

QUALIFICATIONS | OCTOBER 2006



# Golden Gate Fields

ALBANY WATERFRONT PLANNING  
OF THE GOLDEN GATE FIELDS PROPERTY

CITY OF

*Albany, California*



800 HEARST AVENUE  
BERKELEY, CALIFORNIA 94710  
510.845.7549  
WWW.MIGCOM.COM



M O O R E I A C O F A N O G O L T S M A N , I N C .

October 18, 2006

Jeff Bond, Planning and Building Manager  
City of Albany  
1000 San Pablo Avenue  
Albany, CA 94706

**Re: Albany Waterfront Planning of the Golden Gate Fields Property**

Dear Mr. Bond and Selection Committee Members:

**Moore Iacofano Goltsman (MIG), Inc.** is pleased to present our qualifications to help the city and community of Albany conduct the Albany Waterfront planning process and explore land use alternatives for the waterfront area.

Albany's deep history with its waterfront planning, and the passionate response generated from organized community groups, presents a unique situation that MIG will approach by **fully engaging the Albany community to create a clear, transparent process**. MIG has led numerous waterfront restoration and development projects for a wide range of cities, each possessing a different set of goals, opportunities, constraints, and influences that required a carefully tailored process of involvement, planning and design. We will bring all of that experience and expertise to ensure that the Albany Waterfront Planning is truly integrated, collaborative and inclusive. MIG brings a **strong, multidisciplinary approach** to designing and implementing community planning processes that define a common vision for strategic action. Our work is based on the belief that members of the public should be actively involved in discussing and determining the future of their communities.

It is crucial to reconcile **public sector improvements with private sector development initiatives** so Albany Waterfront can realize its full potential—offering safe and enjoyable access to the shoreline for area residents, habitat and wetland restoration for the region's wildlife, and sustainable revenue for the city. Strategically connecting the waterfront and finding the right mix of environmental and development improvements—and ensuring that the zoning and regulatory environment fosters such relationships—will be the key to future success.

MIG offers an **ideal mix of national experience and local understanding to undertake this project**. Specifically, MIG offers the City of Albany the following strengths:

- A recognized and **proven ability to lead public processes and facilitate steering committees and community workshops—often with diverse perspectives**—in planning for a shared vision of the future;
- An intimate **knowledge of the history and culture of Albany** and experience working on **East Bay projects**;
- **Expertise in sensitive and sustainable approaches to waterfront design** that ensures that the outcome of the plan reflects the unique character and nature of Albany;
- **A fresh approach to zoning and regulations**, built on solid knowledge of what has and hasn't worked in the past;
- A refined methodology in crafting **strategic, action-oriented plans** that get results by identifying implementation strategies for environmental restoration, character preservation, economic development, access and transportation and recreational opportunities.

We look forward to the opportunity to present our approach to you in person. Rosemary Dudley and I are available to answer any questions you may have. We can be reached at (510) 845-7549 or [rosemaryd@migcom.com](mailto:rosemaryd@migcom.com), [danieli@migcom.com](mailto:danieli@migcom.com). Thank you for your consideration.

Sincerely,

Daniel S. Iacofano, Ph.D., FAICP, ASLA  
Principal-in-Charge

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INTRODUCTION

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# INTRODUCTION

## FIRM IDENTIFICATION

Moore Iacofano Goltsman, Inc.  
800 Hearst Avenue  
Berkeley, CA 94710  
Tel: (510) 845-7549  
Fax: (510) 845-8750

## CONTACT PERSON(S)

Daniel Iacofano  
Tel: (510) 845-7549  
Fax: (510) 845-8750  
danieli@migcom.com

**M**oore Iacofano Goltsman (MIG), Inc., is a multidisciplinary firm that specializes in urban and land use planning and design, public outreach and facilitation, strategic planning, and communications. Since the firm's founding in 1981, we have worked extensively with public agencies and municipalities nationally and internationally to involve communities in design and planning for future change. We offer a full range of services, including conceptual design, environmental design, master planning, site planning, outreach and facilitation, strategic planning, streetscape design, zoning and policy planning.

MIG focuses on developing plans that can be implemented. Our unique combination of design, management and communications expertise allows us to conduct planning in a highly interactive process involving all constituent groups. This process generates a clear and collective vision of development and growth in a dynamic, yet stable, environment. Through MIG's participatory planning process, client goals and community interests work together to frame key issues and generate workable solutions. Plans created through this approach enjoy broad-based support and can be readily implemented.

At MIG, the diversity of our staff of 125 provides a base of knowledge that bridges technical expertise and values, and facilitates the exchange of information and input between all parties engaged in the planning process. Staff backgrounds range from urban design and regional planning to environmental design, public participation, landscape architecture, architecture, communications, and public policy.

MIG's headquarters are located in Berkeley, California with additional branch offices in Pasadena, Davis, and Fullerton, California; Portland and Eugene, Oregon; Green Bay, Wisconsin; and Raleigh, North Carolina.

## AREAS OF EXPERTISE

MIG's demonstrated success and experience are based upon the following characteristics and areas of expertise that distinguish us from our competitors.

### Community-Based Planning

MIG brings a strong, multidisciplinary approach to designing and implementing community planning processes that define a common vision for strategic action. Understanding the physical, economic, social, and political constraints and opportunities particular to any community is critical to project success. Therefore, we approach each project with a sensitivity to the context within which the community planning process will take place.

MIG works on a variety of projects ranging from site development and downtown revitalization to city-wide visioning and regional planning projects. Utilizing a variety of tools including land use exercises, GIS mapping and analysis, interactive websites and slide shows, MIG engages stakeholders and builds consensus to ensure that the end result is a successfully implemented project.



*Downtown Spokane Riverfront Park*



# INTRODUCTION



*Youngs Bay Landing, Astoria, Oregon*

## Innovative Design Solutions

Great places are attractive and rich physical settings for human interaction. MIG’s approach uses creative planning and design to generate innovative solutions to neighborhood revitalization, creating a “sense of place” that helps make experiences memorable, functional and attractive to its many users. We take special care that our projects respond to the regulatory environment, regional and local climactic conditions, the ecological niche of the area, and the local culture and history. Our goal is to provide the framework for creating well-designed places with pedestrian-scaled streets, thoughtful building form and scale, and great public spaces that respect historic traditions, environmental qualities, and other unique aspects of the particular setting.

## Public Involvement and Community Outreach

MIG has extensive experience designing public outreach and involvement programs that educate the community, encourage participation, and provide agency staff with meaningful community input. MIG provides a multi-levelled, well-documented involvement process aimed at increasing public confidence in decision-making. Our community outreach process focuses on developing common objectives and providing a full range of successful strategies for achieving those objectives.

## Consensus Building and Public Process

MIG is nationally known for its facilitation of community design and land use planning processes and fulfilling community goals despite controversial scenarios. Our experience has shown that commitment from the community is strengthened when participants believe that their input and decisions make a “real” difference in their lives and the project area. Our approach involves community outreach, participation and planning processes through which stakeholders ranging from city leaders to regular citizens are intimately involved, so that they feel a direct responsibility for—and impact from—any decisions or actions.

MIG is experienced in facilitating land use planning charettes that allow all members of the community to participate in hands-on, interactive planning exercises aimed to educate citizens of the trade-offs while informing the project team of the communities priorities. The result is a multi-levelled, well-documented process and plan that (1) fosters meaningful dialogue and widespread community participation, (2) reflects the community’s desires, (3) has backing from a broad range of stakeholders, and (4) increases public confidence in decision-making and resource allocation.



# INTRODUCTION

## Strategic Planning

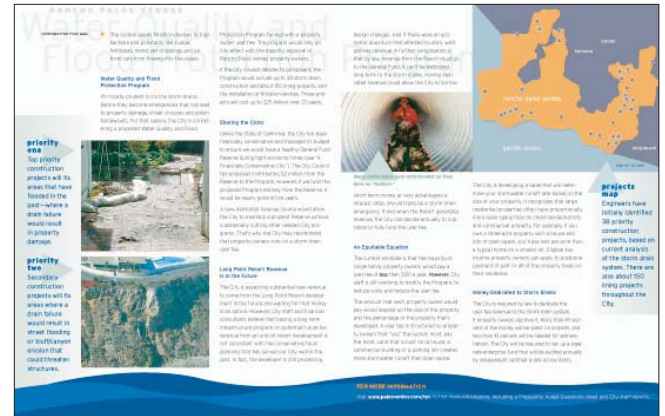
MIG has worked closely with many public agencies, business associations, and nonprofit organizations in assessing organizational structure and operations, and developing strategic action plans for change and improvement. Our strategic planning process emphasizes realistic implementation actions; balanced stakeholder involvement; and measurable outcomes. Based on analysis and consideration of opportunities and constraints (physical, organizational or economic), MIG helps our clients organize efforts and resources to achieve desired objectives.

## Communications and Graphic Design

MIG provides high-quality, written and graphic materials to document planning and design processes, create multimedia outreach and informational materials, and develop training and implementation tools. We produce attractive, and easy-to-understand and easy-to-use materials to help communicate complex concepts and issues to a wide range of audiences.

## Web-Based Technology Tools

MIG has developed web-based technology called Townsquare which is used as the platform of our projects' website. Townsquare serves as an online community forum for the public and houses an interactive digital library (for maps, graphics, and other news and information). It also serves as a project management portal for the project team which saves staff resources and valuable time. It's accessed through the web so everyone can participate, in offices, libraries, community centers and their own homes. Townsquare has been successful at educating citizen-planners and elevating community decision making on a wide variety of MIG's projects.



## Ballot Measure and Voter Information Campaigns

MIG develops concise, targeted and creative education programs to get key messages to target constituents and audiences. Our focused and strategic approach identifies population segments, core messages, outreach methods, and benefits-based communication points. MIG provides information neutral campaigns that educate and motivate voters.

Few community members fully understand the requirements of public infrastructure, today's complex funding mechanisms and local regulations. We work closely with pollsters to identify key, benefits-based campaigns with such tools as: strategic communications, polls and focus groups, direct mail, community events, newsletters and fact sheets, interactive websites, multimedia, and outdoor signage. We create communication pieces that compel people to read the message — and engage with it — by visually presenting complex information that inform and persuade without appearing overly slick.



PROJECT UNDERSTANDING & APPROACH

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# PROJECT UNDERSTANDING AND APPROACH

## PROJECT UNDERSTANDING

**Albany is ready.** Ready to learn from past mistakes, ready to find common ground and ready to heal the wounds resulting from years of battling over the current and future use of the waterfront. The Albany Waterfront Planning of the Golden Gate Fields property offers a **historic opportunity to re-envision the waterfront and reconnect it to the entire city.**

**Finding the right balance between development and restoration is vital** so the waterfront can realize its full potential as an **environmentally healthy, economically sound and socially vital** edge of the city. There's no doubt that this stretch of shoreline is treasured by Albany's residents, stakeholders and leaders. It is Albany's front door, visible to its neighbors to the north and south, the hundreds of thousands of East Bay commuters traveling along Interstate 80, and from various points across the bay, including San Francisco, the Golden Gate Bridge, Angel Island and Marin. It is home to the majority of the city's most valued natural resources, including San Francisco Bay Trail, the Albany Mudflats, wildlife habitat, and creek and wetland restoration areas. The waterfront is also home to Golden Gate Fields Racetrack which attracts visitors from throughout the bay area year-round.

Proposals to develop an adjacent shopping center, restaurants, housing, public amenities and environmental restoration would result in zoning changes and have been met with scrutiny by many citizens and stakeholders. The challenge at hand is identifying the **common values and desires of all parties** and determining what improvements will help Albany achieve its goals for the waterfront.



However, these improvements alone will not automatically create a dynamic edge to the city. **Strategically connecting the waterfront** and creating physical and visual linkages to the residential neighborhoods just east of the highway and downtown beyond will be equally key to the waterfront's success.

Fortunately, there is much **previous planning to build upon.** Decades of research and planning have set the stage for the waterfront and its uses. This planning effort must acknowledge and incorporate the planning history and provide a foundation for the future of the waterfront. Undeniably, the rich history of the site poses its share of planning barriers. Proponents of each use have invested considerable time and effort into maintaining and promoting their desired uses. The controversy surrounding the waterfront's future has continued to escalate. Environmental preservation advocates have pitted against racetrack and development advocates and various combinations of opposing parties have resulted. Understanding these polar positions and the original values from which they were conceived, will be necessary to move forward in the planning process.

With the right team of city staff, citizens, community leaders, waterfront stakeholders and consultants, Albany can develop the framework for moving forward, Albany can seize this unique opportunity to transform its waterfront into the community's living room accessible to everyone and home to wildlife and Albany's residents.

# PROJECT UNDERSTANDING AND APPROACH

## METHODOLOGY AND APPROACH

MIG’s approach is interdisciplinary and collaborative. Our philosophy of true partnership with staff, stakeholders and the public is fundamental to our planning approach.

The process will begin with a clear understanding of previous planning processes to date and the recent projects poised to change the waterfront experience, as well as a thorough **analysis of existing conditions** on the ground. In what ways are existing proposals meeting the expectations of the city and the public? What opportunities are there for new development that will not negatively impact the sensitive environmental conditions, drain life from the existing core, or provide the City with a sustainable revenue system? What are the specific design issues that need to be addressed, particularly with respect to potential impacts of future development? How does current zoning impact the waterfront and adjacent areas? What opportunities exist for connecting and extending pedestrian-friendly infrastructure to the waterfront?

