and fee burden, how it has changed over time, and how it compares to other jurisdictions. ECO evaluated eight revenue options and associated scenarios and their effects, with a particular focus on adequacy, stability, and equity. The results of the evaluation informed the City's prioritization of revenue alternatives.

Oregon Housing and Community Services | OHCS HB 3040 Review of SDCs | OR | 2022

In 2021, the Oregon legislature passed House Bill 3040, directing Oregon Housing and Community Services (OHCS) to prepare a study of System Development Charges (SDCs) in Oregon and their impact on housing costs. OHCS contracted with EConorthwest and subcontractors FCS Group and Galardi Rothstein Group to undertake this study. As directed by HB 3040, the study addressed the role of SDCs in funding infrastructure, methodology requirements and factors that drive SDC rates, the relationship between SDCs and housing costs, the impacts of timing of SDC payments, and issues related to transparency and availability of information regarding SDCs.

City of Vancouver | Multifamily Tax Exemption Program Effectiveness | WA | 2022

EConorthwest assisted the City in analyzing the overall effectiveness of Vancouver's current MFTE program in stimulating multifamily residential development, including income-based housing. The evaluation included recommendations in tailoring the program's parameters in order to improve its effectiveness and analysis regarding a potential expansion of the program's geographic boundaries.

Denver Regional Council of Governments | Regional Housing Needs Assessment | CO | Ongoing

EConorthwest is assisting DRCOG with a Regional Housing Needs Assessment (RHNA) that will analyze the range of housing types by income level through 2050 for the Denver Region, which includes 58 member governments. The RHNA will also include as systems barriers analysis and strategy development aimed at assessing the financial and regulatory barriers to housing production and recommending strategies to overcome them.

Oregon Department of Land Conservation and Development | HB 2727 Barriers to Childcare Expansion | OR | Ongoing

EConorthwest is assisting the Oregon Department of Land Conservation and Development in fulfilling HB 2727, which requires DLCD to oversee research, convene a work group to prepare a report for the legislature concerning the impact of zoning regulations, state and local building codes and permitting practices on inhibiting or supporting expansion of early learning and care facilities. The report will also include recommendations for the legislature's consideration of data derived strategies to expand early learning and care facilities in the State of Oregon.

City of Seattle | Middle Housing Feasibility Study | WA | Ongoing

EConorthwest is supporting the City of Seattle Office of Planning and Community Development by evaluating potential development outcomes of middle housing allowances in the City's low density residential zones. The analysis includes evaluating the development feasibility of middle housing prototypes, conducting a spatial analysis of potential market utilization, and summarizing potential development outcomes consistent with the City's 20-year housing forecast.

City of Issaquah | Housing Action Plan Implementation | WA | 2023

Issaquah received a grant from the WA Department of Commerce to implement key strategies outlined in their 2017 Housing Strategy. The project included a research task aimed at uncovering barriers to condominium development at both the state and local level. Other tasks included a feasibility analysis on the expansion of the existing Central Issaquah inclusionary zoning program, along with an analysis on the increasing middle housing allowances throughout the City.

City of Moses Lake | Homeless Housing Feasibility | WA | 2022

EConorthwest assisted the City with a feasibility study assessing how to best serve people experiencing homelessness and those at-risk of homelessness in Moses Lake. The project included an analysis of where the City should relocate the existing Open Doors Sleep Center and the feasibility of providing additional.

City of Ellensburg | Sleep Center Feasibility Study | WA | Ongoing

EConorthwest is assisting the City and Kittitas County with a cost analysis to understand the capital and ongoing operating costs for a new Sleep Center to serve people experiencing homelessness and those at-risk of homelessness in the broader region. The project also includes a site analysis, investigating a range of possible sites to locate the new shelter operation.

CHIEF EXECUTIVE OFFICER | BUSINESS DEVELOPMENT

A dynamic thought leader who drives and develops long-term strategies in order to reach ambitious goals. Diverse experience in fundraising, financial leadership, strategic planning, collaborations, and building consensus among key stakeholders. Navigates organizations through challenging times to preserve their legacy, mission, and standards.

Builds and sustains international, national, and community partnerships, with the ability to develop and market initiatives for diverse audiences. Fosters and leads internal teams and stakeholders to support an organization’s structure and develop engaging ways to accomplish the vision.

Strategic Planning & Leadership	Organizational Leadership	Fundraising Strategy
Financial Forecasting	Program Marketing & Development	Civic Engagement
Key Stakeholder Development	Cross-Functional Team Leadership	Audience Segmentation

KEY ACCOMPLISHMENTS

- Organized international trade missions to China, South Korea, Taiwan, and Canada, during tenure as first female Director of Commerce for the State of Montana. Developed a Memo of Understanding from countries and future Chinese delegation visit to Eastern Montana.
- Built a successful coalition and worked as chief resort negotiator for direct airline flight programs for Bozeman/Yellowstone International Airport, which included fundraising and marketing efforts with community leaders. Resulted in increased seat capacity and passenger increase, and aided in improved load factor to Bozeman.
- Provided direction for development plan for new Hospitality Management and Culinary Arts Degree program at Montana State University. Includes fundraising, engaging industry leaders, consultation on curriculum and student involvement, and strategizing student recruitment with other departments.

EXPERIENCE

M2O Group | Owner

06/2017 - Present | Big Sky, MT

Founder of this nimble consulting company that assists companies and organizations in messaging, branding, driving revenue through planning, strategy, and vision.

