

CITY OF MENLO PARK

# el camino real/ downtown vision plan

SUBMITTED BY



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Berkeley, California 94710  
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SUBMITTED BY

Godbe Research



Thomas Rogers, Associate Planner  
City of Menlo Park  
701 Laurel Street  
Menlo Park, CA 94025

October 23rd, 2007

RE: *Request for Proposals for El Camino Real/Downtown Vision Plan*

Dear Mr. Rogers and Members of the Selection Committee:

**MIG Inc.**, in association with **Godbe Research**, is pleased to submit this proposal to assist the City of Menlo Park in developing a Vision Plan for the El Camino Real/Downtown project area. Our team will work with you to create a plan for the City that contributes to community livability and vitality, is financially sustainable and responsive to the City's dynamic population. In addition to an exceptional end product, our process enhances community advocacy and citizen support, and will lay the foundation for future planning efforts in the area.

With **twenty-five years of experience designing and facilitating public involvement programs in communities throughout California**, MIG is well-positioned to engage residents and businesses to yield amazing results in building partnerships and improving livability in Menlo Park. MIG offers the following strengths to assist in this endeavor:

- **Expert facilitation, visioning, consensus-building and public process skills to bring groups together in collaborative work efforts.** MIG has facilitated thousands of meetings and events with diverse groups in community planning projects with a wide range of formats and tools;
- **A team-oriented, collaborative approach** that responds efficiently to project needs and focuses resources on obtaining timely, positive results;
- **Demonstrated commitment to multicultural and multigenerational outreach.** MIG recognizes and addresses the importance of reaching out to people from all walks of life, particularly those who are often underrepresented because of language or culture.
- A thorough **knowledge of community planning issues**, including transportation, economic development, housing, and land use. As urban planners and designers, we understand their impacts on neighborhoods and communities; and we are able to translate complex concepts to community members and stakeholders and develop;
- **High-quality visuals and informational materials**, essential to educating, informing and engaging the community.
- **Knowledge of local context.** MIG has worked with a number of other jurisdictions on the Peninsula, including Palo Alto, Stanford, Sunnyvale, Mountain View, Belmont and San Carlos.

The MIG Team offers a strong group of senior staff for this project: **Daniel Iacofano**, the Principal-in-Charge, is internationally recognized as an innovator of community engagement processes and master facilitator. **Lou Hexter**, with 20 years of experience in community outreach and involvement, will serve as Project Manager. And **Brian Godbe**, founder of a leading public opinion research firm located on the Peninsula, will lead the community survey effort. Their expertise will ensure that the project meets the City's objectives for a highly engaging and meaningful visioning process.



If you have any questions regarding our submittal, please feel free to contact our Project Manager, Lou Hexter, at (510) 845-7549 or via email at [louh@migcom.com](mailto:louh@migcom.com). You may also reach me at (510) 845-7549 or via e-mail at [danieli@migcom.com](mailto:danieli@migcom.com).

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Daniel S. Iacofano". The signature is written in a cursive style.

Daniel Iacofano, Ph.D., FAICP, ASLA  
Principal-In-Charge



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SECTION ONE work program

# work program

## SCOPE OF WORK



The following is MIG's proposed Scope of Work, which is organized into three distinct phases, for the El Camino/Downtown Vision Plan.

### **Phase I: Assessment**

Phase I will provide the foundation for developing the Vision Plan, focusing on gathering targeted community input for the project area. This information will be summarized into an Outreach Summary Report, which will be used to guide discussion of the goals and principles to revitalize the Downtown/El Camino Real area. The following is a brief outline of the tasks in Phase I:

#### **Project Team Meetings and Coordination (Ongoing)**

MIG's project manager will maintain regular communication with city staff to coordinate all aspects of the project. MIG will schedule regular conference calls with city staff to plan for upcoming meetings and events, review work products before they are released to working group members or the public and keep track of deadlines, key milestones and the budget.

MIG will meet with city staff to kick off the project, and to discuss and finalize the overall process, schedule and deliverables for each phase. Based on this discussion, MIG will develop a final scope of work, budget and a schedule for the project.

#### **Working Group Meetings (3 Total)**

MIG will work with city staff to schedule, plan for and facilitate up to three (3) working group meetings in Phase I of the project. MIG will develop the agenda and other materials for the meeting in consultation with city staff. MIG will also develop a brief summary for each meeting and make it available for review not more than 2 weeks from the meeting date.

The proposed speaker series will be integrated into the agenda for the working group. All meetings will be open to the public and will include a public comment period.

At the kick-off working group meeting, working group members will provide input on the overall planning process. MIG and city staff will review, discuss and confirm the proposed outreach activities for Phase I of the project with working group members. At subsequent meetings, working group members will review outreach results and begin to develop the preliminary vision framework document.

#### **Telephone and Visitor Intercept Surveys**

MIG, in association with Godbe Research, will design, administer and analyze telephone and intercept surveys based on city staff input during the first working group meeting. These surveys will be statistically viable, with a sample size of 300 for the telephone survey and 100 for the intercept survey. The intercept survey will be conducted over several days at multiple time intervals to ensure that it is truly representational.

After the survey data has been collected, it will be analyzed and distilled into a final report. The report will contain an executive summary, methodology and training discussions, a question by question analysis, conclusions and recommendations, comparisons between visitors and residents, appropriate tables and charts and a complete set of cross-tabulations, as well as the verbatim responses and data file. All deliverables will be presented to the City in both electronic and hard copy formats.

# work program

## SCOPE OF WORK



### Document Review

MIG will review existing documents developed to date that are relevant to the project, including the results from the most recent studies commissioned by the City Council that will analyze previous planning efforts in the El Camino Real/Downtown area, research other visioning planning processes and analyze medical office uses.

### Preliminary Opportunities and Constraints

MIG will work with city staff to identify preliminary opportunities and constraints for the project area and develop visual tools for gathering community input. MIG will utilize existing data and information to develop baseline graphics for the visioning process. The baseline will be used as a reference throughout the process.

### Youth Workshops (2 Groups)

MIG will work with city staff to identify and engage up to two (2) youth groups in the planning process. Youth comprise more than 20% of the population in the city and are important stakeholders in determining its future. MIG will work with the youth group coordinators to recruit participants, develop appropriate activities and conduct up to two (2) working sessions with each group to get their input on the project. A city staff person will also attend each of these working sessions.

MIG will summarize the results from these workshops and work with the youth groups to present their findings at a subsequent working group meeting. The findings will also be included in the Outreach Summary Report.

### Stakeholder Interviews (25 Total)

MIG will work with city staff to identify up to twenty-five (25) organizations and/or individuals representing a broad spectrum of community

interests in Menlo Park for one-on-one telephone or in-person interviews. MIG will work with city staff to schedule these interviews and develop an interview tool. These interviews will provide a safe setting for stakeholders to share their ideas, concerns, priorities and expectations at the start of the planning process.

Results from the interviews will be used to develop the foundation for a vision framework, inform the survey, plan for the kick-off meeting and refine the outreach plan. MIG will summarize the results and include them in the Outreach Summary Report.

### Mobile Workshop (Bus Tour)

MIG will work with city staff to plan for a half day bus tour with working group members and city staff to review and evaluate representative projects in the surrounding communities and discuss opportunities that may be relevant to the project area. MIG will develop a tour map and a structured feedback form to capture observations and comments. The bus tour will be open to the public, with limited seat availability. MIG will summarize the comments from the bus tour and include them in the Outreach Summary Report.

### Kick-Off Event (Community Ideas Fair)

MIG will work with city staff to plan for and facilitate one (1) kick-off event, or a community ideas fair, in Phase I. The kick-off event will be held on a Saturday morning to maximize attendance from groups that are not otherwise able to attend week day evening meetings, especially families with children. MIG will work with the city's Community Services Department to provide activities and services for children and youth during the event. MIG will work with city staff to develop an agenda, other meeting materials and a Power Point presentation for the workshop.