The planning process will begin by focusing on two goals: **building trust and establishing a transparent process**. These goals will be met with regular (at least monthly) **meetings with a dedicated Project Management Group (PMG)** comprised of City and Agency Staff and a **Waterfront Plan Advisory Group (WPAG)** comprised of community stakeholders. These groups will be fundamental to the existing conditions analysis, as well as to guiding the entire project. Equally important to build trust will involve holding small roundtable discussions with groups of stakeholders and interviews with city staff. This **close coordination with the PMG, WPAG, stakeholder groups and city staff** will continue throughout the planning process in order to maintain a transparent process as the land use alternatives and restoration strategies evolve. In addition the process will **strive to gain input from the greater public** with hands-on community workshops, an interactive project website and a voter education campaign — all of which will be very important for building momentum and support for the plan and future waterfront efforts.

MIG will also focus on **waterfront design considerations**. We bring strong experience in designs that enhance the environmental conditions unique to every waterfront. Our waterfront designs focus on maximizing public views to the

water, finding a balance between human enjoyment and environmental protection, providing universal access, maintaining a pleasing skyline, and integrating strategic guidelines for future development.

Of course, other technical components will be important to the study. Accessibility is the lifeline for any thriving waterfront area. **Strengthened transit, bicycle, and pedestrian connections** will improve accessibility, while relieving pressure on the auto infrastructure.

Economic feasibility is critical to the sustainability of the waterfront. Ensuring that the new land use strategies respond to the fiscal realities the city faces, and explore potential revenues, will be integral in the planning process.

Our approach and process will successfully culminate in the **creation of a waterfront plan** that: articulates viable land use alternatives; presents an overall strategy and framework for the waterfront; identifies key opportunities that will lead to the implementation and realization of the plan in incremental steps; determines potential revisions to land use and zoning designations; integrates waterfront design strategies into new zoning and development standards; provides highly graphic and easily understood maps and diagrams; and defines financial and other implementation strategies for encouraging and supporting waterfront planning.

The plan will be **well-written, clear, graphic and accessible** to both technical staff and the public. And, as an **action-oriented document**, it will include a tool kit outlining implementation strategies, funding sources, timelines, responsibilities, benchmarks for measuring success, and timing for future updating.



PROJECT TEAM

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## PROJECT TEAM

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### TEAM INTRODUCTION

MIG offers the City of Albany a group of highly qualified professionals with extensive experience in community outreach and involvement; facilitation; land use planning and design; park and open space planning and design; and, mapping and graphic design. This team is organized to provide the expertise necessary to successfully assist with the Albany Waterfront Planning of the Golden Gate Fields Property.

MIG is especially skilled at managing projects of this scope, complexity, and public visibility. Our firm is a leader in public communications, consensus building, and project management involving mixed-use urban redevelopment. MIG founding principal, **Daniel Iacofano**, will act as Principal-in-Charge, overseeing every aspect of the work and leading major meetings with the Albany community. As a land use planner and urban designer, Project Manager **Rosemary Dudley** will be the primary contact and will coordinate the work of the consultant team. She has recently acted in this capacity on MIG's highly successful Georgia-Pacific Millsite Reuse Project in Fort Bragg, California and the Great Spokane River Gorge Strategic Master Plan.

**Christopher Beynon**, Director of Planning and Development will provide additional expertise in land use planning and urban design. **Joan Chaplick** is a Public Outreach Specialist who will be essential in guiding the public process and facilitating the community and stakeholder meetings. **Joyce Vollmer**, Director of Strategic Communications, will provide the team with her expertise in community-wide voter education strategies.

Resumes for each member of the MIG team are provided on the following pages.



## PROJECT TEAM

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**DANIEL IACOFANO**  
**PH.D., FAICP, ASLA**  
Principal-in-Charge

### QUALIFICATIONS

Daniel Iacofano is a founding principal of MIG with over 25 years of experience in meeting facilitation, public participation and information, as well as urban planning. He is recognized locally, nationally and internationally as an expert and innovator in the fields of public participation and facilitation, specifically for community and strategic planning projects. Mr. Iacofano has also pioneered many innovative techniques for inter-agency collaboration and consensus-building. His 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.

Mr. Iacofano's work encompasses more than physical planning and design to include organizational, strategic, and public involvement components. His projects have addressed issues ranging from public transit and traffic to housing and economic development to environmental impacts. Mr. Iacofano has combined his planning expertise with public involvement and facilitation techniques to assist numerous client and communities in articulating goals, visions, and strategies for future planning.

Mr. Iacofano 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) and *Meeting of the Minds: A Guide to Successful Meeting Facilitation* (MIG Communications, 2002), and many articles on facilitation, organizational development, participatory planning, and urban planning.

### RELEVANT EXPERIENCE

- Smart Growth Comprehensive Plan, *Ashwaubenon, Wisconsin*
- Livermore Trails, *Livermore, California*
- UC Davis Neighborhood Master Plan, *Davis, California*
- Spokane Riverfront Park and North Bank Master Plan, *Spokane, Washington*
- Ocala Downtown Master Plan, *Ocala, Florida*
- Downtown Davenport Strategic Plan, *Davenport, Iowa*
- Downtown Phoenix Strategic Visioning, *Phoenix, Arizona*
- Oeste Ranch Development Concept Plan, *Davis, California*

### EDUCATION

Ph.D., Environmental Planning, University of California at Berkeley, 1986

Masters of Science, Environmental Psychology, University of Surrey, England, 1980

Bachelor of Urban Planning, Summa Cum Laude, University of Cincinnati, 1976

## PROJECT TEAM

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**CHRISTOPHER BEYNON, AICP**  
Director, Planning and Development

### QUALIFICATIONS

Christopher Beynon has over 10 years of experience in regional and urban planning, downtown planning, land use planning, community relations, public policy, group facilitation, and consensus building. As MIG's Director of Planning and Community Development Services, he manages and coordinates the marketing, staff workload, resource allocation, and budgeting for the Department's wide range of projects, from streetscape designs to large-scale master plans.

Mr. Beynon has developed particular expertise in city center and downtown planning and design, managing projects in cities across the country from Ocala, Florida to Spokane, Washington. In addition to project management responsibilities, he has provided land use and transit planning analysis; public meeting facilitation; developer and consultant partnering; writing and mapping expertise; and process strategy and management.

Mr. Beynon has also utilized his skills and knowledge to manage a variety of other community and land use planning projects, including higher education campus master plans, city General Plans, new community development plans, and park master plans.

Prior to joining MIG, Mr. Beynon was a project manager for Envision Utah, a public/private partnership addressing regional growth issues in the Salt Lake City metro area.

### RELEVANT EXPERIENCE

- Spokane Riverfront Park and North Bank Master Plan, *Spokane, Washington*
- Downtown San Clemente Vision and Strategic Plan, *San Clemente, California*
- Anchorage Downtown Comprehensive Plan, *Anchorage, Alaska*
- Downtown Denver Master Plan, *Denver, Colorado*
- Los Angeles Downtown Development Strategy, *Los Angeles, California*
- Downtown Long Beach Strategic Action Plan, *Long Beach, California*
- Ocala Downtown Master Plan, *Ocala, Florida*
- Duarte Town Center Concept Plan, *Duarte, California*
- Downtown Sacramento Strategic Action Plan, *Sacramento, California*
- University of California, Davis Long Range Development Plan and Neighborhood Master Plan, *Davis, California*

### EDUCATION

Masters of Geography, Urban Planning Program - Department of Geography, University of Utah, Salt Lake City, 1999

Bachelor of Science, Journalism, University of Colorado, Boulder, 1993

## PROJECT TEAM

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### ROSEMARY DUDLEY

Project Manager

#### QUALIFICATIONS

With a background in architecture, Rosemary Dudley has collaborated with diverse consultant and client teams on the planning, design and construction phases of master plans and community development projects. Her experience in domestic and international sustainable community planning contributes to her understanding of urban design guidelines, land use analysis, and environmental sensitivity. Ms. Dudley's interest in the revitalization of urban neighborhoods has furthered her comprehensive planning experience including economic revitalization, historic preservation, environmental restoration and transit-oriented development. She brings together the skills and perspectives of a designer, analyst, and community builder.

Since joining MIG, Ms. Dudley has served as Project Manager and Deputy Project Manager on the Fort Bragg Georgia-Pacific Millsite Reuse Project, the Great Spokane River Gorge Master Plan, Anchorage Downtown Comprehensive Plan, the American River Master Plan and the Downtown Denver Area Plan. In addition to her planning and design expertise she is responsible for project oversight, day-to-day management, coordination with the client and subconsultants, community outreach and stakeholder involvement, and management of all tasks and deliverables.

#### RELEVANT EXPERIENCE

- Anchorage Downtown Comprehensive Development Plan, *Anchorage, Alaska*
- Fort Bragg Georgia Pacific Millsite Reuse, *Fort Bragg, California*
- Great Spokane River Gorge Master Plan, *Spokane, Washington*
- Downtown Denver Master Plan, *Denver, Colorado*
- Transbay Redevelopment Area Design for Development Plan, *San Francisco, California*
- Baoan Downtown Extension Design Competition, *Shenzhen, China*
- Worcester Arts District Master Plan, *Worcester, Massachusetts*
- Upham's Corner Economic Development and Physical Improvement Plan, *Dorchester, Massachusetts*

#### EDUCATION

Masters of City Planning, Massachusetts Institute of Technology, 2002

Bachelor of Arts in Architecture, University of California at Berkeley, 1997

## PROJECT TEAM

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**JOAN CHAPLICK**  
Public Outreach Specialist

### QUALIFICATIONS

Joan Chaplick joined MIG in 2005 as an expert in public outreach strategies and facilitation, funding, and collaborative land use planning. Prior to MIG she worked for the Golden Gate National Parks Conservancy where she served as Associate Director of Community Stewardship.

Ms. Chaplick has specialized in facilitation and planning for a number of years as an independent consultant. Her experience includes developing and facilitating planning processes for public agencies and facilitating statewide roundtables, interagency planning meetings, and training sessions to develop organizational capacity. She has 15 years of experience working with the National Park Service where she facilitated the development of strategic plans for national parks in California. She also worked closely with state and local government administering the funding and planning requirements for the Land and Water Conservation Fund and Urban Parks and Recreation Recovery grant programs. She has facilitated and negotiated the resolution of land use conflicts with state and local agencies; worked to resolve flood control and creek stewardship conflicts between public and private landowners; and facilitated the development of applications to transfer surplus military lands to state and local governments for parks and open space.

As a funding strategist, Ms. Chaplick assisted public land managers with securing funds from public and non-governmental funding sources. She provided training to federal, state and local agencies on the topics of strategic planning, community outreach and involvement and grants management. Ms. Chaplick also taught at San Francisco State University where she co-developed California Studies 580, an education and workforce development partnership between San Francisco State University, the National Park Service, Presidio Trust, and the Golden Gate National Parks Conservancy.

### EXPERIENCE

- Santa Clara Valley Habitat Conservation Plan Stakeholder Group Process, *Santa Clara Valley, California*
- Greenfair Redevelopment Community Participation Process, *Sacramento, California*
- Urban Creeks Council Strategic Plan, *Berkeley, California*
- San Pablo Watershed Management Plan Public Involvement Process, *Richmond, California*
- California Recreation Roundtable on Parks, Recreation and Tourism, *San Francisco, California*

### EDUCATION

Master of Regional Planning, University of Pennsylvania, Philadelphia, PA

Bachelor of Science, Environmental Resource Management, Pennsylvania State University, University Park, PA



## PROJECT TEAM

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### **JOYCE VOLLMER**

Director of Strategic Communications

#### **QUALIFICATIONS**

Joyce Vollmer brings over 20 years of experience in social marketing, communications campaigns and public relations to MIG. Prior to joining MIG, she was a principal of Vollmer Wilkens Communications, a full-service creative agency, where she provided business and marketing communications consulting and creative services. Her work at MIG includes election education programs, marketing and communications plans; strategic planning; copywriting for direct mail, newsletters, advertising, and media kits; and project management of design and printing. Throughout her career, Ms. Vollmer has produced award-winning work for a variety of organizations. Her work has been recognized by the Public Relations Society of America and the International Association of Business Communicators.

Ms. Vollmer's experience with large corporations, along with private and public agencies, has given her a broad understanding of the marketing and communication needs of all types of organizations. In addition, she has offered her strategic marketing and editorial expertise to numerous start-ups in the e-commerce and software industry in the form of branding, capabilities brochures, product descriptions, and communications.