- Communications and Public Relations Committee Facilitator for the Big Sky Sustainable Watershed Stewardship Plan.
- Facilitated the effort to generate funds for the Big Sky Trails, Recreation and Parks District. This required approval from Gallatin and Madison County Commissioners.
- Community/stakeholder outreach lead for Alpencapes, a partnership in Big Sky creating a fire-safe, water-wise and ecosystem-friendly future.
- Influences lawmakers and public sentiment and strategically builds coalitions for grassroots public policy initiatives, resulting in quality earned and paid media and public relations coverage.
- Industry Liaison for Hospitality Management and Culinary Arts Degree Program at Montana State University. Fundraises, advises and consults on curriculum development, student recruitment, and student interviews.
- Fundraising and Marketing Liaison for the Yellowstone Short Line Trail project to build the last 9 miles of rail-trail from Montana/Idaho border to West Yellowstone. Developing fundraising, business, and marketing plans for public grants, private businesses, and individuals.
- Assists private sector businesses with navigating government programs and acquiring permits.
- Writing Strategic Marketing plans on behalf of clients.

State of Montana | Director, Montana Department of Commerce*01/2013 - 12/2016 | Helena, MT*

Appointed by Governor Steve Bullock as the state’s first female commerce director, responsible for enhancing and sustaining economic prosperity. Led efforts to bring public partners, private industry, and small businesses together to improve the state's economy through business creation, expansion, retention, and diversification. Responsible for a \$250M biennial budget and 170 FTEs.

- Organized trade missions to Canada in 2013, China in 2014, the first official one from Montana in 15 years, and to South Korea and Taiwan in 2016. Solicited and targeted key business partners to join the mission and travel to discuss ways Montana could partner with China. Led to Memo of Understanding from countries to help with mutual commerce and further energy efficiencies. Also led to a subsequent Chinese delegation visit to Eastern Montana.
- Provided the vision and organized merger of tourism and economic development divisions for the State of Montana into one entity, the Montana Office of Business Development and Tourism.
- Co-chaired the Main Street Montana project, a strategic business plan for the entire state. Organized and led a large group of stakeholders from business and tribal communities. Built a process to identify key industry networks (KINs) for the state.
- Developed an 8-month public outreach strategy for Main Street Montana, including 7 roundtable discussions in 5 geographical regions and tribal communities, reaching more than 1,000 thought and business leaders. Gathered survey responses and met one-on-one with key influences.
- Expanded annual Made in Montana public outreach event that supports state business growth and expansion with more marketing awareness, expanded offerings and hours, and securing an improved venue.
- Convinced the Governor and state lawmakers to bring the Pacific Northwest Economic Region Conference to Montana for the first time. Successfully raised funds and assembled key stakeholders for the conference, which included 600+ attendees.
- Nominated by the Governor and selected to participate in the Henry Toll Fellowship Program in 2015. This development program, exclusively for state government leaders, includes 48 selected participants a year.
- Keynote speaker for annual member dinner, May 2013 Big Sky Economic Development, Billings, MT. Keynote speaker, June 2013 annual Montana Chamber of Commerce meeting and others.

Big Sky Resort | Director of Sales and Marketing*04/2000 - 12/2012 | Big Sky, MT*

Built, managed, and led a close-knit team of 13 professionals with a goal and accountability system. Other roles include National Sales Manager (1991 - 2000) and Group Reservations Manager (1989 - 1991).

- Named as the 2012 Person of the Year by the Montana Governor's Conference on Tourism.
- Grew resort revenue by 39% over a 10-year period, including a steady YoY increase in skier visitation.
- Chief resort negotiator with network planners for major airlines, adding direct flight cities into Bozeman/Yellowstone International Airport such as Atlanta, San Francisco, and Los Angeles.
- Built a business coalition for consistent funding and marketing efforts for direct airplane seat guarantees from major cities. Led vision for a creative marketing campaign for this effort.
- Successfully oversaw the Asia Pacific Economic Cooperative conference in 2011, at a time when the resort is typically closed to the public. The event featured 1000+ attendees.

EDUCATION

University of Montana: Bachelor of Arts, Business Administration, management emphasis
Leadership Montana Program: Graduate, Class of 2008

MEMBERSHIPS

Big Sky Housing Trust Board: Member, 2019-20
Center for Large Landscape Conservation: Board Member, 2020-current
Tourism Advisory Council: appointed by Governor Schweitzer 2010 - 2012
Big Sky Convention & Visitors Bureau: Board Member from 2003, President from 2007-2009
Gallatin County Transportation District: Chairman, 1995-2007