# work program

## SCOPE OF WORK



The kick-off event will be designed to set the tone for the rest of the planning process, and to educate and energize the community about the project. MIG will develop a brief summary from the facilitated discussions and breakout groups at the workshop and include it in the Outreach Summary Report. MIG will work with city staff to ensure outreach to non-English speaking groups in the city.

### **Newsletter (1 Total)**

MIG will design up to one (1) project newsletter in Phase I to announce the start of the project to the community, provide an overview of the planning process and highlight upcoming outreach activities such as the Kick-Off Event. MIG will work with city staff to develop the content for this newsletter. The newsletter will be distributed to stakeholders, constituents and community members via the project web site as well as by mail.

MIG will design the newsletter in both English and Spanish. The newsletters will help to maintain ongoing communications with stakeholders throughout the planning process. The newsletters will be designed to provide the community easy access to information they are most interested in and to keep them well informed. The budget estimate for newsletters does not include the cost of printing and mailing.

### **Project Web Site (Ongoing)**

MIG will develop a project web site for supporting outreach and dissemination of project updates, as well as a project management and coordination tool. The project web site will be linked to the existing city web site and will provide a variety of features including: a document management system; a calendar feature; an automatic e-mail notification system; polling features; search capabilities; and more.

MIG will utilize the project web site extensively for the outreach program, including disseminating information such as the Outreach Report for public review and information, notifying members of the community about upcoming meetings and workshops, informing members of key project milestones and facilitating additional dialogue and input for those who prefer the online forum.

MIG will provide all technical services and tailor the web site to the specific project needs, in consultation with city staff. MIG will manage the web site for the duration of the project.

### **Planning Commission and City Council Update (1 Each)**

MIG will coordinate with city staff to prepare for up to two (2) update presentations, one (1) each to the Planning Commission and the City Council regarding the outreach process and the summary of results from Phase I. MIG will support city staff in developing the presentation and preparing the meeting materials. MIG will incorporate feedback into revised documents.

### **Outreach Summary Report**

MIG will compile and summarize the results from all the outreach activities in Phase I into an outreach report that describes the outreach activities as well as key outcomes. The summary of community input and comments will form the foundation for developing the preliminary vision framework for the El Camino Real/Downtown area in Phase II. The report will also be a reference document for community and stakeholder groups, working group members and project staff throughout the planning process.

# work program

## SCOPE OF WORK



### **Additional Outreach Activities**

While MIG will tailor the outreach activities in Phase I to be effective and inclusive to all sections of the Menlo Park community, an assessment and evaluation at the end of Phase I will provide insights into whether additional or supplemental work is needed to ensure that the outreach program is comprehensive and meets the needs of the project. Additional activities may include focus groups with specific stakeholder groups that are organized along specific issues, meetings with community organizations at local venues, and/or booths at community events.

MIG recommends keeping \$5,000 to \$10,000 as contingency funding for such tasks. This amount is not included in the proposed project budget estimate.

### **Phase II: Vision Framework**

In Phase II, working group members, with further input from community members and stakeholders and guidance from city staff, will develop an overall vision framework that builds on the input received in Phase I. The vision framework will outline the parameters for a Vision Plan. The following is a brief outline of the tasks in this phase:

#### **Working Group Meetings (2 Total)**

MIG will work with city staff to schedule, plan for and facilitate up to two (2) working group meetings in Phase II of the project. In Phase II, working group members will develop a preliminary vision framework. The framework will be validated at the second round of community workshops. The group will refine the framework based on community feedback into a revised document.

### **Community Workshops (2 Total)**

MIG will work with city staff to plan for and facilitate up to two (2) community workshops in Phase II to review and validate the preliminary vision framework. MIG will work with city staff to develop an agenda, meeting materials and a Power Point presentation for the workshop. MIG will develop a brief summary from the two workshops. The workshops will be held in multiple languages to include non-English speaking populations. All meeting materials will be made available in multiple languages.

#### **Newsletter (1 Total)**

MIG will design up to one (1) project newsletter in Phase II to summarize the key findings from Phase I outreach activities and to announce the second round of community workshops to review the preliminary vision framework. MIG will work with city staff to develop the content for this newsletter. The budget estimate for newsletters does not include the cost of printing and mailing.

#### **Vision Framework Document**

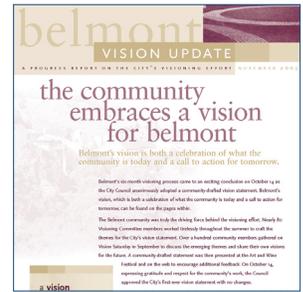
MIG will develop a preliminary vision framework based on input received from the outreach activities and the working group. The framework will be reviewed at the second round of community workshops. MIG will incorporate community input from the workshops into a revised framework document for developing the Draft Vision Plan in Phase III.

### **Phase III: Vision Plan**

In Phase III, working group members, with input from community members and stakeholders and guidance from city staff, will develop an overall vision and implementation strategy for the project area. The following is a brief outline of the tasks in this Phase:

# work program

## SCOPE OF WORK



### Working Group Meetings (2 Total)

MIG will work with city staff to schedule, plan for, and facilitate up to two (2) working group meetings in Phase III of the project. In Phase III, working group members will build on the vision framework to develop a draft vision plan that identifies a vision and establishes implementation strategies for the El Camino Real/Downtown area. The draft Plan will be validated at the third round of community workshops, and input received will be incorporated into the Final Vision Plan.

### Community Workshops (2 Total)

MIG will work with city staff to plan for and facilitate up to two (2) community workshops in Phase III to review and validate the draft Vision Plan. MIG will work with city staff to develop an agenda, meeting materials and a Power Point presentation for the workshop. MIG will develop a brief summary from the two workshops. The workshops will be held in multiple languages to include non-English speaking populations. All meeting materials will be made available in multiple languages.

### Newsletter (2 Total)

MIG will design up to two (2) project newsletters in Phase III: one to summarize the vision framework from Phase II and to announce the third round of community workshops for reviewing the draft Vision Plan; and another to summarize the final Vision Plan for public dissemination. MIG will work with city staff to develop the content for this newsletter. The budget estimate for newsletters does not include the cost of printing and mailing.

### Planning Commission and City Council Update (1 Each)

MIG will coordinate with city staff to prepare for up to two (2) presentations, one (1) each to the Planning Commission and the City Council to get input on the draft Vision Plan. MIG will support city staff in developing the presentation and meeting materials.

### Vision Plan

MIG will develop a draft Vision Plan document based on input received from the outreach activities and the working group. MIG will incorporate input from the third round of community workshops, working groups, the Planning Commission and the City Council into a revised Vision Plan document for public dissemination.

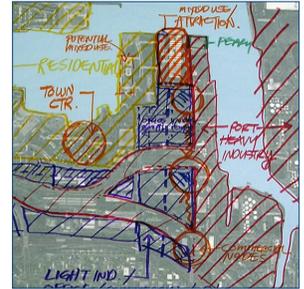
The final Vision Plan will include information on the planning and outreach activities, as well as the vision and implementation strategies for guiding policy decisions on land use and transportation proposals in the project area.