#### **PROJECT EXPERIENCE**

- Burlingame Flood Protection and Public Safety Bond Measure, *Burlingame, California*
- Ross Valley Flood Protection Assessment District Vote, *Marin County, California*
- Rancho Palos Verdes Storm Drain User Fee Public Education Campaign, *Rancho Palos Verdes, California*
- "Millbrae Now" Community Financial Information Program, *Millbrae, California*
- County of Sacramento Department of Transportation Lighting District Ballot Procedure, *Sacramento, California*
- Roseville Landscape and Lighting District Ballot Procedure, *Roseville, California*
- Santa Clara Valley Water District Flood Protection and Stream Stewardship Program and Ballot Measure Public Education Campaign, *Santa Clara County, California*

#### **EDUCATION**

M.A., English Literature, University of California, Berkeley, 1980

Bachelor of Arts, English Literature, magna cum laude,  
University of California, Los Angeles, 1977

## PROJECT TEAM

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### HOURLY RATES

<b>MIG STAFF</b>	<b>HOURLY RATE</b>	<b>PROJECT TIME ALLOCATION</b>
Daniel Iacofano, <i>Principal-in-Charge</i>	\$250.00	5%
Chris Beynon, <i>Principal-in-Charge</i>	\$150.00	5%
Rosemary Dudley, <i>Co-Project Manager</i>	\$110.00	30%
Joan Chaplick, <i>Co-Project Manager</i>	\$125.00	20%
Joyce Vollmer, <i>Director Strategic Communications</i>	\$155.00	5%
Project Associates	\$85.00	25%
Project Assistants	\$75.00	10%

Reimbursables are billed at cost plus 10%. Reimbursable expenses include mileage associated with travel to meetings; hotels; delivery charges and mailings; large-scale color and black and white plots; wallgraphic reductions; meeting and graphic supplies; and phone.

PROJECT EXPERIENCE

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## PROJECT EXPERIENCE

The chart below is a summary of MIG’s experience with the requested qualifications preparing land use plans outlined in the RFQ. Detailed descriptions of these projects follow.

Projects	Adjacent to Waterfront	Similar Sized Community	Adjoining a Major Highway	Existing Development	Undeveloped or Underutilized Lands	Open Space and Park Areas	Compatible with Waterfront, Community and Surrounding Uses	Bicycle and Pedestrian Access	Minimize Impacts on Constrained Freeway	Economic and Fiscal Challenges
Albany Waterfront Community Workshop	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dixon Downs		✓	✓		✓				✓	✓
Great Spokane River Gorge Strategic Master Plan	✓	✓		✓	✓	✓	✓	✓		✓
Spokane Riverfront Park & North Bank Master Plan	✓	✓		✓	✓	✓	✓	✓		✓
Georgia-Pacific Millsite Reuse Study	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Youngs Bay Landing Master Plan	✓	✓		✓	✓		✓	✓		✓
Richmond General Plan Update	✓		✓	✓	✓	✓	✓	✓		✓
Ford Peninsula Area Visioning Project	✓			✓	✓	✓		✓		✓
El Cerrito General Plan Update			✓	✓	✓	✓		✓	✓	✓
Saint Mary’s College High School Master Plan		✓		✓						✓
Anchorage Downtown Comprehensive Plan	✓		✓	✓	✓	✓	✓	✓	✓	✓
San Clemente Downtown Strategic Plan	✓	✓	✓	✓			✓			✓
Greenfair Village Development Project				✓		✓	✓	✓		✓
Napa River Flood Protection and Watershed Management Plan	✓			✓	✓	✓	✓	✓	✓	✓
Santa Clara Valley Water District Public Outreach and Implementation				✓						✓



# ALBANY WATERFRONT COMMUNITY WORKSHOP

CITY OF ALBANY

**M**IG developed the strategy and facilitated a series of community planning workshops to review and evaluate alternative proposals for the redevelopment and re-use of the Golden Gate Fields racetrack and surrounding areas.

The result was a community vision and a set of land planning and design principles to guide future development of this significant waterfront site.



**CLIENT** City of Albany

**REFERENCE** Ann Cheney,  
Planning Director  
(510) 528-5769

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*

# DIXON DOWNS PUBLIC OUTREACH AND PROJECT INFORMATION

CITY OF DIXON, CALIFORNIA

The City of Dixon, CA received an application from Magna Corporation for a proposed thoroughbred horse racetrack, horse training facility, and entertainment complex to be known as Dixon Downs. The proposed project would significantly impact the “small town” character of Dixon, and therefore the community’s reaction was divisive. The City hired MIG to lead a team of City-hired sub-consultants to verify the projected outcomes of the project and most importantly, lead the public outreach for review of the proposal. In addition to coordinating public notices and press releases, MIG helped the City prepare for and host a series of “Information Exchanges” to inform the community about the proposed project, to answer any questions, and to obtain feedback on various aspects of the proposal, including infrastructure, social impacts, safety and traffic. MIG worked as the liaison between the community, the City and the Magna Corporation representatives, who were present at the “Information Exchanges” to answer technical questions and hear the insights and requests of the community, but were not involved in hosting the sessions.

MIG ensured that the process remained transparent to the community. Dixon residents would be directly impacted by whatever decision was made. Some members of the community felt that the project was going to be approved regardless of the public input. In order to address the growing skepticism it was especially important that MIG identify as many outreach sources as possible to reach the breadth of Dixon’s diverse community.



MIG organized the outreach to alert Dixon residents, as well as other nearby communities, of the five community meetings via newspaper advertisements, mailings to individual homes, flyers posted in public locations, and via the project website.

At each public session, community members were given speaker cards to document the speakers and provide structure for each opinion to be heard. In addition, all participants was encouraged to fill out a comment card to record their concerns in writing. All comments were graphically recorded so that members of the community could see their concerns documented. At the end of each session, MIG summarized all of the written and verbal comments and provided the summary on the project’s website and in Dixon’s City Hall for review and comment.

In addition, MIG was responsible for arranging five site visits for Dixon’s city staff, councilmembers, commissioners and members of the public to view various other racetracks of similar quality. The intent of these visits was to experience other racetracks and entertainment complexes from behind the scenes (i.e. viewing the horse stables and back of house operations) and meet with local stakeholders representing the impacted cities or counties adjacent to the tracks. MIG planned and facilitated discussions with representatives from local neighborhood groups, chamber of commerce, police department, city council, and commissions to encourage Dixon’s representatives to learn how the establishment had impacted their city or county on various levels. The visits proved to be great learning experiences for Dixon’s stakeholders and city staff.



# DIXON DOWNS PUBLIC OUTREACH AND PROJECT INFORMATION

CITY OF DIXON, CALIFORNIA



**CLIENT** City of Dixon

**REFERENCE** Warren Salmons, City Manager  
(707) 678-7000

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Christopher Beynon, *Director of Planning and Development*  
Rosemary Dudley, *Project Manager*





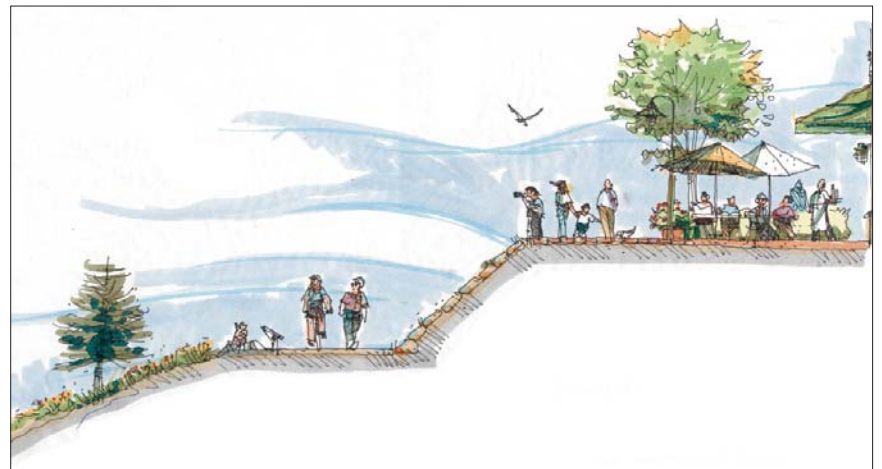
# GREAT SPOKANE RIVER GORGE STRATEGIC MASTER PLAN

FRIENDS OF THE FALLS, AND CITY OF SPOKANE PARKS & RECREATION

Following nearly six years of working with the community in a conceptual planning process for the Great Spokane River Gorge, the Friends of Falls, a non-profit organization dedicated to preserving the historic waterfalls and river gorge in Downtown Spokane, selected MIG to lead the Strategic Master Plan project for the Great Spokane River Gorge area.

The concept of developing the Spokane River Gorge area as an accessible greenbelt was first promoted by the Olmsted Brothers Landscape Architecture firm in 1908. With a team of both local and national planners, designers, economists, and engineers, MIG led a large scale community process to build on the Olmsted vision.

MIG worked with Friends of the Falls, stakeholders, the community, and local tribes, to develop a Strategic Plan which identifies 15 priority projects and over 45 opportunities that fall into the following categories: transportation and circulation, pedestrian and bike ways; recreation, cultural resources, habitat improvement; catalytic development sites and green infrastructure. Regulatory, organizational, and financial strategies have been identified to aid in the implementation process of the plan.





# GREAT SPOKANE RIVER GORGE STRATEGIC MASTER PLAN

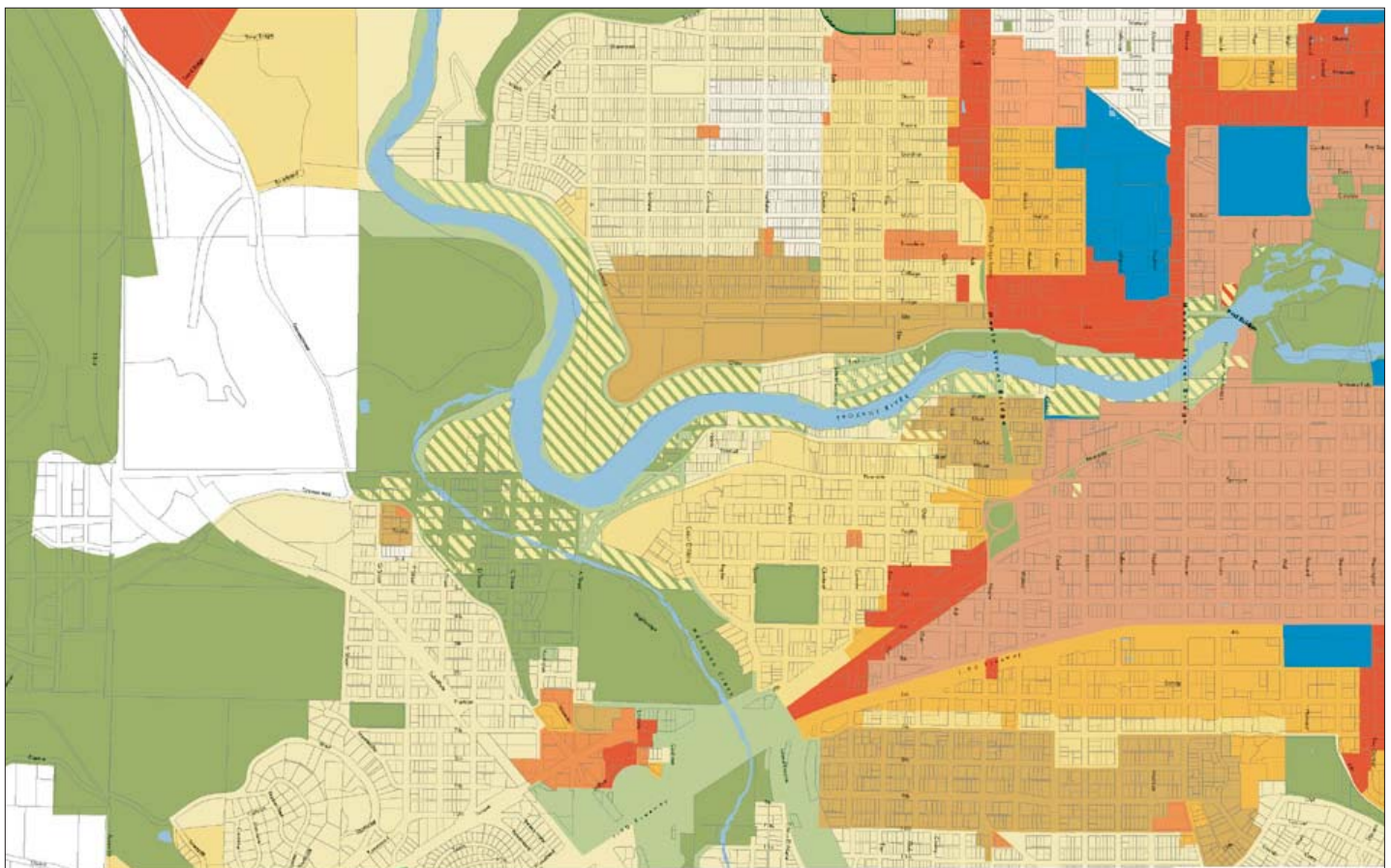
FRIENDS OF THE FALLS, AND CITY OF SPOKANE PARKS & RECREATION



**CLIENT** Friends of the Fall

**REFERENCE** Michael Edwards,  
(Former President)  
Executive Director  
Pittsburgh Downtown Partnership  
412-325-0150

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Rosemary Dudley, *Project Manager*