APPENDIX B

**CHANGE ORDER
HOURLY RATE**

Exhibit A
Standard Rates - 2024



Staff Type		Rate
210	Senior Principal Engineer	Hr \$ 250.00
215	Senior Consultant	Hr \$ 212.00
220	Principal Engineer	Hr \$ 224.00
230	Senior Project Engineer	Hr \$ 200.00
240	Project Engineer 2	Hr \$ 174.00
245	Project Engineer 1	Hr \$ 163.00
250	Senior Traffic Engineer	Hr \$ 205.00
263	Senior Transportation Consultant	Hr \$ 253.00
265	Senior Transportation Engineer 2	Hr \$ 218.00
279	Staff Engineer/EI 4	Hr \$ 153.00
280	Staff Engineer/EI 3	Hr \$ 146.00
281	Staff Engineer/EI 2	Hr \$ 121.00
282	Staff Engineer/EI 1	Hr \$ 113.00
283	Engineer Technician 3	Hr \$ 146.00
284	Engineer Technician 2	Hr \$ 124.00
285	Engineer Technician 1	Hr \$ 114.00
290	Seasonal Intern	Hr \$ 80.00
508	Senior Construction Project Manager	Hr \$ 200.00
507	QA/QC Representative	Hr \$ 187.00
512	Construction Project Manager	Hr \$ 179.00
514	Construction Representative	Hr \$ 157.00
310	Principal Planner	Hr \$ 250.00
312	Senior Land Planner	Hr \$ 178.00
314	Land Planner 2	Hr \$ 159.00
316	Planning Technician	Hr \$ 113.00
320	Senior Landscape Architect/Planner	Hr \$ 190.00
330	Senior Landscape Architect	Hr \$ 218.00
340	Landscape Architect 2	Hr \$ 166.00
350	Landscape Architect 1	Hr \$ 135.00
355	Landscape Designer	Hr \$ 110.00
354	Landscape Intern	Hr \$ 80.00
353	Graphic Designer	Hr \$ 138.00
450	Senior Hydrologist	Hr \$ 229.00
445	Hydrologist 2	Hr \$ 147.00
451	Hydrologist 1	Hr \$ 132.00
454	Senior Scientist	Hr \$ 200.00
448	Scientist 2	Hr \$ 147.00
447	Senior Environmental Engineer	Hr \$ 200.00
452	Environmental Engineer	Hr \$ 174.00
446	Environmental Field Technician	Hr \$ 113.00
453	Senior Geologist	Hr \$ 204.00
456	Geologist	Hr \$ 157.00
460	Water Resource Specialist 3	Hr \$ 187.00
465	Water Resource Specialist 2	Hr \$ 179.00
466	Water Resource Specialist 1	Hr \$ 157.00
469	Water Right Technician 3	Hr \$ 153.00
470	Water Right Technician 2	Hr \$ 147.00
471	Water Right Technician 1	Hr \$ 121.00
475	GIS Specialist	Hr \$ 126.00
520	Senior Land Surveyor	Hr \$ 207.00
525	Land Surveyor 3	Hr \$ 187.00
527	Land Surveyor 2	Hr \$ 178.00
530	Land Surveyor 1	Hr \$ 173.00
540	Staff Surveyor/ L.S.I	Hr \$ 157.00
560	Survey Crew Chief	Hr \$ 153.00
550	Survey Technician	Hr \$ 140.00
580	Two-Person Crew	Hr \$ 220.00
590	Three-Person Crew	Hr \$ 250.00



Staff Type		Rate	
610	Senior CADD Drafter	Hr	\$ 147.00
605	CADD Designer	Hr	\$ 124.00
600	CADD Technician	Hr	\$ 108.00
700	Project Coordinator 2	Hr	\$ 132.00
705	Project Coordinator 1	Hr	\$ 126.00
710	Project Assistant 2	Hr	\$ 126.00
715	Project Assistant 1	Hr	\$ 114.00
730	Admin. Assistant	Hr	\$ 98.00
790	Accountant	Hr	\$ 171.00
791	IT Specialist	Hr	\$ 171.00
792	Operations Manager	Hr	\$ 171.00

Expert Witness Rates

Staff Type		Rate	
950	Expert Witness Senior Consultant	Hr	\$ 500.00
955	Expert Witness Consultant	Hr	\$ 360.00
960	Expert Witness	Hr	\$ 260.00

Project Expenses

Consultants, Contractors	Cost +10%
Direct Expenses (Submittal fees, etc.)	Cost
Postage/Shipping	Cost

Copies & Prints

Sheet (no color)	Each	\$	0.25
Sheet (color, letter or legal)	Each	\$	1.15
Sheet (color, 11x17)	Each	\$	1.75
Paper Roll Stock (black/white)	Sq. Ft.	\$	0.40
Paper Roll Stock (color)	Sq.Ft.	\$	0.75
Mylar Roll Stock	Sq.Ft.	\$	4.00

Software

-	Software Tech Fee	Hr	\$	4.75
950C	Adobe Creative Cloud			
950G	ArcGIS			
950A	AutoCAD			
950L	Lumion 3D Rendering			
950M	MicroStation			
950S	SIDRA			
950U	SketchUp			
950V	Groundwater Vistas			
-	Software Tech Fee	Hr	\$	5.25
950T	AutoTURN			
950F	Land F/X			
950H	GeoHECRAS			
950I	InfoSWMM	Hr	\$	8.00
955	VG4D Smart LiDAR	Hr	\$	35.00
950P	Pix4D	Pjct	\$	275.00

Travel & Per Diem

Mileage - All Vehicles	Mile	Federal Rate
Meals Full Day	Day	Federal Rate
Meals First & Last Day of Travel	Day	Federal Rate
Lodging		Cost

Survey

GNSS Rover	Day	\$	150.00
GNSS Base & Rover	Day	\$	275.00
Robotic Total Station	Day	\$	235.00
Depth Sounder Only	Day	\$	160.00
Depth Sounder with Boat	Day	\$	375.00
HyDrone	Day	\$	750.00