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SECTION TWO schedule

# schedule

## SCHEDULE BY TASK

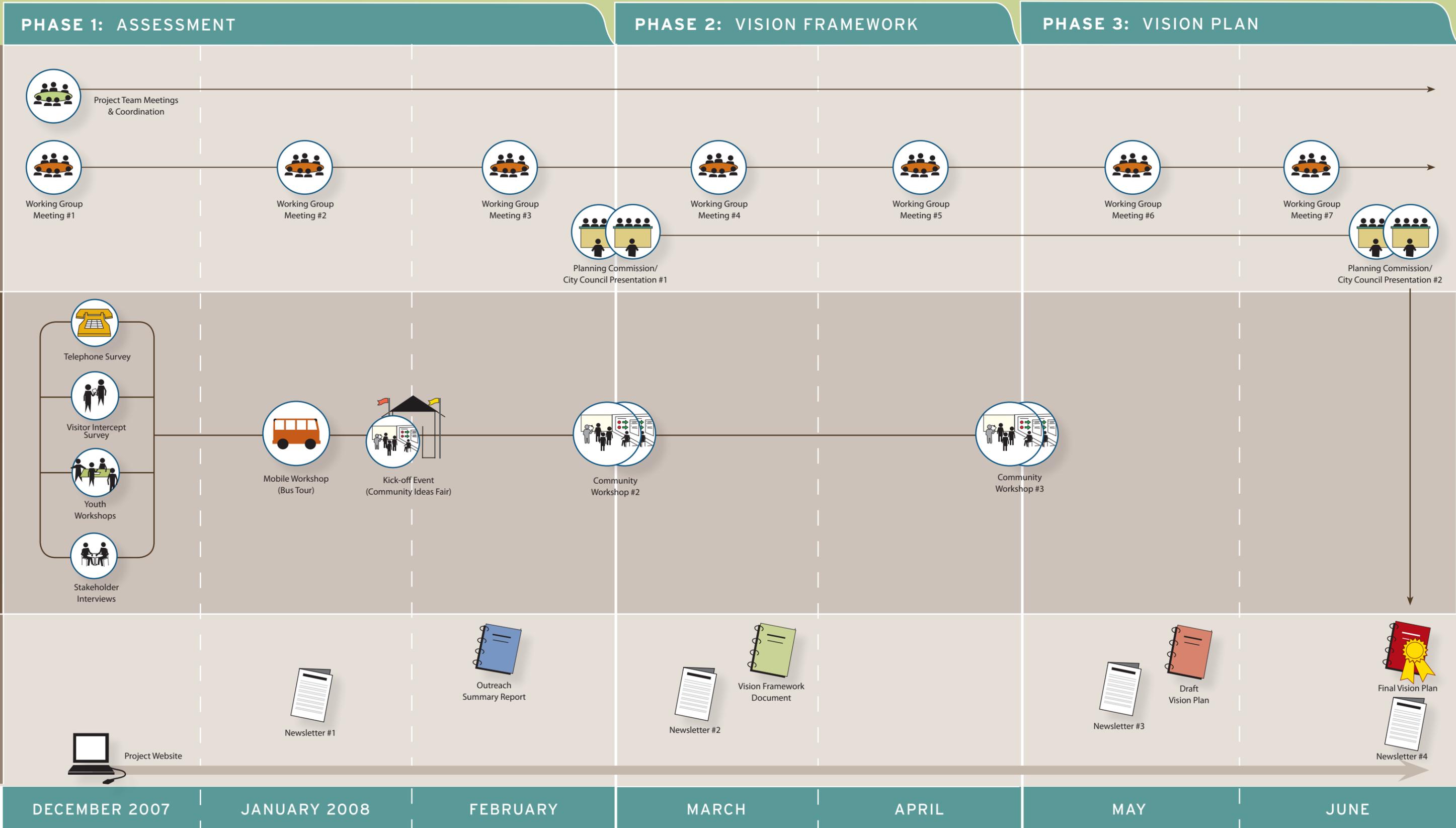


The following is a per-task breakdown of MIG’s proposed project schedule in order of appearance in the RFP. A graphical representation of the project schedule may be found on the next page.

Task	Completion Date
Kick-off Event	End of January, 2008
Stakeholder Interviews	Mid-December, 2007
Surveys	Mid-December, 2007
Community Workshop #1	End of February, 2008
Community Workshop #2	End of April, 2008
Working Group Meeting #1	Early December, 2007
Working Group Meeting #2	Mid-January, 2008
Working Group Meeting #3	Mid-February, 2008
Working Group Meeting #4	Mid-March, 2008
Working Group Meeting #5	Mid-April, 2008
Working Group Meeting #6	Mid-May, 2008
Working Group Meeting #7	Mid-June, 2008
Project Web Site	Mid-December, 2007
Newsletter #1	Mid-January, 2008
Newsletter #2	Mid-March, 2008
Newsletter #3	Mid-May 2008
Newsletter #4	End of June, 2008
Mobile Workshop	Mid-January, 2008
School Outreach (Youth Workshop)	Mid-December, 2007
Planning Commission Meeting	End of February, 2008

Task	Completion Date
City Council Presentation	Early May, 2008
Outreach Summary Report	Mid-February, 2008
Vision Framework Document	End of March, 2008
Draft Vision Plan	End of May, 2008
Final Vision Plan	End of June, 2008

# el camino real/downtown vision plan





**SECTION THREE** budget and fees



# budget and fees

## HOURLY RATES AND MISCELLANEOUS COSTS

MIG project costs are incurred as professional time costs and direct costs associated with the performance of project tasks.

Professional time is billed according to the hourly rates as presented below.

<b>Personnel</b>	<b>Rate Per Hour</b>
Daniel Iacofano, Principal	\$265.00
Louis Hexter, Project Manager	\$125.00
Vikrant Sood, Facilitator/ Planner	\$105.00
Brian Godbe, Consultant	\$160.00
Alice Chan, Consultant	\$135.00
Graphic Designer	\$125.00
Project Associate	\$85.00

### **Other Project Charges**

#### **Direct Costs/Communications**

Direct costs or project expenses such as photocopying (large-quantity); plotting; printing (b&w, color); workshop supplies; room rental; equipment rental; and refreshments for public meetings (if any of these are MIG’s responsibility) will be charged at cost plus 10%.

The cost of communications including long-distance telephone (excluding cell phones), facsimile, postage, courier, and other delivery costs will be charged at cost plus 10%.

#### **Mileage and Travel**

The mileage charge for personal autos will be the currently applicable mileage rate established by the Internal Revenue Service. All other travel expenses such as accommodations, parking, tolls, etc. will be charged at cost, plus 10%.

### **Terms Of Payment**

Payments are considered due within thirty (30) calendar days of the invoice date. A late charge of one point five percent (1.5%) compounded monthly will be assessed against any unpaid balance, effective thirty-one (31) days after invoice date.

### **Budget Spreadsheet**

A spreadsheet of our proposed project budget, on a not-to-exceed basis, can be found on the following page.

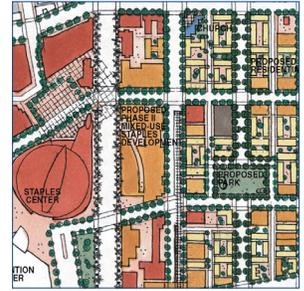




**SECTION FOUR** key personnel

# key personnel

## RESUMES - MIG



### Daniel Iacofano, Ph.D., FAICP

Principal-in-Charge

#### Education

Ph.D., Environmental Planning,  
University of California at Berkeley

Masters of Science, Environmental Psychology,  
University of Surrey, England

Bachelor of Urban Planning, Summa Cum Laude,  
University of Cincinnati

#### Qualifications

Daniel Iacofano is a founding principal of MIG with over 25 years of experience in urban and strategic planning, organizational development, facilitation, and community outreach. He is nationally recognized as an expert and innovator in the areas of process design and management, public participation, consensus building, and facilitation, specifically for community and strategic planning projects. His projects have addressed issues ranging from public transit and traffic to housing and economic development to environmental impacts in a wide range of communities.

Mr. Iacofano's work has been recognized by the National League of Cities, the International Downtown Association, the American Planning Association and the American Society of Landscape Architects. He has been a visiting lecturer at several universities and has written and lectured extensively in the United States and abroad. He is author of *Public Involvement as an Organizational Development Process* (Garland Publishing, 1990); *Meeting of the Minds: A Guide to Successful Meeting Facilitation* (MIG Communications, 2002); and the newly published *The Inclusive City*, a collection of project studies highlighting the best of universal, inclusive design for buildings, neighborhoods and urban spaces.