**Planned Land Use**

	<p><b>Legend</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #92d050; border: 1px solid black; margin-right: 5px;"></span> Conservation Open Space</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #92d050; border: 1px solid black; margin-right: 5px;"></span> Parks &amp; Open Space</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #92d050; border: 1px solid black; margin-right: 5px;"></span> River and Tributaries</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #0070c0; border: 1px solid black; margin-right: 5px;"></span> Institutional</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f0e68c; border: 1px solid black; margin-right: 5px;"></span> R 15-30</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f0e68c; border: 1px solid black; margin-right: 5px;"></span> R 15+ (Medium Density)</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f0e68c; border: 1px solid black; margin-right: 5px;"></span> R 4-10 (Low Density)</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f0e68c; border: 1px solid black; margin-right: 5px;"></span> R 10-20 (77)</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #e06666; border: 1px solid black; margin-right: 5px;"></span> Downtown</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #e06666; border: 1px solid black; margin-right: 5px;"></span> Commercial</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #e06666; border: 1px solid black; margin-right: 5px;"></span> Neighborhood Retail</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #e06666; border: 1px solid black; margin-right: 5px;"></span> Office</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #ffffcc; border: 1px solid black; margin-right: 5px;"></span> Publicly Owned Land</li> </ul>		<p>Great Spokane River Gorge <i>Strategic Master Plan</i></p>
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# SPOKANE RIVERFRONT PARK AND NORTH BANK MASTER PLAN

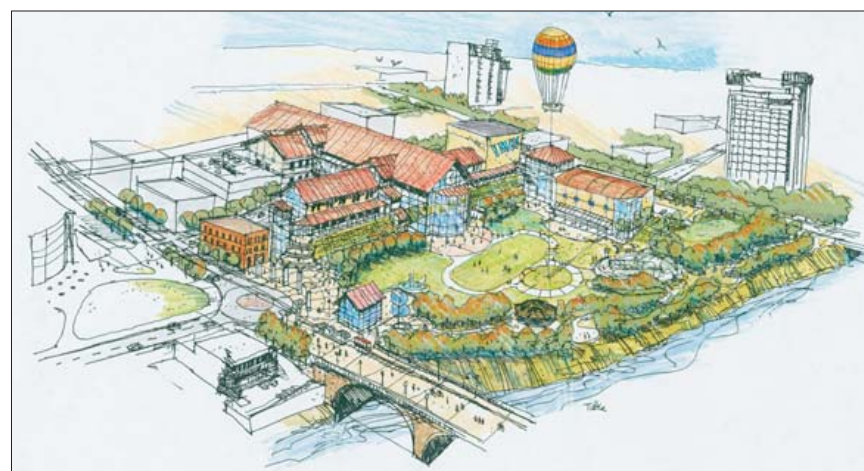
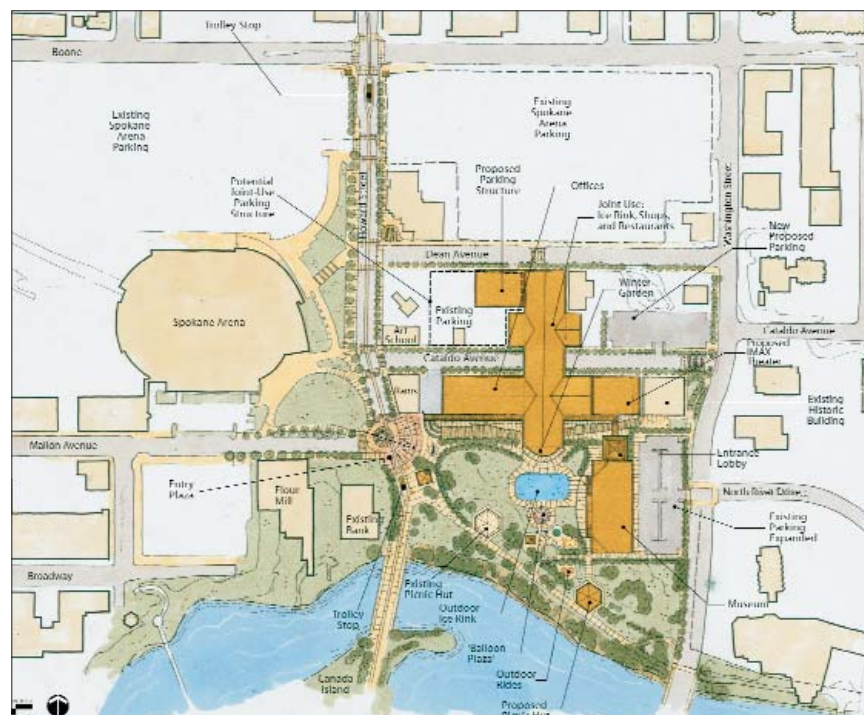
CITY OF SPOKANE, WA

As an implementation step in the Spokane Downtown Development Plan, MIG completed the Riverfront Park and North Bank Master Plan, which was identified as an action strategy in the Downtown Development Plan. The North Bank Master Plan includes a pedestrian plaza, a trolley corridor, and redevelopment of opportunity sites. Future land uses include a science center as well as retail and recreation uses. The plan explores planning and design solutions for re-connecting and revitalizing this unique riverfront entertainment district.

The Spokane Riverfront Park and North Bank Master Plan provide an innovative improvement strategy and concept design to help stimulate new investment and activity in Downtown Spokane, Washington.

Centered on the Downtown Riverfront Park, the plan outlines the design of a new multi-use sports and entertainment project for the north bank of the Spokane River. This new project anchors the North Bank with an integration and extension of the central park with a new ice skating rink, children’s science museum, I-Max Theater, theme park, and retail activities. A new trolley helps connect the North Bank to the central downtown commercial area.

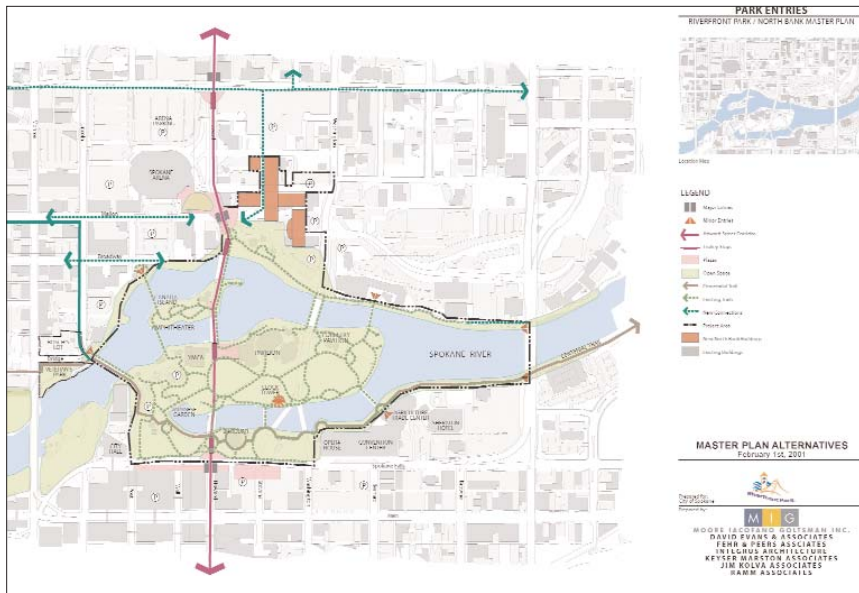
MIG designed the master plan and created the RFP for developers to partner with the City. The plan was the basis of more than \$12 million dollars of new investment in the downtown.





# SPOKANE RIVERFRONT PARK AND NORTH BANK MASTER PLAN

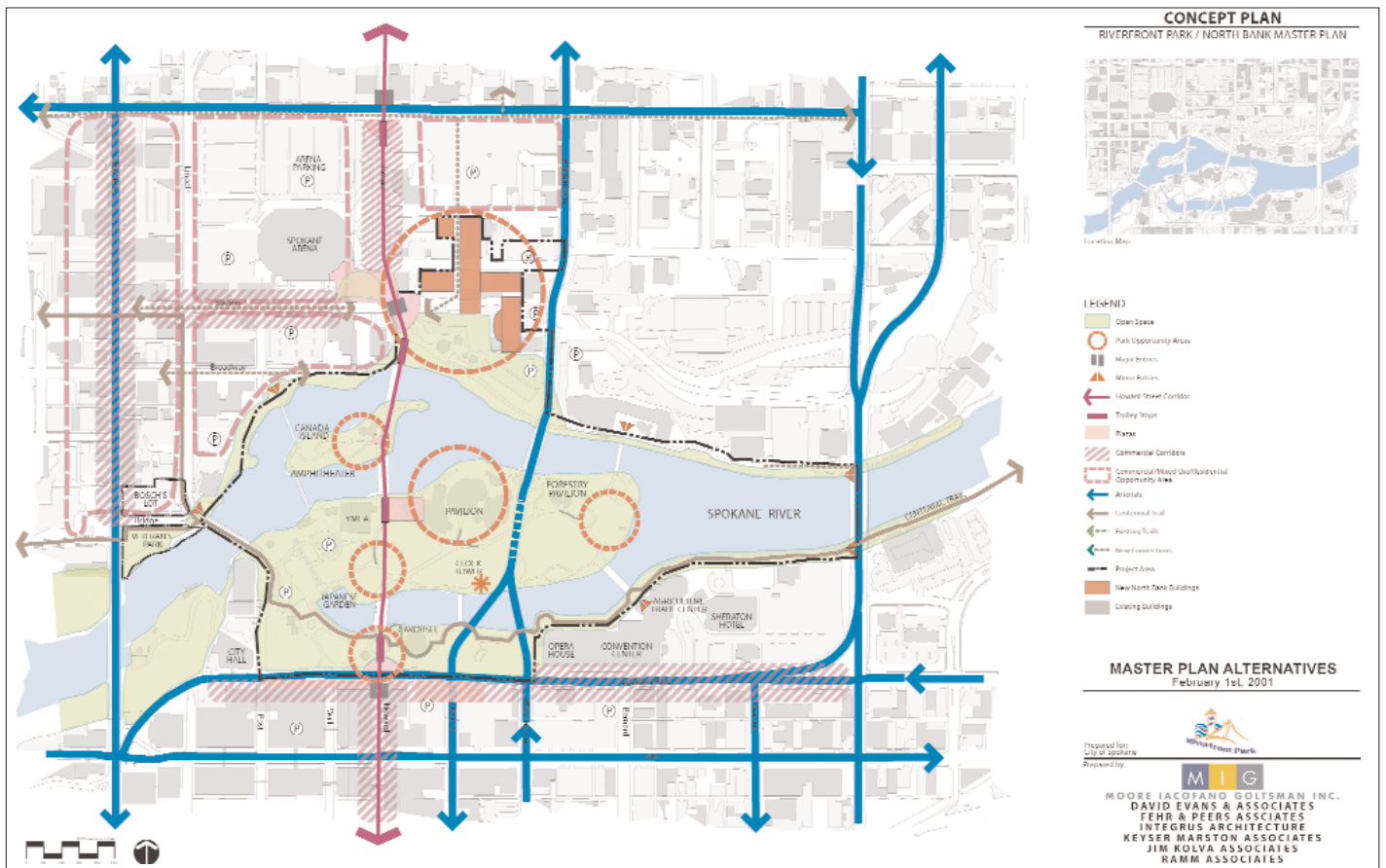
CITY OF SPOKANE, WA



**CLIENT** Spokane, Washington

**REFERENCE** Paul Crutchfield,  
Parks and Recreation Department  
(509) 625-6455

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Christopher Beynon, *Director of Planning and Development*



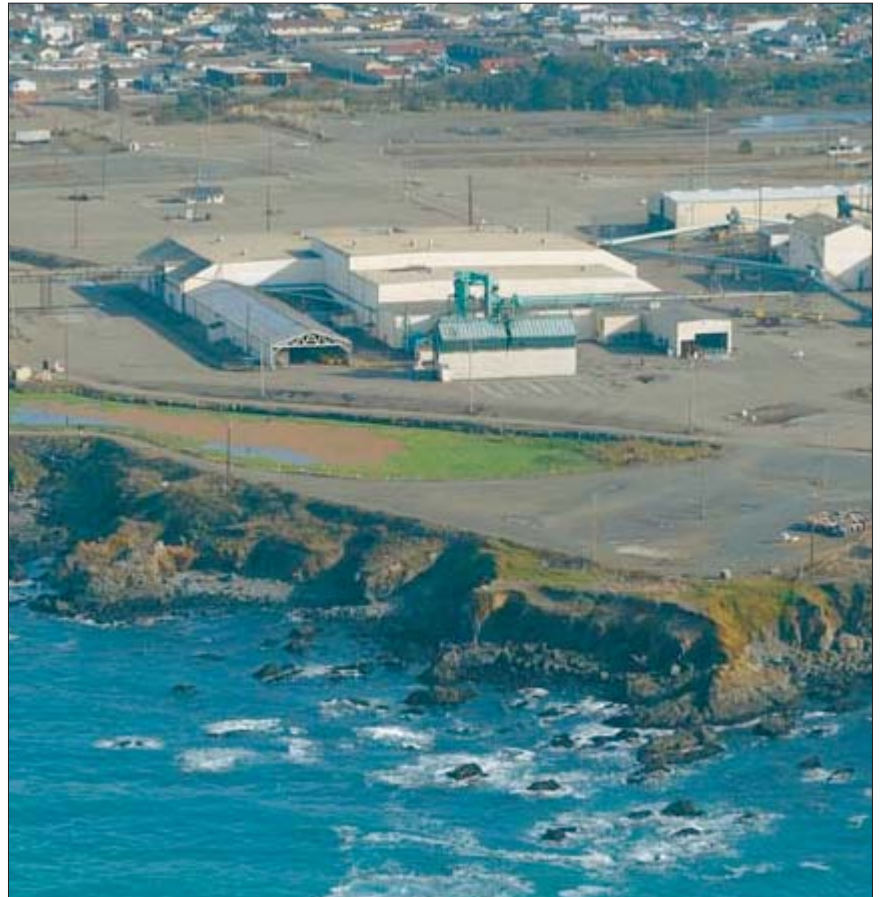
# GEORGIA-PACIFIC MILLSITE REUSE STUDY

## CITY OF FORT BRAGG

The City of Fort Bragg, California had the opportunity to determine how 430 acres of coastal property should be developed when the Georgia-Pacific Timber Mill, in operation for over 115 years, closed in September 2002. The Mill Site makes up nearly one-third of Fort Bragg city limits, stretching along three miles of coastal shoreline that separates the town proper from the coast.