Other

USB Drive	Each	\$	10.00
Garmin Handheld GPS	Day	\$	10.00
Construction Camera	Day	\$	100.00
Aerial Drone	Day	\$	500.00
Trimble GPS R1	Day	\$	75.00
Trimble GPS R1	Week	\$	200.00
Traffic Counting Device	Day	\$	30.00
Wildlife Camera	Month	\$	100.00
Tubing	Ln Ft	\$	0.60
Drum Filters	Each	\$	17.00
Decontamination Kit	Kit	\$	40.00
Water Level Meter	Day	\$	35.00
Multi-Parameter Water Meter	Day	\$	50.00
Interface Probe	Day	\$	70.00
Flow Meter	Day	\$	75.00
Combo Meter	Day	\$	80.00
Ultrasonic Flow Meter	Day	\$	300.00
Shallow Groundwater Sampling Pump	Day	\$	60.00
Deep Groundwater Sampling Pump	Day	\$	100.00
Disposable Bailers	Unit	\$	15.00
Water Level Data	Day	\$	120.00
Logger/Cables/Accessories	Week	\$	500.00
	Month	\$	1,500.00



APPENDIX C

BUSINESS LICENSE



State of Montana
Business Standards Division
Board of Professional Engineers &
Land Surveyors

PEL-EF-LIC-9

Status: **Active**
Expires: **10/01/2024**

This certificate verifies licensure as:

CERTIFICATE OF AUTHORITY

Person In Charge: KIRK ADKINS
Person In Charge: JONATHAN GASS
Person In Charge: RYAN SALISBURY
Person In Charge: MARK BANCALE
Person In Charge: MELISSA MATASSA-STONE
Person In Charge: JEFF SMITH
Person In Charge: TREVOR IMAN

WGM GROUP INC
1111 E BRDWAY
MISSOULA, MT 59802



Montana Department of
LABOR & INDUSTRY

RENEW OR VERIFY YOUR LICENSE AT:
<https://ebiz.mt.gov/pol>

Renew online at <https://ebiz.mt.gov/pol> by signing in with your username and password.

The renewal cycle for your board opens 60 days prior to the expiration date on your current license.

Renew your license prior to your expiration date to avoid being charged a late fee(s).

Remember to maintain your online account information with a password, security question and a valid email address. You can update your account information by accessing the 'Account Management' link when logged in.



MONTANA SECRETARY OF STATE

February 5, 2024

Miranda Ming
mming@wmggroup.com

CERTIFICATION LETTER

I, CHRISTI JACOBSEN, Secretary of State for the State of Montana, do hereby certify that

WGM GROUP, INC.

filed its 2024 ANNUAL REPORT in this office and has fulfilled the applicable requirements set forth in law. By virtue of the authority vested in this office, I hereby issue this certificate evidencing the filing is effective on the date shown below.

Certified File Number: D067159 - 16031697

Effective Date: February 5, 2024

Thank you for being a valued member of the Montana business community. I wish you continued success in your endeavors.

A handwritten signature in cursive script that reads "Christi Jacobsen".