#### Experience

- Pittsburgh Downtown Strategic Plan, *Pittsburgh, Pennsylvania*
- San Clemente Downtown Vision and Strategic Plan, *San Clemente, California*
- Downtown Phoenix Strategic Visioning Program, *Phoenix, Arizona*
- Downtown Sacramento Strategic Action Plan, *Sacramento, California*
- Los Angeles Downtown Development Strategy, *Los Angeles, California*
- Downtown Denver Area Plan, *Denver, Colorado*
- Spokane Downtown Development Plan Update, *Spokane, Washington*
- Laguna Beach Visioning Process and Strategic Plan, *Laguna Beach, California*
- Ventura Community Visioning and Strategic Planning Process, *Ventura, California*
- Long Beach Citywide Visioning and Strategic Planning Process, *Long Beach, California*
- Richmond General Plan Update, *Richmond, California*
- Swanston/Royal Oaks Station Area Transit Village & Specific Plan, *Sacramento, California*
- Sacramento R Street Corridor Urban Design and Development Plan, *Sacramento, California*
- Santa Barbara General Plan Update, *Santa Barbara, California*
- UC Davis Long-Range Development Plan and Neighborhood Master Plan, *Davis, California*

## key personnel

### RESUMES - MIG



#### Louis Hexter

Project Manager

#### Education

Bachelor of Arts, Urban Studies and Architecture,  
Stanford University

#### Qualifications

Louis Hexter has been a project manager of public involvement, community and organizational development, and strategic planning projects for more than 15 years. He has served as a meeting facilitator, graphic recorder, and outreach coordinator for a variety of community participation activities and programs, working with a number of community-based and non-profit organizations in addition to public and private sector clients.

Mr. Hexter's projects have involved inter-agency collaboration, communications, public outreach, consensus building and strategic visioning. He has also designed and conducted strategic planning, team building, process management workshops and retreats for a wide range of clients at all organizational levels—from Board members to management executives to administrative staff.

Mr. Hexter has also conducted training in meeting facilitation, public outreach, graphic recording and management support systems for various public agencies and non-profit organizations.

Mr. Hexter has received recognition from the International Downtown Association, the American Planning Association and the American Society of Landscape Architects for his work in facilitating community-based planning processes.

#### Experience

- San Carlos Community Visioning, *San Carlos, California*
- Sunnyvale General Plan Update Vision Element, *Sunnyvale, California*
- South Whisman Precise Plan, *Mountain View, California*
- San Clemente Downtown Vision and Strategic Plan, *San Clemente, California*
- Downtown Phoenix Strategic Visioning Program, *Phoenix, Arizona*
- Stanford University General Use Permit Renewal, *Stanford, California*
- Eastside Mobility Access Plan, *Lodi, California*
- Alameda County Transportation Authority Media and Public Relations Services, *Alameda County, California*
- Caltrans Facilitation and Training for Strategic Planning and Performance Measures, *Sacramento, California*
- State Water Resources Control Board Public Participation Manual and Training Program, *Statewide, California*
- Silicon Valley/San Jose Joint Venture Vision 2010 Regional Goal-Setting Project, *San Jose, California*
- Sacramento Regional Transit District Strategic Planning and Organizational Development Program, *Sacramento, California*
- Napa River Flood Protection Project, *Napa County, California*

## key personnel

### RESUMES - MIG



#### Vikrant Sood

Facilitator/Planner

#### Education

Master of City and Regional Planning, University of California, Berkeley

Bachelor of Architecture, School of Planning and Architecture, New Delhi, India

#### Qualifications

Vikrant Sood is an experienced facilitator and planner with a background in architecture, urban design and physical planning. He has worked in the area of physical design and policy planning at both the local and regional level on projects in the San Francisco Bay Area and in South and Southeast Asia.

Mr. Sood combines his design and technical skills with a background in public policy and experience in community involvement and consensus-building. He has served as a meeting facilitator and graphic recorder for several community participation programs, working with a wide range of public sector clients and community-based and non-profit organizations. He is experienced in conducting existing conditions research and in using Geographic Information Systems (GIS) as a communication and analysis tool.

During his time at MIG, Mr. Sood has focused on a variety of land use and policy planning projects, coordinating planning and outreach in several Bay Area counties. For the Ford Peninsula Area Visioning Project, Mr. Sood assisted the City of Richmond to develop a long-term vision for future land use and economic development for the Ford Peninsula Area and gain consensus among key stakeholders. Mr. Sood is currently working on the City of Richmond General Plan Update community outreach program.

#### Experience

- Richmond General Plan Update, *Richmond, California*
- Concord Naval Weapons Station Outreach and Visioning Process, *Concord, California*
- Napa County League of Governments (NCLOG) Comprehensive Community Development Strategy, *Napa, California*
- Ford Peninsula Area Visioning Project, *Richmond, California*
- City of Roseville Growth Management Strategy, *Roseville, California*
- California Community Colleges System Strategic Plan, *Statewide, California*
- State Route 4 East Corridor Transit Study, *Contra Costa County, California*
- NCLOG Visitor-Serving Industry Development Strategy, *Napa, California*
- Bastyr University Integrated Campus Master Plan, *Seattle, Washington*



## key personnel

### RESUMES - GODBE RESEARCH

#### **Bryan Godbe**

Survey Consultant

#### **Education**

Masters of Science, Survey Research Methodology,  
University of Michigan

Bachelors of Arts, University of California, Berkeley

#### **Qualifications**

Mr. Godbe has over 20 years of experience in public opinion research, public relations and government affairs. In this capacity, he has conducted public opinion and market research projects at the national, state and local levels including projects for the Cities of Portland (Oregon), Tacoma (Washington), Henderson (Nevada), San Francisco, San Diego, Los Angeles, Sacramento, and San Jose (California). This includes research projects of all accepted methodologies, including complicated onboard/intercept survey designs. His recent telephone survey research strategic guidance experience includes studies for the City of Menlo Park, City of Palo Alto, National Parks Service, San Mateo County, Midpeninsula Regional Open Space Council, San Mateo County Parks and Recreation Foundation, City of Half Moon Bay, and others.

Mr. Godbe received a Silver Anvil Award from the Public Relations Society of America for the development and implementation of an outstanding government affairs program on behalf of the Contra Costa Water District. This program was based on Mr. Godbe's extensive research including baseline research, focus groups and three tracking polls.

Mr. Godbe also serves as the Senior Research Consultant at the Center for the Study of Los Angeles, at Loyola-Marymount University.

#### **Experience**

- City of Santa Monica – Survey of Residents on Downtown Issues,  
*Santa Monica, California*
- City of Menlo Park – Survey of Voters,  
*Menlo Park, California*
- City of Concord – Telephone Survey of Residents and Intercept Survey of Workers on the Redevelopment of the Concord Naval Weapons Station, *Concord, California*
- 800 High Street Partners – Survey of Palo Alto Voters on Development Issues,  
*Palo Alto, California*
- San Mateo County Parks & Recreation Foundation – Survey of County Voters,  
*San Mateo County, California*
- Midpeninsula Regional Open Space Council – Survey and Focus Groups of County Residents (both users and non-users of open space),  
*Los Altos, California*
- City of Sunnyvale – Parks and Recreation Master Plan Survey of Residents and a Survey of Voters Regarding a New Library,  
*Sunnyvale, California*



## key personnel

### RESUMES - GODBE RESEARCH

#### Alice P. Chan, Ph.D.

Survey Consultant

#### Education

Ph.D., Communication Arts and Sciences - Mass Media, Michigan State University

Masters of Arts, Communications, University of Hawaii

Bachelor of Arts, Communications, University of Hawaii

#### Qualifications

Alice Chan brings over ten years of research experience to Godbe Research as the Research Director of its Half Moon Bay office. As the project lead, Dr. Chan oversees all stages of the research process, from design through analysis to reporting, ensuring that the project yields actionable results for meeting client objectives.