MIG led a multidisciplinary team of urban designers, planners, engineers, and economic analysts to develop a new vision and land use concept to shape development of the coastal land. The planning process focused on gaining community input on future redevelopment of the Mill Site, defining the planning principles that will guide the reuse, researching existing conditions and market demands, and identifying viable land uses for the site and the economic development strategies to support them. Focus groups, stakeholder interviews and three community meetings were held to engage the community.

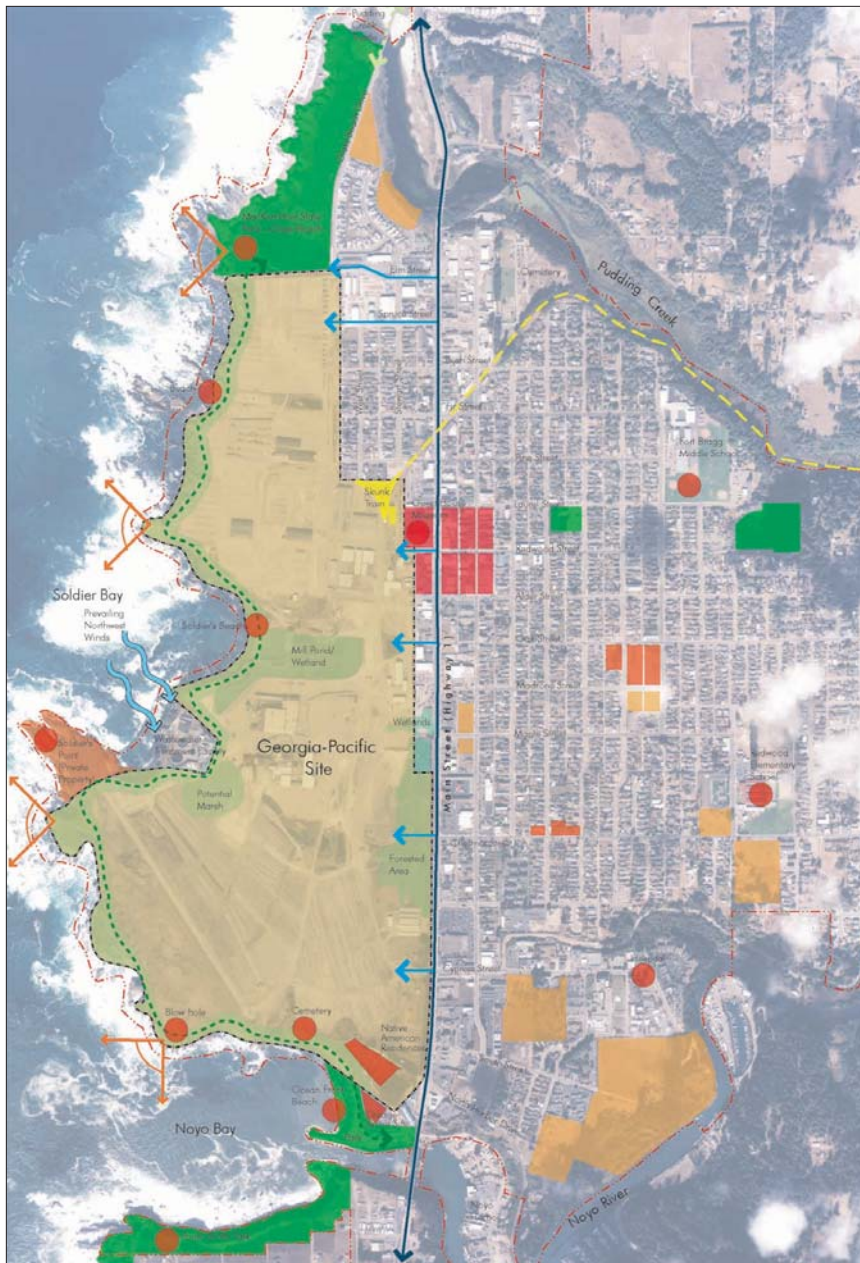
MIG was responsible for leading the public outreach and developing land use options that respond to the community-generated planning principles, such as providing a strong connection between downtown and the coast; encouraging green building, infrastructure, and site design techniques; and protecting and enhancing environmental, cultural, and historic resources. These land use options had to meet the City's need for quality jobs, expand the local economy, and ensure that new development has a net positive fiscal impact on the City.





# GEORGIA-PACIFIC MILLSITE REUSE STUDY

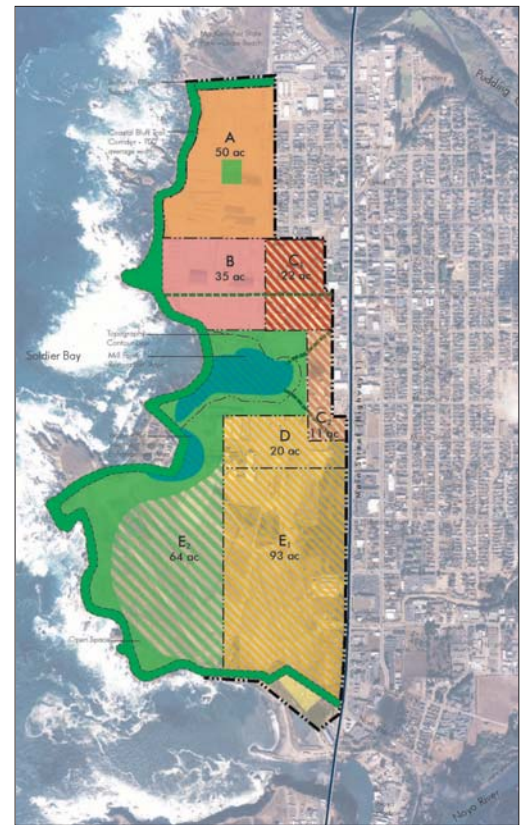
CITY OF FORT BRAGG



**CLIENT** City of Fort Bragg

**REFERENCE** Linda Ruffing, City Manager  
(Formerly Community Development Director)  
(707) 961-2828

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Rosemary Dudley, *Project Manager*



# YOUNGS BAY LANDING MASTER PLAN

CITY OF ASTORIA, OR

**M**IG, in association with Hotson Bakker Boniface Haden Architects and the E.D. Hovee Company conducted a site assessment and redevelopment master plan for a 40-acre site on the north shore of Youngs Bay in Astoria, Oregon. The project was a joint effort of the City of Astoria and PacifiCorp (a major electric utility), with funding from the U.S. Environmental Protection Agency. The site is adjacent to Astoria's South Slope neighborhood. PacifiCorp owns the site, which has been used for a variety of utility functions including gasification, steam generation, and storage since the 1920s. It currently includes outdoor equipment storage, an electrical substation, foundation pieces from two former buildings, and areas of soil capping from environmental mitigation.

The site's stunning waterfront location, as well as increasing economic interest in Astoria for water-related industries, recreation, and tourism, give the site meaningful potential. At the same time, the site is somewhat remote from Astoria's commercial and industrial core and neither the community as a whole nor the modest-income South Slope neighborhood offer obvious market potential for new uses at Youngs Bay Landing.

The MIG Team conducted a series of community visioning workshops and master plan charrettes and then prepared a master plan for redevelopment of this site that reflects community values, offers realistic economic potential, and addresses the multi-faceted issues associated with waterfront and community development.





# YOUNGS BAY LANDING MASTER PLAN

CITY OF ASTORIA, OR



**CLIENT** City of Astoria  
**REFERENCE** Todd Scott, Community Development Director  
City of Astoria  
(503) 338-5183  
**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*





# RICHMOND GENERAL PLAN UPDATE

## CITY OF RICHMOND

The City of Richmond, which is 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 considerable 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 of which present great opportunities for new City directions.

In late 2005, MIG was chosen to lead the City's two-year General Plan Update process. MIG's selection was based largely on its innovative approach to community involvement and plan development. 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 the lead consultant for all project planning and is directing, in partnership with local consultants and community leaders, the extensive 6- to 8-month community outreach and participation process. The process will reach all sections of the community by utilizing traditional public engagement methods as well as employing creative outreach techniques such as the Richmond Plan Van which travels weekly to locations throughout the city to conduct mobile workshops. The process also includes computerized land use simulations and a youth engagement program with school curriculum developed by MIG to engage young people in creating a vision for the future of Richmond.





# RICHMOND GENERAL PLAN UPDATE

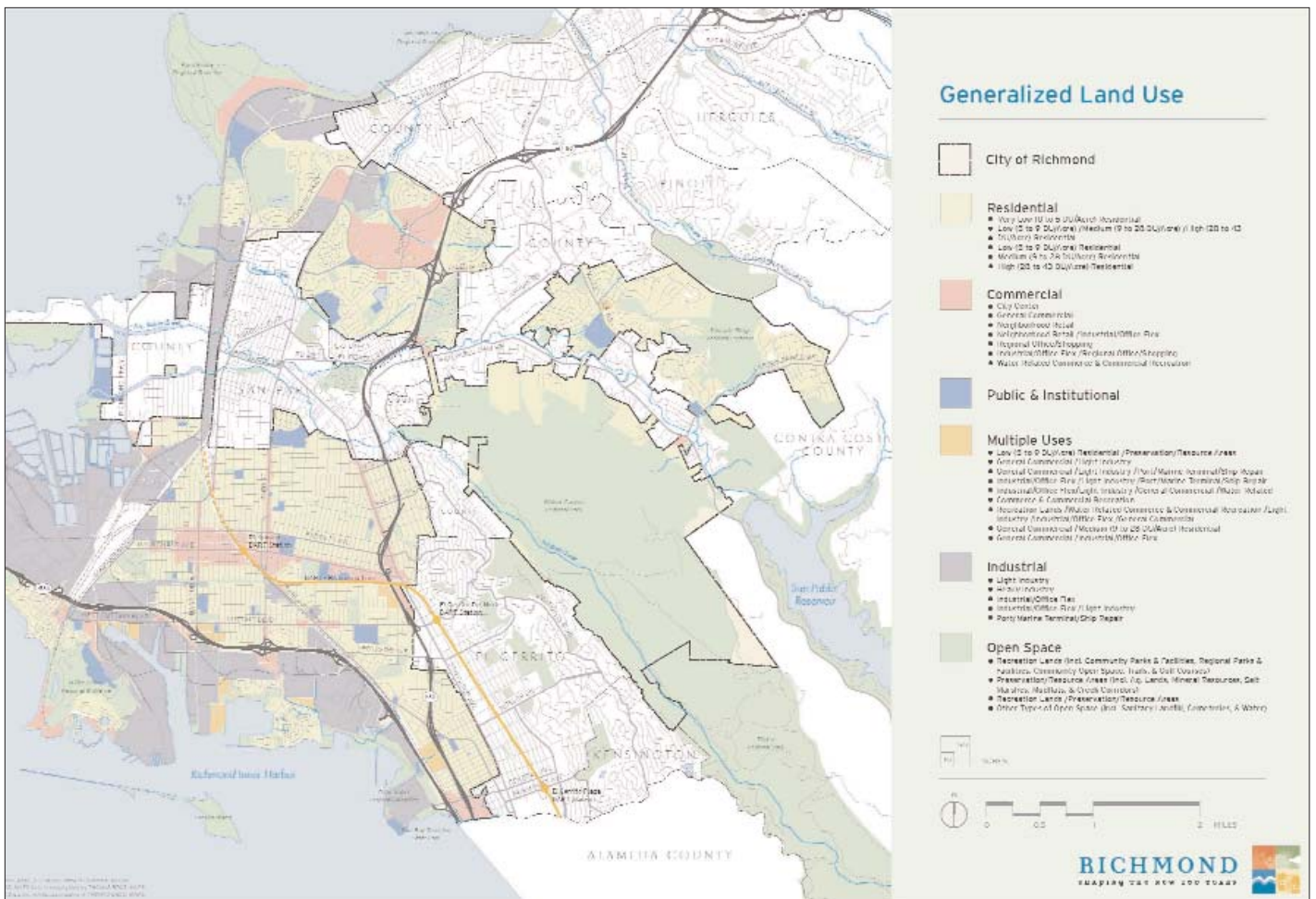
## CITY OF RICHMOND



**CLIENT** City of Richmond

**REFERENCE** Richard Mitchell,  
Interim Planning Director  
(510) 620-6706

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Christopher Beynon, *Director of Planning and Development*