Christi Jacobsen
Montana Secretary of State



APPENDIX D

PROJECT EXAMPLES

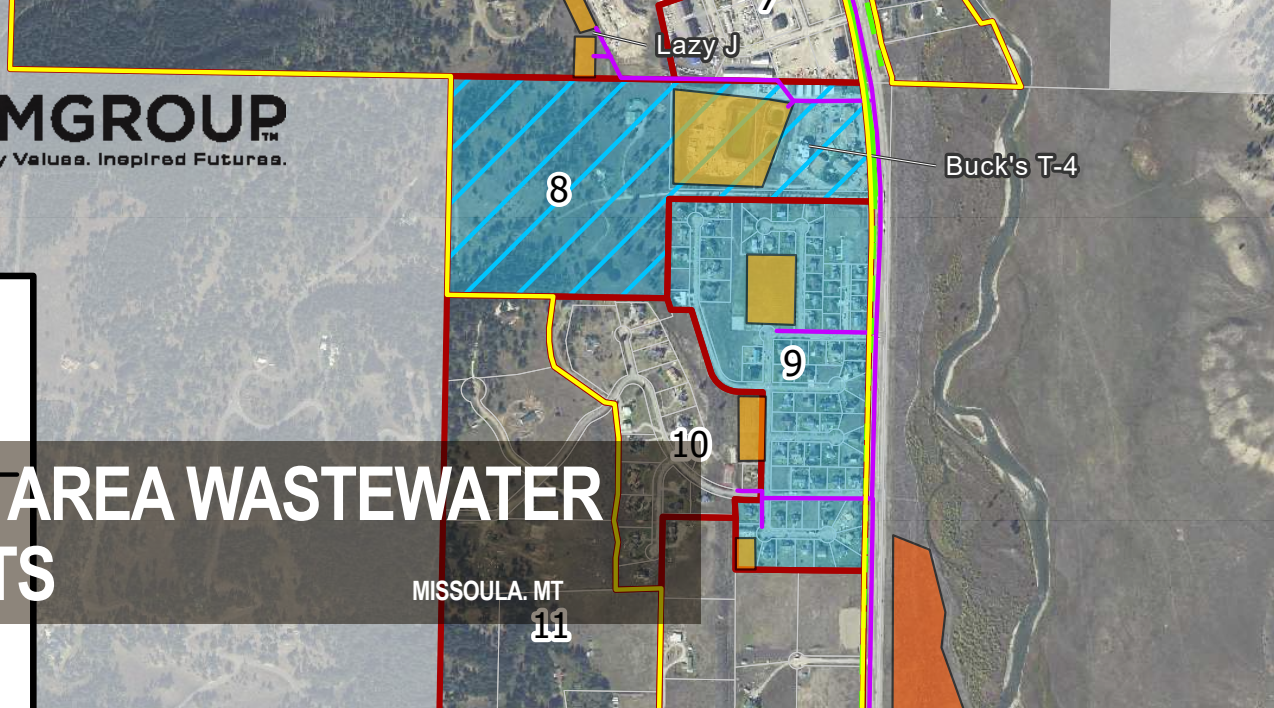


- | | | | |
|---|-------------------------------|---|---|
| ① REMOVE EXISTING TENNIS BUILDING | ⑩ EXISTING BERM | ⑳ TENNIS COURTS | ③① DRY STORAGE MAINTENANCE SHED |
| ② EXISTING TENNIS COURTS REMAIN FOR INTERIM. THESE COURTS TO MOVE TO SOUTH FORK PARK. | ⑪ REMOVE EXISTING CUT THROUGH | ㉑ RETAINING WALL | ③② PEDESTRIAN BRIDGE |
| ③ SIDEWALK CONNECTION | ⑫ HILLSIDE TRAIL | ㉒ BLACK DIAMOND TRAIL | ③③ WILDLIFE VIEWING TRAIL |
| ④ INCREASE HEIGHT OF OUTFIELD FENCING | ⑬ EXPANDED PUMP TRACK | ㉓ NEW LOCATION FOR DISK GOLF HOLE #18 | ③④ EXISTING LITTLE WILLOW WAY TRAIL |
| ⑤ EXISTING SOFTBALL FACILITY BUILDING | ⑭ EXISTING SKATE PARK | ㉔ DISK GOLF COURSE, TYP. | ③⑤ NEW PARKING LOT |
| ⑥ FLAG POLE AND PLAZA | ⑮ RESTROOM | ㉕ MAINTENANCE SHED | ③⑥ PORT-A-POTTIES |
| ⑦ SLEDDING HILL | ⑯ PLANTED BERM | ㉖ EXISTING RESTROOMS | ③⑦ CAMP BIG SKY YURTS & WINTER SNOW STORAGE |
| ⑧ AMPHITHEATER SEATING, CAPACITY 100 | ⑰ PLAYGROUND | ㉗ PICNIC AND YARD GAMES LAWN | ③⑧ RELOCATE DISK GOLF HOLES OFF FOREST SERVICE LAND |
| ⑨ ENLARGE EXISTING SOCCER FIELD TO FULL SIZE | ⑱ BOULDERING | ㉘ VOLLEYBALL COURT; RELOCATE EAGLEMOUNT TREES | |
| | ⑲ BASKETBALL COURT | ㉙ EXISTING PICNIC PAVILION | |

Big Sky Community Park







Concept Master Plan

June 25, 2020



**GALLATIN CANYON
SEWER PROJECT**

Potential Discharge Areas

- Legend
-  Planned Sewer Area
 -  Sewer System SD
 -  BSCWSD Boundary
 -  Parcels
 -  Service Areas
 -  Purple Pipe

CANYON AREA WASTEWATER PROJECTS

CREATED
NEW DISTRICT
FOR COLLECTIVE
WASTEWATER TREATMENT

SECURED
\$15M
FUNDING
WITH MORE GRANTS
PENDING

FACILITATED
BOARD
ESTABLISHMENT
WITH BY-LAWS AND PUBLIC
ENTITY FILINGS

CONTACT
GALLATIN CANYON WATER
& SEWER DISTRICT
SCOTT ALTMAN
406.468.3215

The 2018 Big Sky Area Sustainable Watershed Stewardship Plan identified septic loading to the Gallatin River as a primary nitrogen source to the Gallatin River. WGM was contracted in 2019 to perform an environmental assessment of septic related impacts and develop a feasible approach to transition the “Canyon Area” near Big Sky from septic-based wastewater service to central collection and treatment. The Canyon Area Feasibility Study was completed in 9 months, including critical public outreach and engagement to gain project support and set the stage for developing adequate funding sources. The Feasibility Study provided the environmental basis and implementation pathway to spur progress through the below achieved and projected milestones:

- May 2020 Feasibility Study Finalized
- July 2020 \$12 million funding via community approved 1% Resort Tax increase
- December 2020 Canyon District Formation
- July 2021 Preliminary Engineering Report (PER) for funding packages
- July 2021 to Present \$15M+ of funding secured and
- \$1.5M in grant applications pending

WGM was contracted by the BSCWSD to complete the PER in advance of the first round of ARPA funding. The WGM-AE2S team collaborated to deliver the complete document and ARPA funding application in a tight two-month turn around. All the while facilitating Canyon District board establishment, developing by-laws, coordinating public entity paperwork and filings, website development and hosting District board meetings. WGM is currently leading annexation and community outreach efforts.