Dr. Chan's expertise covers all major attitudinal research methods (i.e., surveys, focus groups, intercept interviews and one-on-one interviews) and a broad range of analytical techniques that profile population clusters/segments of client interest, understand drivers of attitudes and behaviors, and predict likelihood of alternative event outcomes.

Prior to joining Godbe Research, Dr. Chan served as the Director of Consulting Services at TNS (formerly NFO) Prognostics. She is also a former faculty member at Cornell University. Her academic research, which has won numerous awards, has been presented at professional conferences and published as chapters in books and journals such as *Organization Science* and the *Journal of Computer-Mediated Communication*.

#### Experience

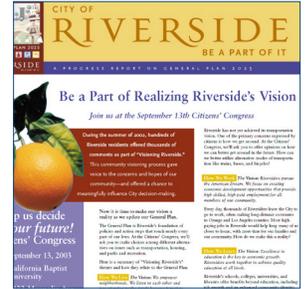
- City of Mountain View – Resident Satisfaction Survey, *Mountain View, California*
- Palo Alto Public Library – Needs Assessment and Planning Survey of Residents, *Palo Alto, California*
- City of Campbell – Resident Satisfaction Survey, *Campbell, California*
- County of Marin – County-wide Resident and Employee Satisfaction Surveys, *Marin County, California*
- Peninsula Library System – Region-wide Survey of Residents on Library Issues, *San Francisco Peninsula, California*
- Metropolitan Transportation Commission – Bay Area Transit Passenger Demographic Survey / Bay Area 511 Awareness and Usage Survey, *San Francisco Bay Area, California*

# key personnel

## TEAM AVAILABILITY

With more than 115 professionals on staff, MIG has the personnel resources to accommodate new projects regularly and to respond to unexpected assignments. MIG project teams are assembled based on staff expertise and capacity. The proposed MIG and Godbe Research staff are committed for the duration of the project, and their current workload will not impact their availability to successfully complete this assignment.

All MIG projects and staff capacity are monitored and scheduled in coordination with existing project workloads. Weekly in-house Management Team meetings ensure a high level of communication between project leaders and the efficient allocation of personnel and other firm resources. Changes to assigned personnel are not made without prior notice to and consultation with the client.





**SECTION FIVE** project list

# project list

## EXPERIENCE



MIG has extensive experience in public involvement, visioning, land use and community planning, downtown revitalization and development, and transportation planning. Below is a representative list of projects, followed by detailed project descriptions for a selected group of projects, that demonstrates the range of our experience.

- Alameda Downtown Vision and Strategic Plan, *Alameda, California*
- Anchorage Downtown Comprehensive Plan, *Anchorage, Alaska*
- Azusa Community Vision and General Plan Update Public Outreach Program, *Azusa, California*
- Bakersfield Future Strategic Visioning Process and Planning Conference, *Bakersfield, California*
- Boston Downtown Crossing Branding and Urban Design Strategy, *Boston, Massachusetts*
- Brea Sphere of Influence Study: Shaping the Vision, *Brea, California*
- Calistoga Vision Program and Strategic Action Plan, *Calistoga, California*
- Capay Valley Vision and Strategic Action Plan, *Yolo County, California*
- Chualar Community Development Plan, *Monterey County, California*
- Chula Vista General Plan Update, *Chula Vista, California*
- Concord Naval Weapons Station Outreach and Visioning Process, *Concord, California*
- Cupertino “Heart of the City” Design Charrette, *Cupertino, California*
- Davenport Downtown Strategic Plan, *Davenport, Iowa*

Welcome to the Downtown Denver Area Plan Visual Preference Survey!

**Thank you for visiting the Downtown Denver Area Plan Visual Preference Survey!**  
The survey is a critical tool for incorporating the community's ideas of what makes a great downtown, and just as importantly doesn't make a great downtown. Everyone has different ideas about their city. What is a positive image to one person may be a negative image for another.

You will be seeing a series of images about different physical components of the city, buildings, public places, streets, transportation, and activities. Don't think too hard about each image – rate it with your gut reaction. The compilation of the results of the hundreds of people who take this survey – including you – will directly impact the upcoming phases of the project.

This survey is designed to:

- Gather key input into upcoming community-wide visioning
- Foster discussion and critical thinking on design and relationships
- Help shape the future design of Downtown through development of the plan's design policies and guidelines

### Online Visual Preference Survey

- Denver Downtown Area Plan, *Denver, Colorado*
- Duarte Town Center Concept Plan, *Duarte, California*
- Ford Peninsula Area Visioning Project, *Richmond, California*
- Glendale Model Neighborhood and Visioning Project, *Glendale, California*
- Laguna Beach Visioning Process and Strategic Plan, *Laguna Beach, California*
- Long Beach Citywide Visioning and Strategic Planning Process, *Long Beach, California*
- Los Angeles Empowerment Zone Application Community Visioning, *Los Angeles, California*
- Los Angeles Downtown Development Strategy, *Los Angeles, California*
- Manhattan Beach Downtown Strategic Plan, *Manhattan Beach, California*
- Marysville Downtown Economic Development Strategic Plan, *Marysville, California*
- Miami/Dade County Empowerment Zone Community Visioning Process, *Miami/Dade County, Florida*



## project list

### EXPERIENCE

- Montalvin Manor Neighborhood Pedestrian and Transit Access Plan, *Contra Costa County, California*
- MTC Regional 2030 Transportation Plan, *San Francisco Bay Area, California*
- Napa County League of Governments (NCLOG) Comprehensive Community Development Strategy, *Napa, California*
- Newport Beach General Plan Visioning, *Newport Beach, California*



Cutting Boulevard - Existing Conditions, Richmond, California

- North San Rafael Vision Plan, *San Rafael, California*
- Oakland “Sharing the Vision” Strategic Management System Plan Development, *Oakland, California*
- Ocala Downtown Master Plan, *Ocala, Florida*
- Pajaro Valley Visioning and Growth Management Strategy, *Monterey and Santa Cruz Counties, California*
- Palo Alto Community Governance/Visioning Program, *Palo Alto, California*
- Pasadena General Plan, Design Guidelines and Zoning Code Updates, *Pasadena, California*

- Phoenix Downtown Strategic Visioning Program, *Phoenix, Arizona*
- Pittsburgh Downtown Strategic Plan, *Pittsburgh, Pennsylvania*
- Railroad Avenue Specific Plan, *Pittsburg, California*
- Rialto Downtown Vision and Strategic Plan, *Rialto, California*
- Richmond General Plan Update, *Richmond, California*



Cutting Boulevard - Simulation of Potential Improvements, Richmond, California

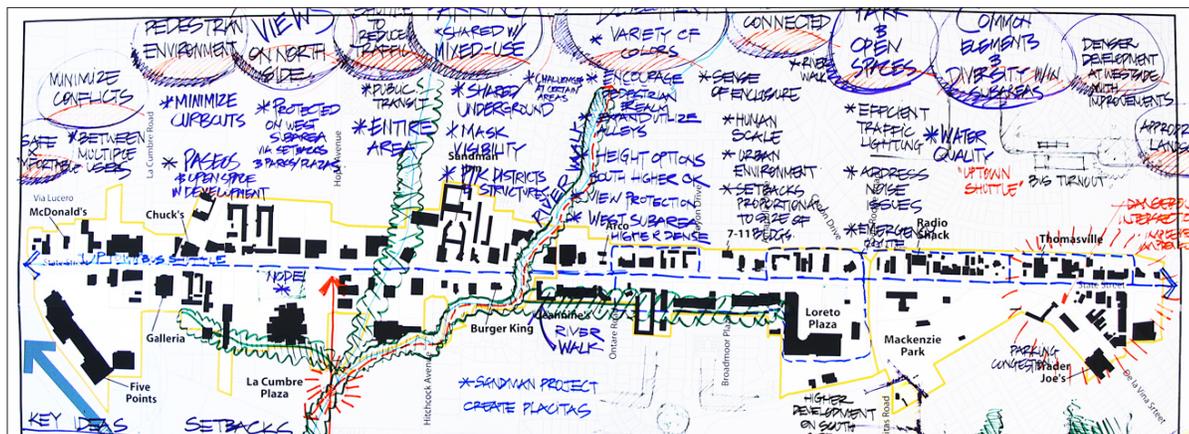
- Riverside Vision and General Plan Update, *Riverside, California*
- Roseville Growth Management Strategy, *Roseville, California*
- Sacramento Downtown Strategic Action Plan, *Sacramento, California*
- Sacramento R Street Corridor Urban Design and Development Plan, *Sacramento, California*
- San Carlos Community Visioning, *San Carlos, California*
- San Clemente Downtown Vision and Strategic Plan, *San Clemente, California*