# FORD PENINSULA AREA VISIONING PROJECT

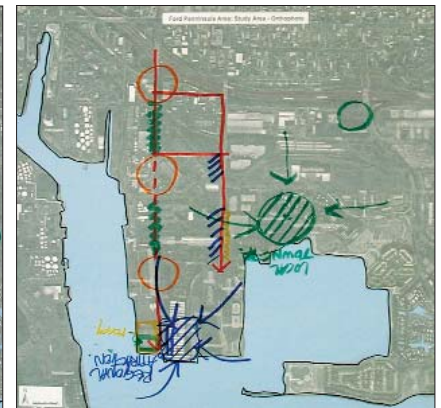
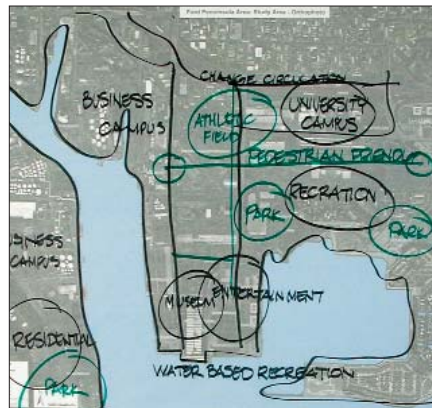
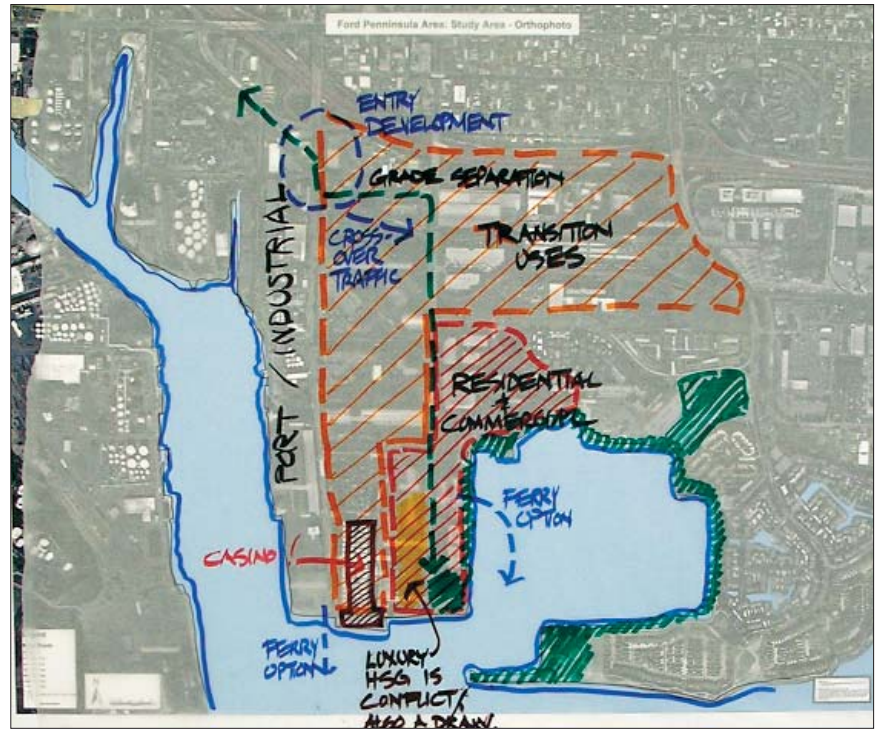
RICHMOND REDEVELOPMENT AGENCY/CITY OF RICHMOND

The City of Richmond selected MIG to assist in the development of a long-term vision for future land use and economic development for the Ford Peninsula Area. The goal of the project was to help the City balance the need for heavy industrial and port-related uses with increasing demand for housing and office development in the region and to gain consensus among key stakeholders.

The Ford Peninsula Area has traditionally been used for heavy industrial and maritime uses since the early-1900s. Recent trends in the local and regional economy and a shortage in housing supply throughout the Bay Area have created market pressures for displacement of traditional port-related uses with residential and office development.

MIG helped the City and stakeholders develop a vision for the area as a regional destination and cultural area that maintains a “peaceful” coexistence with existing industrial uses. To move that vision forward, MIG identified seven key planning principles as an overarching planning framework. This framework will inform future discussions of land use policy and infrastructure investments, balance conflicting needs, address key planning issues, and guide the decision-making process.

Using breakout groups with stakeholders, land use scenarios were explored and several key themes emerged including maintaining the port and heavy industry uses; creating a light-industrial land use transition zone as a buffer; developing the waterfront as a mixed use residential and recreation area; and enhance community connections.



Breakout group discussion diagrams



# FORD PENINSULA AREA VISIONING PROJECT

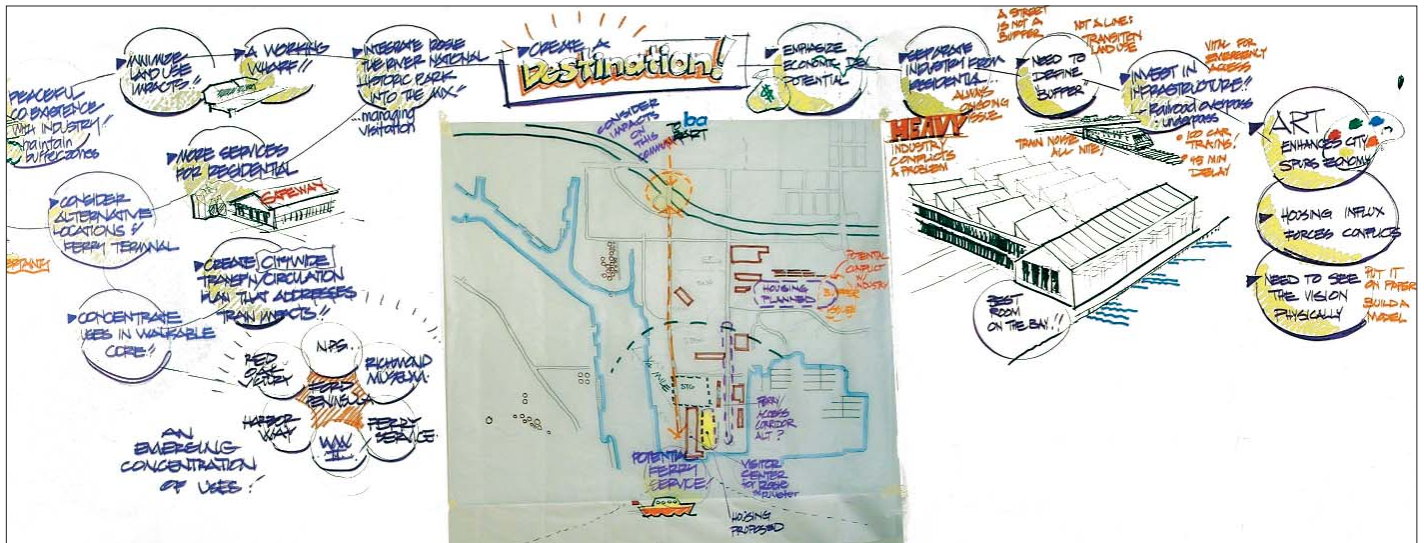
RICHMOND REDEVELOPMENT AGENCY/CITY OF RICHMOND



**CLIENT** Richmond Redevelopment Agency/  
City of Richmond

**REFERENCE** Richard Mitchell,  
Interim Planning Director  
(510) 620-6706

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*

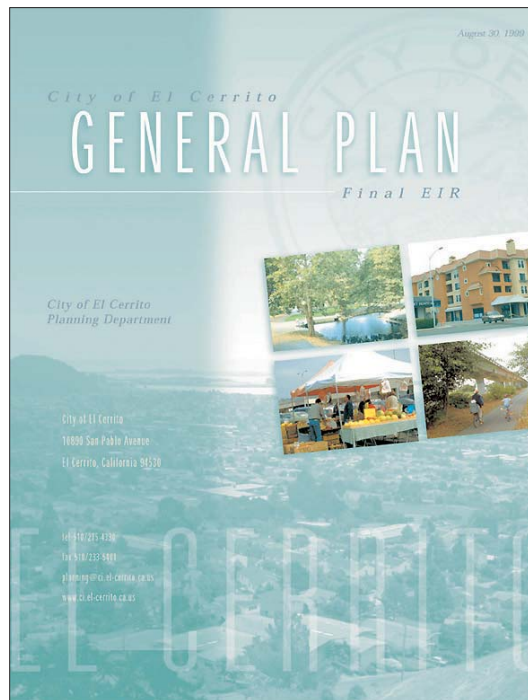


# EL CERRITO GENERAL PLAN UPDATE

CITY OF EL CERRITO, CA

Working closely with City staff, key stakeholders and local community members, MIG created an update of the City of El Cerrito's General Plan that will guide the development of the City for the next 20 years. MIG staff first conducted an evaluation of existing conditions in El Cerrito, focusing on land use activities, transportation, recreation and facility needs, public services, natural and historic resources, hazards, and design features that contribute to individual neighborhoods' overall image and character. To ensure community participation and input, the general planning process included an extensive public involvement program. MIG facilitated 15 neighborhood workshops in El Cerrito's seven planning sub-areas to gather neighborhood-specific information about community design issues. MIG also worked with City staff to identify key design concepts for residential preservation, pedestrian-friendly streets, open space and commercial development.

Based on the information gained from MIG's analysis and public workshops, MIG created a General Plan Update that included a vision statement for "El Cerrito in the Year 2020." The Plan outlined policies and guidelines to support that vision, as well as implementation measures and strategies needed to place the plan into action. City officials adopted the Plan. As a result of the extensive public involvement process, MIG developed a General Plan document that had the support of the El Cerrito community and was also a strong policy framework that would help to guide the City's future.





# EL CERRITO GENERAL PLAN UPDATE

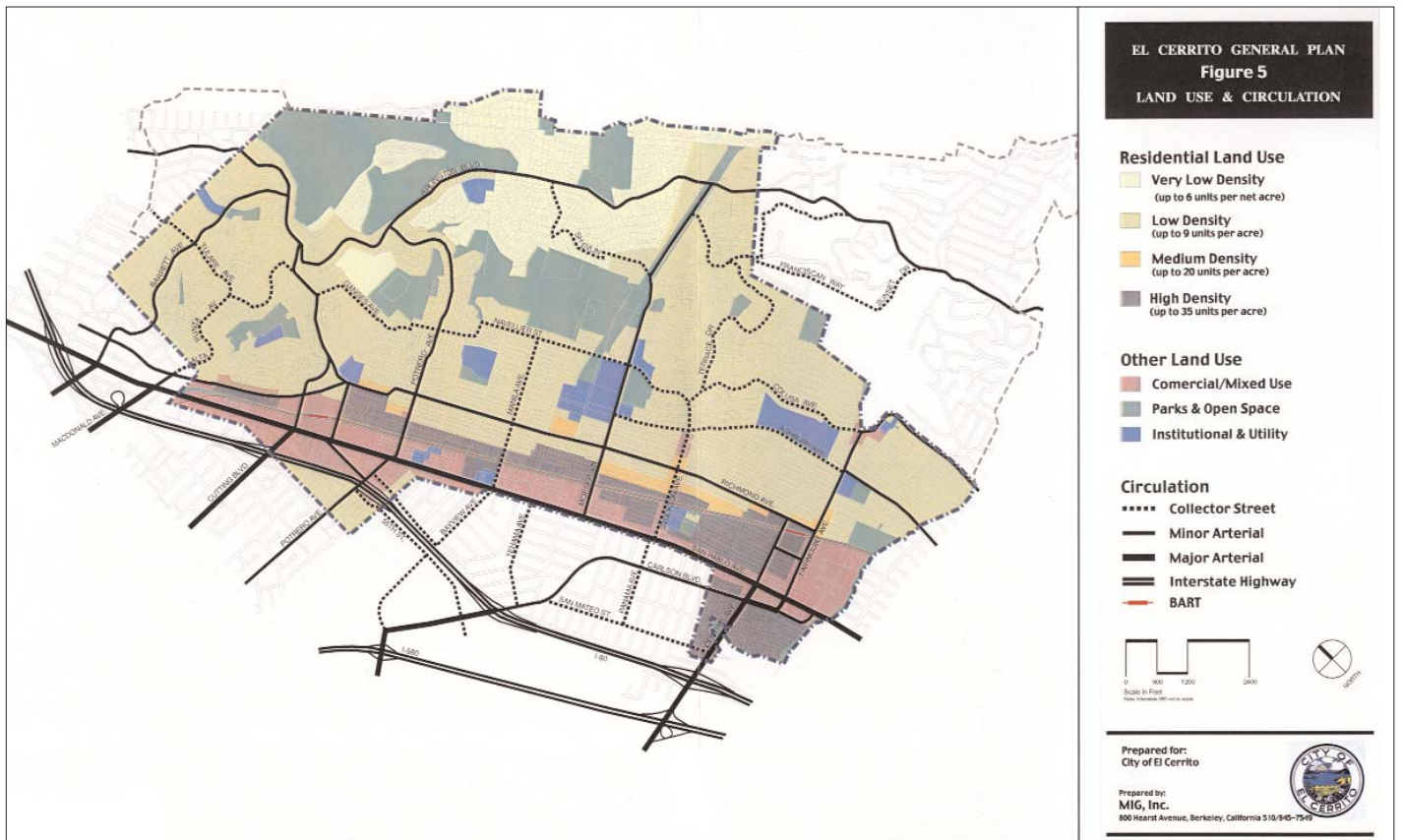
CITY OF EL CERRITO, CA



**CLIENT** City of El Cerrito

**REFERENCE** Gerald Raycraft,  
Planning Director of  
Association of Bay Area  
Governments (ABAG)  
(510) 464-7927

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*





# SAINT MARY'S COLLEGE HIGH SCHOOL

SAINT MARY'S COLLEGE HIGH SCHOOL/CITY OF ALBANY, CA

At the direction of Albany City Council, Saint Mary's initiated an extensive community involvement process to support the development of their application for a new master plan. MIG's assistance was initially requested to help with the resolution of contentious discussions with a small organized group of neighbors regarding a conditional use permit. MIG was then requested to develop a robust public involvement process that ensured participation by the broader neighborhood. To solicit input from neighbors who might not attend community meetings due to schedule conflicts or lack of issues with school activities, MIG used a variety of tools to encourage their involvement.