Public Involvement



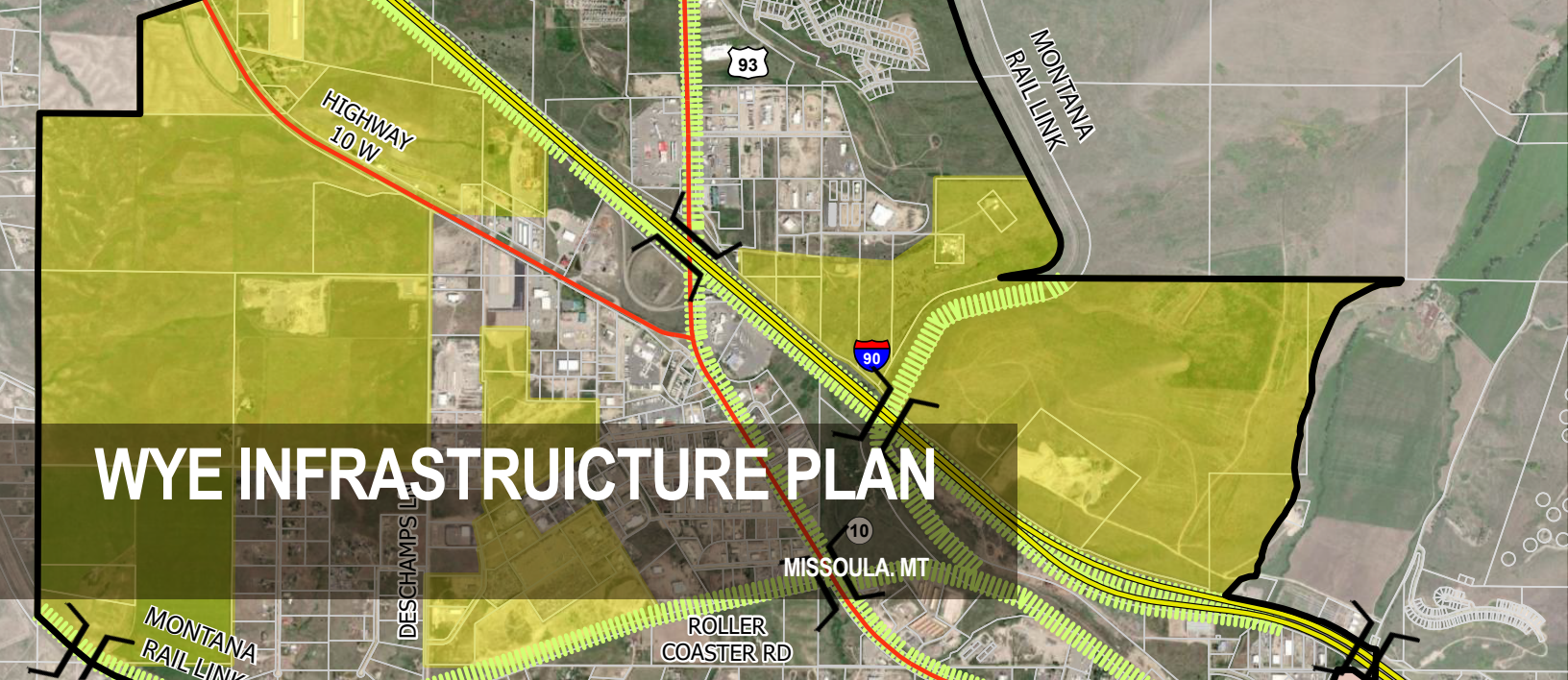
Environmental



Planning



Engineering



WYE INFRASTRUCTURE PLAN

PROVIDED FOUNDATION
FOR
**ADDITIONAL
TEDD**

CREATES A
**DYNAMIC
DISTRICT**
WITH OPPORTUNITIES
FOR INDUSTRY AND
RESIDENTIAL

FACILITATES
**PLANNED
GROWTH**
NEAR THE URBAN CENTER
OF MISSOULA

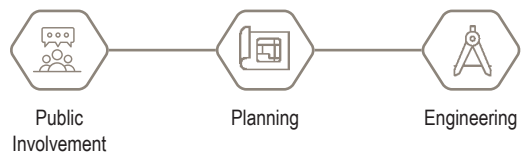
CONTACT
MISSOULA COUNTY
ANDREW HAGEMEIERS
ahagemeier@
missoulacounty.us
406.258.3707

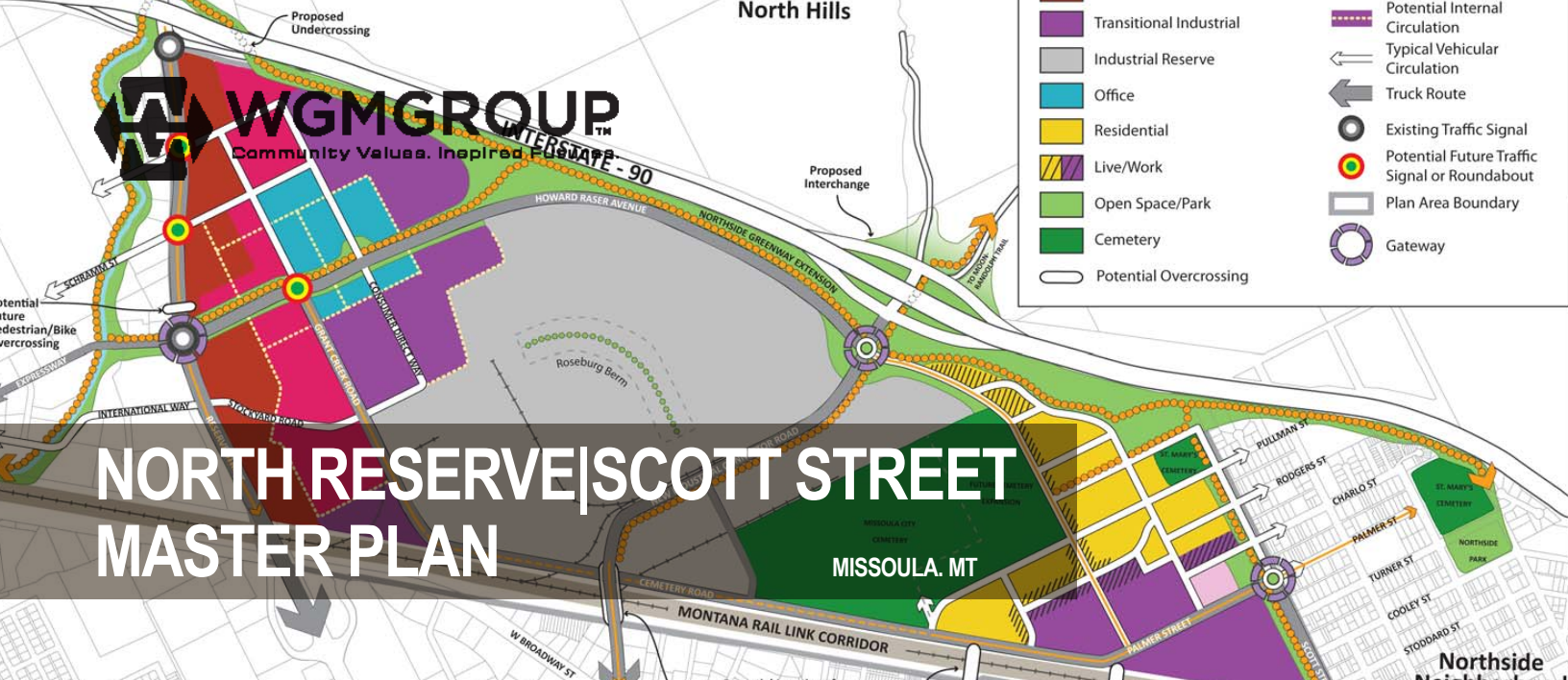
The Wye Infrastructure Plan Project is a comprehensive effort to develop and adopt an infrastructure plan for the Wye area, a major industrial, commercial, and residential hub at the intersection of Highway 93 and Interstate 90 in Missoula County, Montana. The project is being led by WGM, in collaboration with HDR, Big Sky Public Relations and ECONW. An extensive stakeholder and community engagement strategy included individual meetings, public open houses, media outreach and a bi-monthly working group.