# project list

## EXPERIENCE

- San Francisco Empowerment Zone Application Community Visioning, *San Francisco, California*
- San Jose Enterprise Community Application Community Visioning, *San Jose, California*
- San Jose Strong Neighborhoods Initiative, *San Jose, California*
- San Ramon City Center Vision, *San Ramon, California*
- Santa Barbara General Plan Update, *Santa Barbara, California*
- Sonoma Valley Redevelopment Area Strategic Plan, *Sonoma County, California*
- Sunnyvale General Plan Update Vision Element, *Sunnyvale, California*
- UC Davis Long-Range Development Plan and Neighborhood Master Plan, *Davis, California*
- Ukiah Valley Area Plan, *Mendocino, California*
- Upland Vision and Development Plan, *Upland, California*
- Upper Market Street Community Vision and Design Plan, *San Francisco, California*
- Upper State Street Corridor Study, *Santa Barbara, California*



Upper State Street Corridor Study, Wallgraphic, Santa Barbara, California

- South Merced Strategic Plan, *Merced, California*
- South Whisman Precise Plan, *Mountain View, California*
- Spokane Downtown Development Plan Update, *Spokane, Washington*
- Stanford University General Use Permit Renewal, *Stanford, California*
- Stockton Downtown Strategic Action Plan, *Stockton, California*
- Ventura Community Visioning and Strategic Planning Process, *Ventura, California*
- Vision 2010 Regional Goal-Setting Project, Joint Venture: Silicon Valley, *San Jose, California*
- West Covina Community Visioning Project, *West Covina, California*

# project list

## VISIONING

### Belmont General Plan Visioning Process Belmont, California

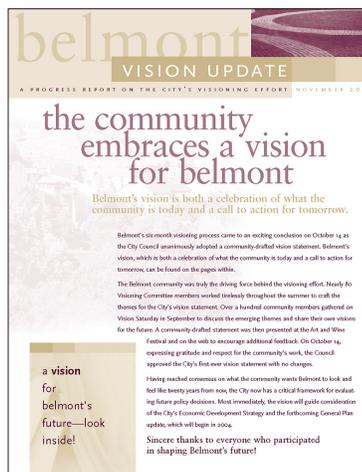
The City of Belmont embarked on a visioning process that, along with other studies of economic development and community design, represented a significant opportunity for the community to shape its future in advance of the City's General Plan.

MIG assisted City staff and Vision Working Groups in consolidating, summarizing and integrating available information into a common base for all participants in the process.

MIG met with representatives from various City departments as a Vision Planning Committee, which functioned to guide the visioning process, to identify information needs and resources, to coordinate with other City activities, and to anticipate and resolve any process issues.

MIG designed and produced a Working Group Process Kit, tailored for each topic area, to help Working Groups in their research and synthesis activities. The Kit provided a common framework for the documentation of issues and ideas. MIG also conducted training sessions for Working Group members to build participants' skills in community outreach and facilitation, as well as group process, with the goal of assuring productive, successful outcomes for the Working Groups.

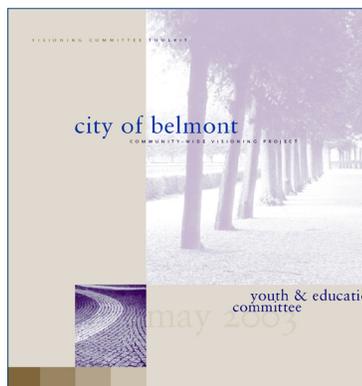
MIG designed and conducted a half-day Community Vision Festival to engage the community in shaping the future of Belmont. The festival resulted in: 1) a set of core values; 2) a shared vision; 3) definition of Belmont's key assets and challenges; and 4) key themes and ideas that cut across issue areas. MIG prepared a summary of all input for use in developing the draft Vision Document.



Project Newsletter



Vision Statement Poster



Working Group Process Kit

## project list

### VISIONING

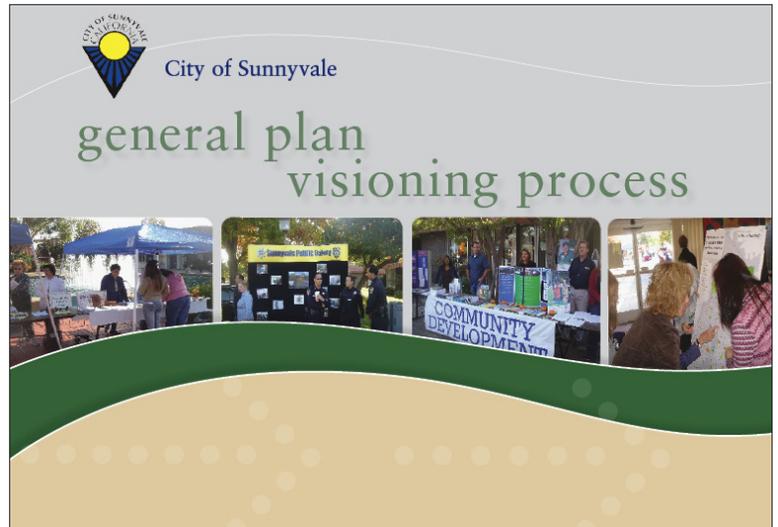
#### **Sunnyvale General Plan Update Vision Element Sunnyvale, California**

MIG assisted the City of Sunnyvale with public information and involvement activities related to the development of a Vision Element for the City's General Plan Update. Specifically, MIG's communications and media team developed a background document for the process—the Current Conditions Report, which described some of the local history and current demographic and economic trends.

MIG also created a Community Outreach Workshop Kit that helped to launch the visioning process, utilizing business, neighborhood and civic organizations, and their leaders and membership. MIG provided training in the use of the kits, as well as consultation on process and facilitation as needed.

Using MIG's Workshop Kit, these organizations conducted a series of workshops within the community. These activities culminated in a half-day Visioning Festival attended by over 180 local residents and business representatives. The participants reflected the diversity of the City's population and its many distinct neighborhoods, and they enthusiastically expressed their dreams and aspirations for Sunnyvale's future.

The community's vision was captured in a final Vision Document designed and produced by MIG.



## project list

### VISIONING

#### **“Sustaining the City of Good Living” Community Strategic Visioning San Carlos, California**

San Carlos is a typical suburban community on the San Francisco Bay peninsula that enjoys a high quality of life through its many public services and amenities. Championed by then-mayor Inge Tiegel Doherty, the San Carlos City Council initiated a community visioning project to solicit ideas for prioritizing issues and opportunities facing the City.

The process began with MIG facilitating two Council working sessions to identify key program areas in need of community input. MIG then designed and implemented a series of public workshops on the topics of community building, natural resources, and transportation and infrastructure. These “town-hall-style” meetings, which were simulcast and re-broadcast on cable television’s local access channel, engaged community members in identifying important issues and articulating goals and potential strategies to address these issues.

Workshop participants volunteered to continue the discussions in a set of working groups to further explore the topic areas and make recommendations to the City Council on priorities and strategies. In particular, the City was interested in using the process to encourage the emergence of community-based initiatives, and to foster new collaborations between local government and neighborhood groups.