MIG conducted a survey of the neighbors to assess current attitudes about the school and identify key issues and concerns. Four community meetings facilitated were held. MIG drafted and refined a set of "guiding principles" for the planning process. The principles also provided a structure to help separate discussions of "day-to-day" operational issues from those related to proposed development in the master plan. On-site meetings were held to allow more in-depth discussion of specific aspects of the development. For all activities, community members could comment verbally, in writing using a mail back comment card, by phone and by e-mail. The School's application has been submitted and is currently under review. MIG continues to provide advice and counsel to the school on communications and maintaining and improving relations with the neighborhood.





# ST. MARY'S COLLEGE HIGH SCHOOL

SAINT MARY'S COLLEGE HIGH SCHOOL/CITY OF ALBANY, CA



**CLIENT** Saint Mary's College High School/  
Albany City Council

**REFERENCE** Brother Edmond Larouche,  
President  
Saint Mary's College High School  
(510) 559-6279

**MIG STAFF** Joan Chaplick, *Project Manager*





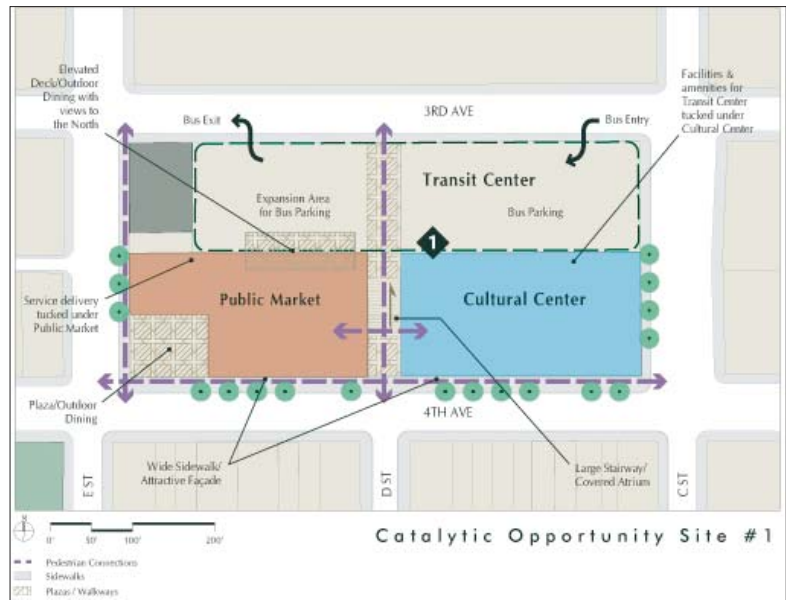
# ANCHORAGE DOWNTOWN COMPREHENSIVE PLAN

## MUNICIPALITY OF ANCHORAGE

Not since the major public investments in the 1980s has Downtown Anchorage experienced such an injection of energy, capital and focus as now. A number of substantial changes offer the historic opportunity for downtown, including: recent votes to build a new civic and convention center and expand the Anchorage Museum of History and Art; pedestrian and streetscape improvements along the E Street Corridor; improvements to the Park Strip area; new downtown parking garages; the need for a new Intermodal Transportation Center; and demographic shifts that signal the need for housing in the city core.

MIG is working with the Municipality of Anchorage and the Anchorage Downtown Partnership to create a Downtown Master Plan and Development Strategy and Regulatory Revisions that will set the course for the next 20 years of Downtown Anchorage's future development. The Plan will provide the crucial link between public sector improvements with private sector development initiatives so that the Central Business District can realize its full potential. The Plan is a response to flat market demand, competition from suburban nodes, and a need for unique design considerations that respect localized climate considerations.

By engaging with the state of Alaska to change some streets from one-way to two-way and by altering the couplet system, the MIG Team has helped Downtown Anchorage become a more walkable, pedestrian-friendly urban environment.



# ANCHORAGE DOWNTOWN COMPREHENSIVE PLAN

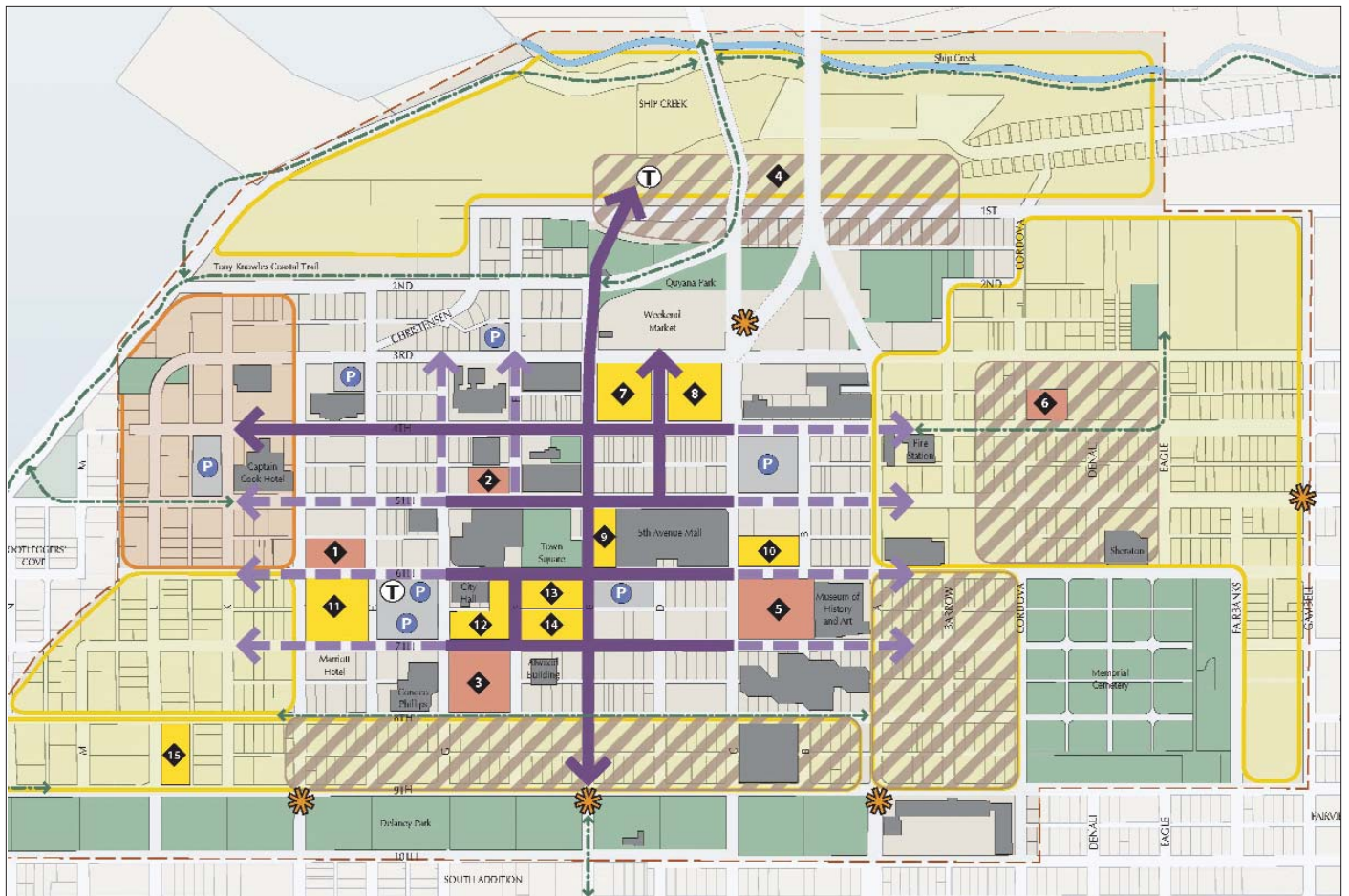
MUNICIPALITY OF ANCHORAGE



**CLIENT** Municipality of Anchorage

**REFERENCE** Tom Nelson, Project Director  
Planning Department  
(907) 343-7901

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Christopher Beynon, *Director of Planning and Development*  
Rosemary Dudley, *Project Manager*





# NAPA RIVER FLOOD PROTECTION AND WATERSHED MANAGEMENT PLAN

COUNTY OF NAPA, CA

To address a twofold challenge of restoring the health of the Napa River and implementing a flood management strategy to protect Napa Valley communities, MIG helped a Community Coalition of more than 20 community-based organizations come together to develop a local plan that would be environmentally sensitive and financially feasible.

Working with the U.S. Army Corps of Engineers, Sacramento District, and the Napa River Flood Control District, MIG helped to design and facilitate the process through which the Community Coalition evaluated the Corps' existing flood control plan and developed recommendations for a comprehensive Plan. The project received national coverage for its revolutionary solution to flood control—removing the existing system of dikes and levees and allowing the river to run free. It also set a new precedent for the way the Army Corps of Engineers does business. The plan is the most systematic effort in the country to try a “living river” approach to flood control—combining ecology and engineering, natural landscapes and constructed diversions, unfettered freedom and controlled management.

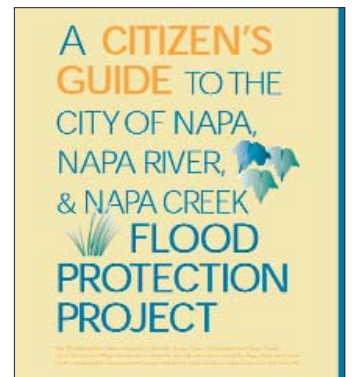
A key to the success of the project was the consensus that was achieved among the many interests in the Napa Valley, from winemakers to city officials, farmers to Army engineers, and environmentalists to business people. As a result of the planning and outreach process, Napa County residents voted to pay for the project's implementation by passing (by a two-thirds majority) a measure to raise the County sales tax.

The project received the 1998 National Planning Honor Award from the American Society of Landscape Architects.