WGM laid the foundation for this project by assisting in the development of the Wye Targeted Economic Development District. This enables Tax Increment Financing to help fund infrastructure that will be recommended in the plan.

The project began with an Needs Assessment, evaluating existing infrastructure to identify deficiencies and assess additional capacity required to achieve the vision created in Missoula County's Missoula Area Land Use Element. The team reviewed existing background information, evaluated the existing utility and transportation networks, and developed capacity requirements for new critical infrastructure to serve build-out conditions of the Land Use Element.

Building upon the existing conditions, conceptual infrastructure alternatives for transportation, water and wastewater, water conservation, stormwater, and broadband will be prepared along with cost estimates and priority rankings to achieve the vision of the Land Use Element. The final infrastructure plan, including recommendations for funding and implementation, priority projects, and project timelines will be developed and presented for adoption during a Missoula County Commissioners hearing.





NORTH RESERVE | SCOTT STREET MASTER PLAN

INCREASES
CONNECTIVITY
WITH MULTI-MODAL
TRANSPORTATION SYSTEM

CREATES A
DYNAMIC DISTRICT
WITH OPPORTUNITIES
FOR INDUSTRY AND
RESIDENTIAL

IDENTIFIED
3
SUB-DISTRICTS
WITH UNIQUE LAND USES
AND DESIGN CONCEPTS

CONTACT
MISSOULA
REDEVELOPMENT AGENCY
CHRIS BEHAN
cbehan@ci.missoula.mt.us
406.552.6155

WGM Group completed a master plan for this historically industrial area that straddles both the City of Missoula and Missoula County. Three sub-districts were identified, recognizing each area's unique identity and differing opportunities. Nine land use categories were defined to help characterize each sub-district.

The existing conditions survey included analysis of utility infrastructure, environmental constraints, transportation facilities, and land use. Extensive public involvement included neighborhood workshops, stakeholder meetings, and a technical advisory committee.

The plan provides an overall vision for the area with recommendations for incremental implementation within each sub-district. Feasibility of the recommendations was assessed through a market demand analysis, utility infrastructure analysis, and traffic modeling. The plan's implementation strategy identifies priorities, phasing, policy/regulatory changes, and potential funding sources.

CHALLENGES

The plan area contains a haphazard mix of often incompatible land uses and lacks sufficient access and connectivity.

SOLUTIONS

The plan's circulation concept emphasizes multi-modal mobility across the sub-districts. Recommendations are specific to each sub-district, including urban design concepts, preferred land uses, building types, and streetscape characteristics.





EAST MISSOULA - HWY 200 CORRIDOR PLAN



IMPROVES
SAFETY

WITH STREET LIGHTING
AND STRIPED CROSSINGS

EXPANDS
**MULTI-MODAL
TRANSPORTATION**

VIA BIKE LANES, CYCLE
TRACKS AND SHARED-USE
PATHS

INCORPORATED

330+

COMMENTS

FROM PUBLIC OUTREACH

CONTACT

MISSOULA MPO
AARON WILSON
wilsona@ci.missoula.mt.us
406.552.6674

WGM Group prepared a plan for the Missoula Metropolitan Planning Organization that focused on connectivity for the East Missoula - Highway 200 Corridor. The corridor plan spans from Van Buren Street in Missoula to Tamarack Road east of East Missoula, encompassing a gradient of urban to rural land uses.