# project list

## DOWNTOWN PLANNING AND DESIGN

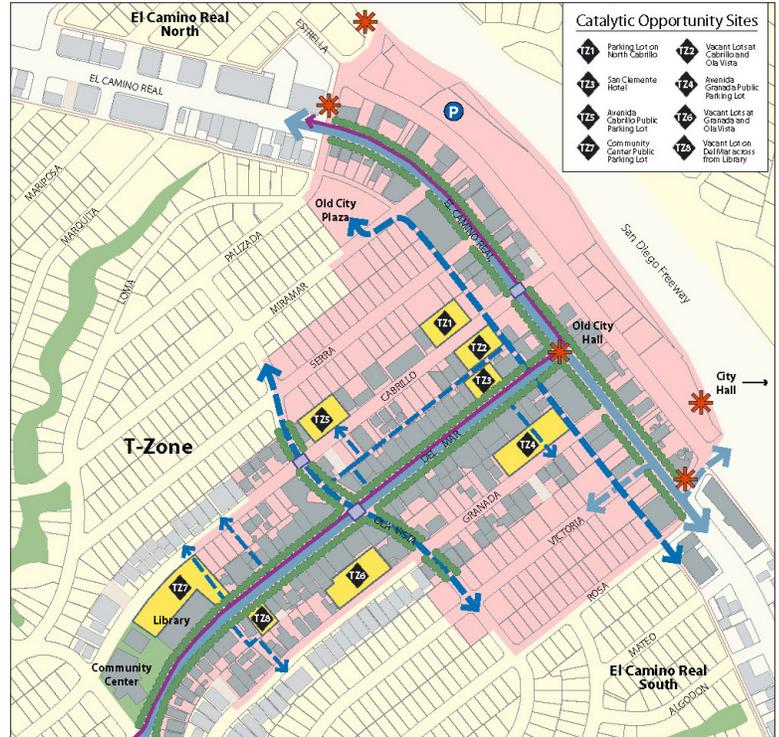
### San Clemente Downtown Strategic Plan San Clemente, California

MIG worked with the City of San Clemente, area residents, business leaders, neighborhood organizations, and property owners to develop a plan for revitalizing the city center.

Downtown is comprised of five key districts: the historic Del Mar core; auto-oriented corridors along El Camino Real; and the seaside neighborhoods of Pier Bowl and North Beach. The planning process, therefore, involved a detailed analysis and understanding of each area, while taking into account the larger vision and context of the entire downtown. This analysis included an overall market assessment for the downtown, as well as development of a vision, physical and programmatic strategies, and design guidelines for each district.

The project also involved identification of and feasibility analysis for several catalytic opportunity sites, which will help stimulate public and private sector investment at key downtown locations. The City has now engaged developers to build a dynamic mixed-use entertainment and housing district in North Beach in accordance with the plan’s design standards and guidelines.

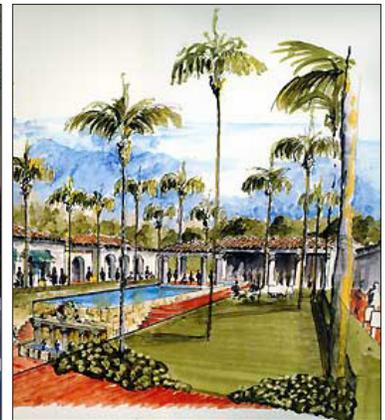
The result of this multi-layered approach is a community-based plan that works from planning, design and economic perspectives and across a variety of scales.



Downtown Opportunity Sites



Stakeholders Meeting



Rendering of Potential Development

# project list

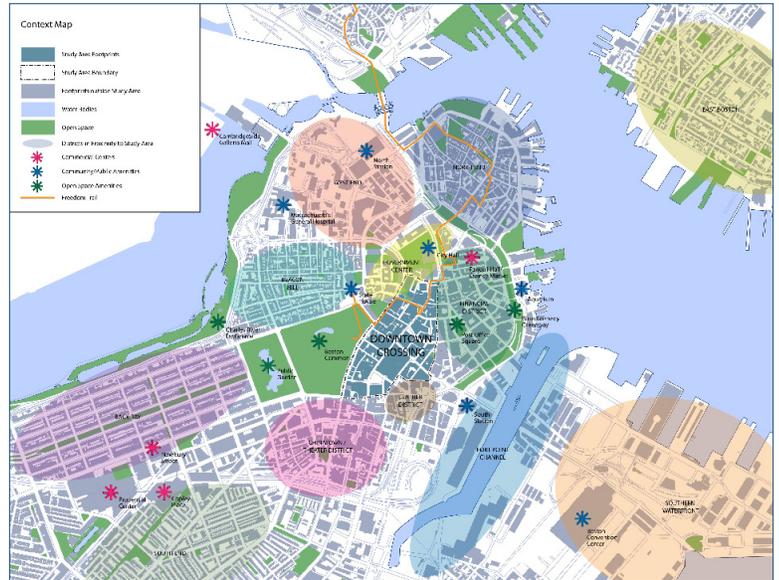
## DOWNTOWN PLANNING AND DESIGN

### Boston Downtown Crossing Branding and Urban Design Strategy Boston, Massachusetts

In October 2006, the Boston Redevelopment Agency (BRA) kicked off a nine-month strategic planning initiative to create an Identity, Branding and Urban Design Strategy for Boston’s historic Downtown Crossing district, with the goal of reestablishing the area as a 21st-Century urban destination. As a key leader on the multi-disciplinary, international consultant team, MIG provides urban design and community engagement services in support of the effort to make the area more attractive and useful to residents, retailers, businesses and visitors.

The study responds to changes in the physical character and retail significance of the area and, building upon the district’s historic retail and entertainment assets while projecting a bold new image that incorporates mixed-use residential development, refocused retail, office uses, and marketing and programmatic initiatives. The long-term strategy will address economic revitalization of the area, while directing future private development and public infrastructure investment in the district.

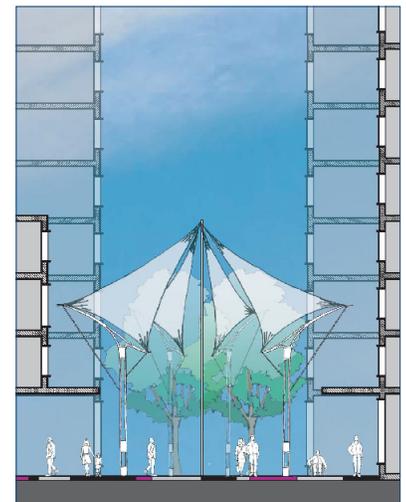
MIG and its partners have met with many stakeholders, including retailers, non-profit groups, developers, advocacy organizations, arts groups, institutions, student groups, restaurant owners, residents and property owners. The firm also managed a survey of shoppers on the street.



Downtown Crossing Context Map



Urban Design Concept



Proposed Design Section

# project list

## LAND USE AND COMMUNITY PLANNING

### Concord Community Reuse Project – The Planning Process for the Concord Naval Weapons Station Concord, California

In April 2006, the City of Concord City Council, designated as the Lead Reuse Authority by the Department of Defense, embarked on a planning process to develop a Reuse Plan for the Inland Area of the Concord Naval Weapons Station (CNWS). Closure of the 5,170-acre CNWS, comprising nearly one-quarter the land area of the city, represented a major opportunity to convert the Inland Area to civilian use and provide positive, long-lasting benefits to the city and the region.

MIG was hired by the City of Concord to develop a Planning Framework that would guide the development of the Reuse Plan. The Framework describes the community vision, goals and guiding principles, and forms the basis for future planning. The project also established an organizational structure, involving a Community Advisory Committee (CAC) and a Technical Advisory Committee (TAC) to advise the City Council in the next phase of the planning process.

With so much at stake in the city, the Planning Framework needed to have broad support from the community and a wide range of stakeholder groups, many of whom were operating outside the city’s formal process when MIG was hired. Stakeholder groups represented businesses, environment, education, youth and recreation, social equity, arts and culture, and neighboring jurisdictions.

MIG developed and implemented a comprehensive outreach and communications program to involve the community in developing recommendations, and build consensus through an open and transparent process. Outreach efforts involved

a statistically valid telephone opinion survey, focus groups, interviews, an Ideas Fair, City Council Working Sessions as well as newsletters and a project web site.

MIG’s facilitative leadership and ability to lead community-driven, collaborative planning processes resulted in wide support for the process and the Planning Framework, as well as consensus in the community about future direction. Community groups that were planning ballot measures and threatening court cases became advocates for the final framework document.

At the end of the project, the City Council voted unanimously to adopt all the recommendations in the final document, including the Planning Framework and an organizational structure for the next phase of the project.

**CONCORD**

**CONCORD COMMUNITY REUSE PROJECT**  
THE PLANNING PROCESS FOR THE CONCORD NAVAL WEAPONS STATION

Spring 2006

### Concord Embarks on a Plan for the Naval Weapons Station

The City of Concord recently launched a three-part process to plan for community reuse of the Concord Naval Weapons Station (CNWS).

- Phase 1: Engage the Community**  
Before planning begins, the City Council will engage the community in developing overall goals and guiding principles for the reuse plan. The City Council will also develop strategies for engaging and involving residents and community leaders at all stages of the planning process.
- Phase 2: Develop the Plan**  
In the planning phase, the City Council will appoint a Citizens Advisory Committee to develop recommendations for the reuse plan and a community outreach and involvement process. By the end of Phase 2, the City Council will produce a Community Reuse Plan that outlines a conceptual master plan and a set of implementation strategies.

*Continued inside*

**We want to know what you think!** Throughout the planning process, you will be invited to participate in public meetings, workshops and forums to share your ideas on the Concord Community Reuse Project.

**Join Us!** The first round of community meetings are being held in May, June and July. For more information on the project and these events, consult the Concord Community Reuse Project website: [www.concordreuseproject.org](http://www.concordreuseproject.org)

*An empty building on the Concord Naval Weapons Station.*

*Railroad tracks are common on the base.*

# project list

## LAND USE AND COMMUNITY PLANNING

### Richmond General Plan Update Richmond, California

The City of Richmond, located in the prosperous San Francisco Bay Area, has long struggled with high crime rates, high unemployment rates, financial instability and a lack of accessible neighborhood services. Despite these challenges, Richmond is home to a diverse artist community, active neighborhood groups, several regional parks, a rich local history, an extensive shoreline and regional transportation infrastructure – all great opportunities.

MIG is leading the City’s two-year General Plan Update process. The planning program is designed to achieve the City’s goal of using the General Plan Update as a catalyst for citywide revitalization and to instill citizen pride in the community by promoting inclusivity, sustainability, and economic development.

MIG is leading all project planning and is directing the extensive 6- to 8-month community outreach and participation process. The process uses traditional public engagement methods and also employs creative outreach techniques such as the Richmond “Plan Van,” which travels weekly throughout the city to conduct mobile workshops. The process also includes computerized land use simulations and a youth engagement program with a school curriculum to engage young people.



Top: Existing Conditions Map  
 Center: Cutting Boulevard Visual Simulations: before (top) and after (bottom)  
 Bottom Left: Richmond “Plan Van”  
 Bottom Right: Youth Engagement Event

# project list

## COMMUNITY PLANNING

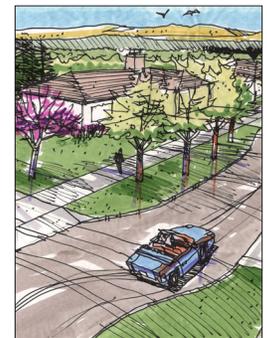
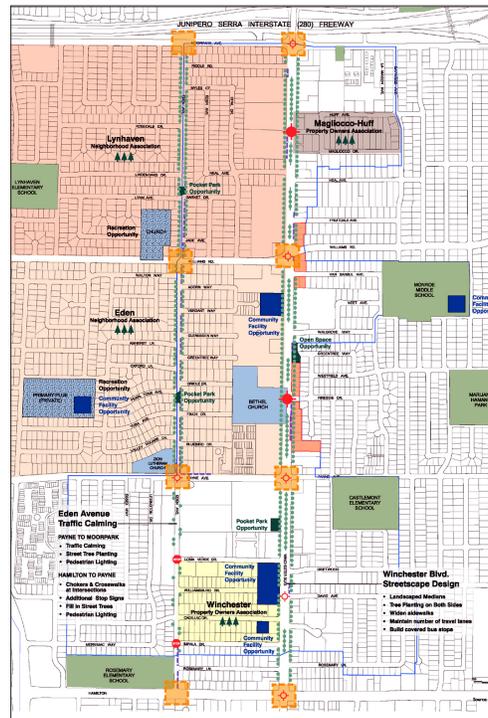
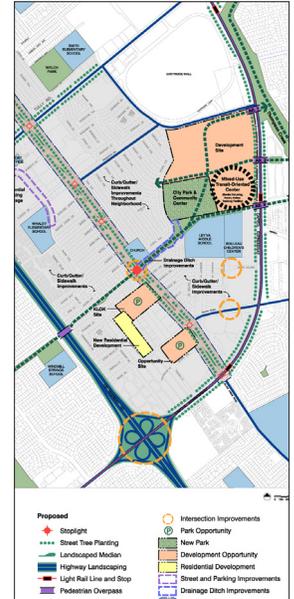
### San Jose Strong Neighborhoods Initiative San Jose, California

MIG led six San Jose Strong Neighborhoods Initiative (SNI) projects. The neighborhoods are diverse with regard to ethnicity and feature a mix of residential and commercial uses. The goal of the SNI was to involve these neighborhoods and their diverse interest groups in the development of community-driven plans to improve neighborhood conditions, enhance community safety, coordinate community services, and strengthen neighborhood associations.

In order to achieve this goal, MIG worked with the SNI Technical Advisory Committee; which included representatives from key agencies in San Jose. A strategic action plan and design improvements for each area were developed with Neighborhood Advisory Committees composed of neighborhood residents and business and property owners.

MIG created innovative planning and design solutions for these projects that address traffic calming measures; safety and security; parks, recreation and community facilities; and commercial revitalization. MIG reviewed city lot configurations and developed land use alternatives to help meet economic development and revitalization goals.

MIG designed a community involvement process that was used as a model for other neighborhood plans. The process was geared to help the community better understand the forces shaping their communities and how they could influence the end result. This included design and planning charrettes, multilingual neighborhood open houses, bilingual community workshops, stakeholder interviews and focus groups.





**SECTION SIX** references

## references

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### **Belmont General Plan Visioning**

Craig Ewing, currently Director of Planning  
City of Palm Springs  
(760) 323-8245

### **San Carlos Community Strategic Visioning**

Jeff Maltbie, Assistant to City Manager  
City of San Carlos  
(650) 802-4128

### **Sunnyvale General Plan Vision Element**

Trudy Ryan, AICP  
Planning Officer  
City of Sunnyvale  
(408) 730-7435

### **San Clemente Downtown Strategic Plan**

George Buell, City Planner  
City of San Clemente  
(949) 361-6185

### **Boston Downtown Crossing Branding and Urban Design Strategy**

Andrew Grace, Senior Project Manager  
Boston Redevelopment Authority  
(617) 918-4379

### **Richmond General Plan Update**

Richard Mitchell, Interim Planning Director  
City of Richmond  
(510) 620-6706

### **Concord Community Reuse Project – The Planning Process for the Concord Naval Weapons Station**

Leslye Asera, Community Relations Manager  
City of Concord  
(925) 671-3272

### **San Jose Strong Neighborhoods Initiative**

Christopher (Kip) Harkness  
Community Services Supervisor  
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