WGM Group reviewed existing studies and completed a technical analysis of transportation, utilities, environmental, and land use considerations. A pre-NEPA planning level assessment, including a review of potential environmental issues and concerns, was completed to provide a link between early transportation planning and environmental compliance efforts. WGM Group facilitated a robust public involvement process and consulted with an advisory committee representing local public works, planners, the railroad, East Missoula and Bonner Community Councils, parks and recreation, and others to develop a preferred design alternative. WGM Group conducted three public meetings (two virtually) to collect public comments and share ideas as well as a resource agency workshop.

CHALLENGES

The corridor currently suffers from congestion, sight and safety issues, poorly defined road edges and access points.

SOLUTIONS

The preferred alternative recommends enhanced connectivity through multi-modal improvements unique to the character of each segment of the corridor, including a shared-use path, on-street bike lanes, raised cycle tracks and sidewalks, as well as bus stop improvements.



Public
Involvement



Environmental



Landscape
Architecture



Planning

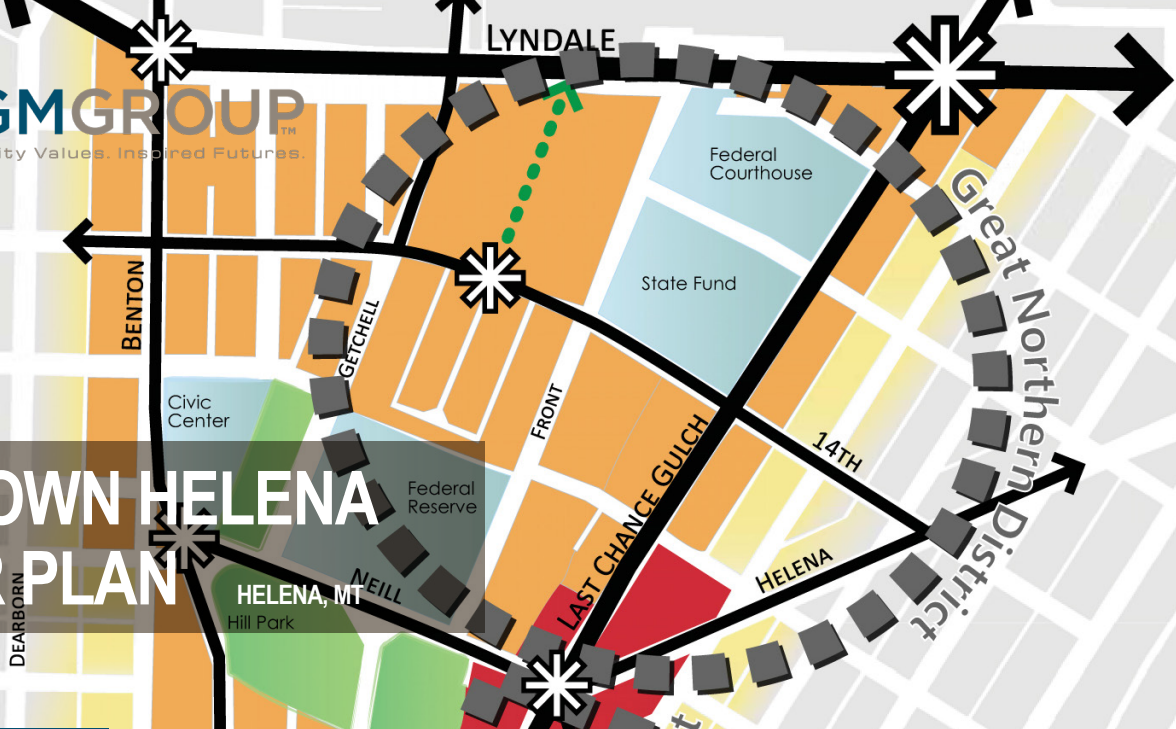


Engineering



WGM GROUP
Community Values. Inspired Futures.

DOWNTOWN HELENA MASTER PLAN



REACHED OVER
1,700 PEOPLE
WITH VARIOUS PUBLIC
OUTREACH EFFORTS

FORMED A
**STEERING
COMMITTEE**
OF 11 REPRESENTATIVE
STAKEHOLDERS

IDENTIFIED
5
CATEGORIES
OF IMPLEMENTATION
ACTIONS

CONTACT
CITY OF HELENA
SHARON HAUGEN,
COMMUNITY
DEVELOPMENT DIRECTOR
shaugen@helenamt.gov
406.447.8448

WGM worked closely with the Helena Business Improvement District and City of Helena to develop the Downtown Helena Master Plan, which includes existing conditions, a market analysis, a land use concept, circulation plan, infrastructure plan, and an implementation strategy.

An extensive public involvement process included community events such as the Farmers Market and Out to Lunch to facilitate participation from all segments of the community, developing a social media presence with a project webpage and Facebook page, identifying key stakeholders, and developing a survey to identify and prioritize critical needs, issues, and opportunities. A steering committee was formed to serve as project advisors and representatives of the process. Additionally, three public meetings were conducted to allow direct public participation. These meetings included interactive exercises to allow the public to identify issues in Downtown, share their ideas about improvements, and determine priorities

CHALLENGES

The plan identified key issues that need to be addressed to leverage Downtown's existing assets including: strengthening connections to the greater community, lack of wayfinding, lack of multi-modal transportation connectivity, inconvenient parking, aesthetic and marketing needs, and existing land uses that don't support a walkable downtown.

SOLUTIONS

Key recommendations for meeting the goals for Downtown's vision included creating gateways and wayfinding, streetscape improvement standards, a land use framework based on revisions to the development code, and a circulation plan, among others.



Public Involvement



Funding



Landscape Architecture



Planning



Engineering