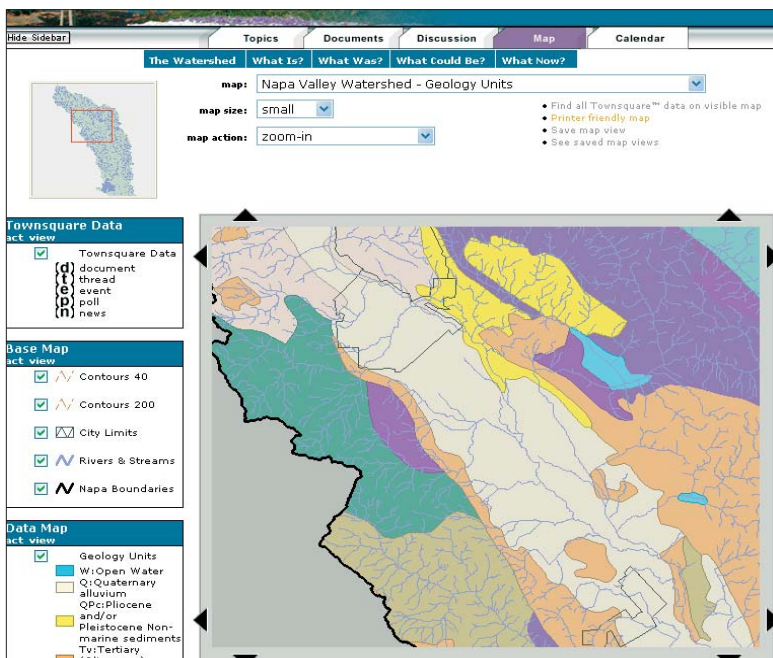
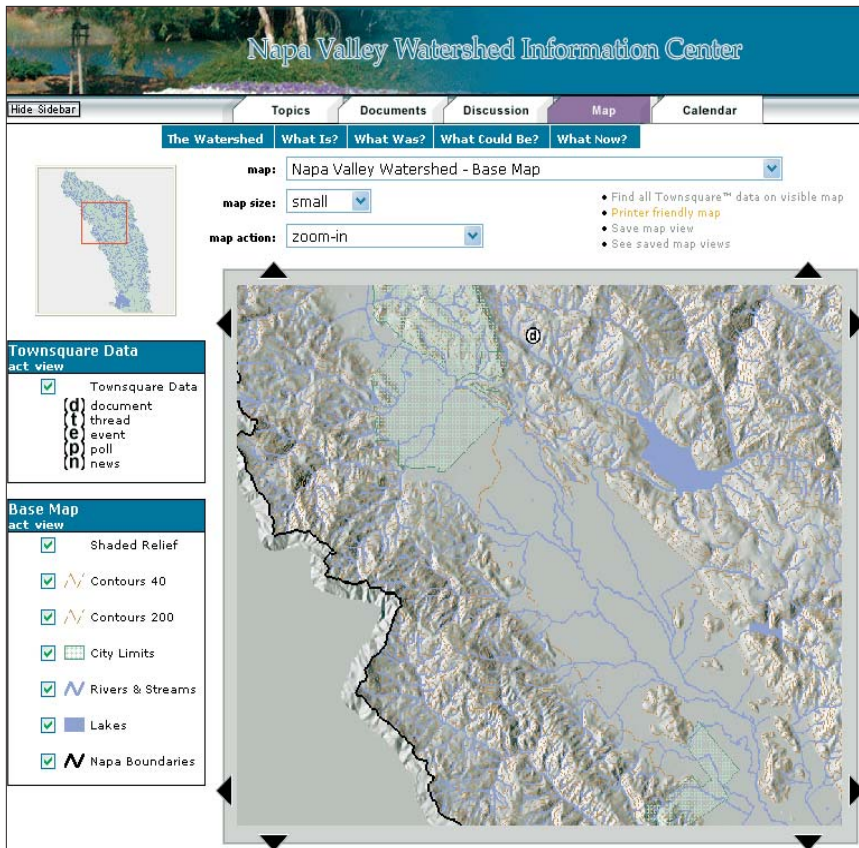
*“Rather than taming a big river through a series of technological devices, the natural hydrology of the river is going to be restored—and the notion that a river runs free is a powerful statement about the future of how people interact with these water systems. The big idea is so powerful that we feel this deserves an honor award.”*

- ASLA Jury (1998)



# NAPA RIVER FLOOD PROTECTION AND WATERSHED MANAGEMENT PLAN

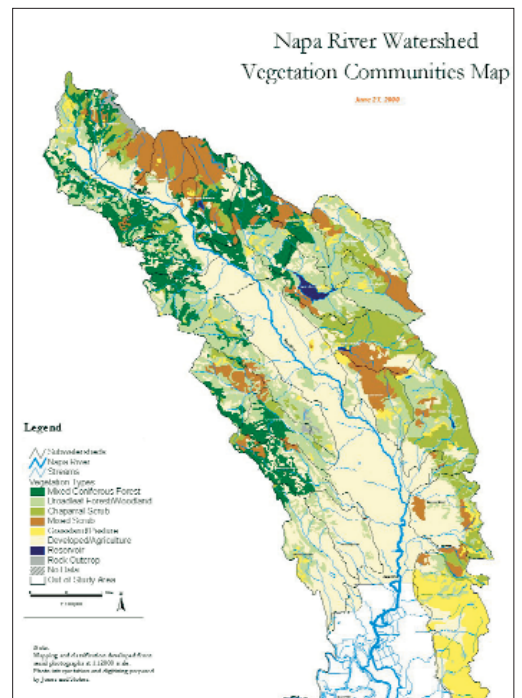
COUNTY OF NAPA, CA



**CLIENT** County of Napa

**REFERENCE** Celine Haugen, Executive Director  
*Napa Valley Economic Development Corporation*  
 (707) 253-3212

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*





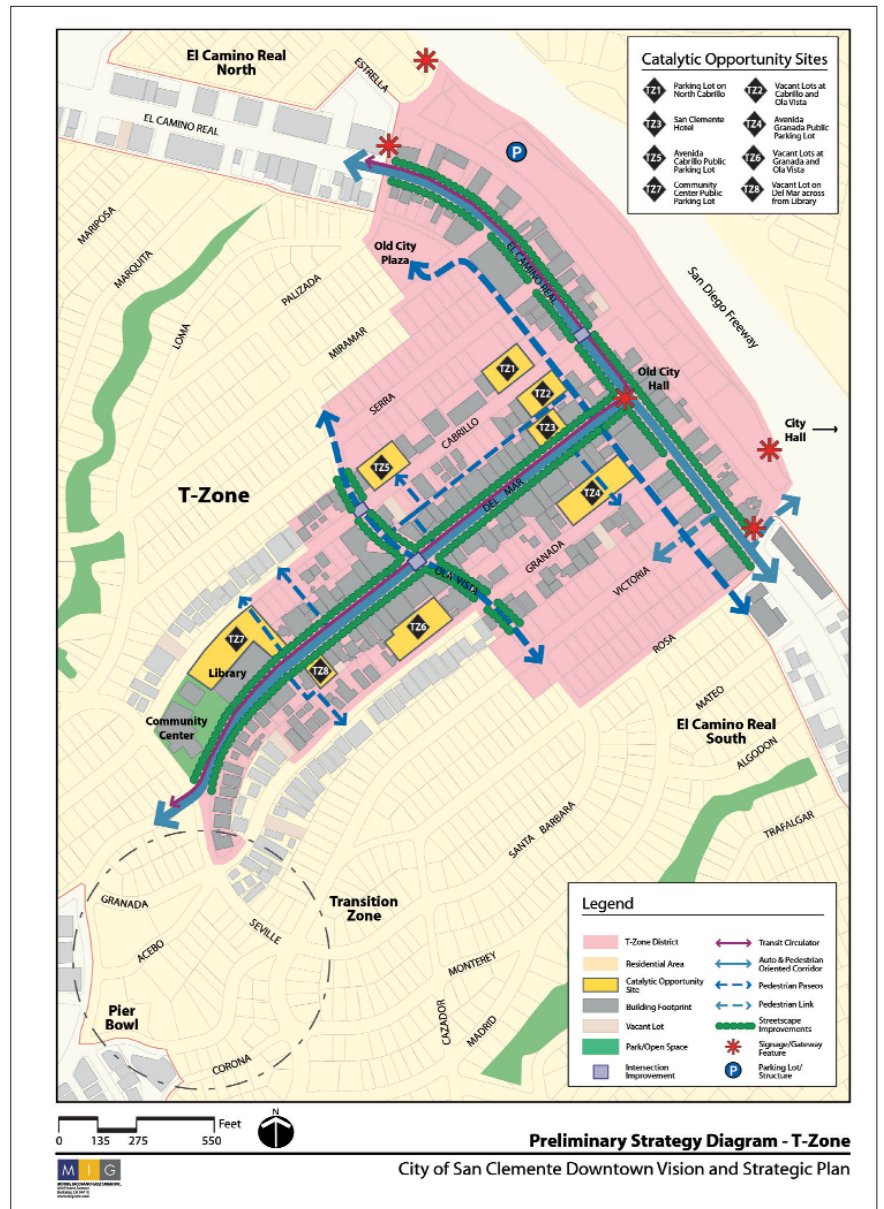
# SAN CLEMENTE DOWNTOWN STRATEGIC PLAN

CITY OF SAN CLEMENTE, CA

**M**IG 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.



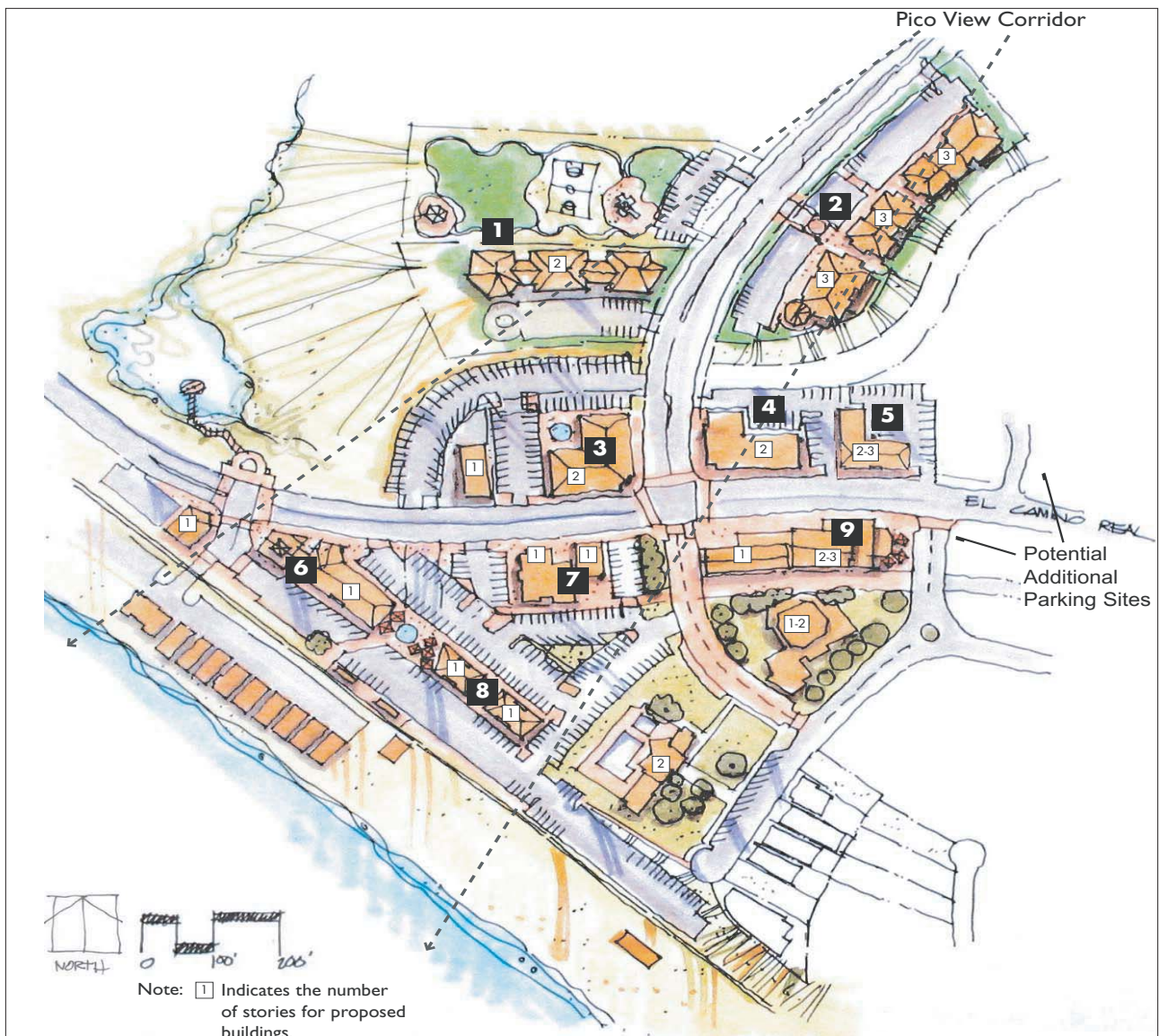


# SAN CLEMENTE DOWNTOWN STRATEGIC PLAN

CITY OF SAN CLEMENTE, CA



**CLIENT** City of San Clemente,  
**REFERENCE** George Buell, City Planner (949) 361-6185  
**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
 Christopher Beynon, *Director of Planning and Development*





# GREENFAIR VILLAGE DEVELOPMENT PROJECT

GREENFAIR VILLAGE PARTNERS, SACRAMENTO, CA

**M**IG is working with Greenfair Village Partners in Sacramento, California to redevelop a 30-acre infill site east of Downtown. In 1968, the United States Department of Housing and Urban Development (HUD) purchased Greenfair—formerly the site of the California state fair—and built experimental housing units as one of the first efforts designed to meet the demand for affordable housing in urban areas. However, many of these cutting-edge construction techniques had problems and were demolished in the late '90s.

In 2004, the Sacramento Housing and Redevelopment Authority acquired the land from HUD and began a visioning process to guide redevelopment of the land. Currently, MIG is building upon this effort to prepare a land use plan, architectural guidelines and streetscape standards. Throughout the design process, MIG is organizing activities—such as a website, quarterly newsletters and community meetings—to keep community members apprised of the project's status and solicit input as the design evolves.

Adjacent to educational, recreational and employment uses, Greenfair Village has the opportunity to be recognized at the state and national level as a model urban village—a thriving community in the heart of the city. The development will build high-quality new housing and refurbish the exteriors of some adjacent housing. It will preserve existing open spaces as well as create new parks, walking paths, and bicycle trails to encourage healthy lifestyles and a strong community.

The planning process will continue to involve residents, neighboring community members, local business leaders, and other partners. The community involvement, planning and design phases are currently underway, and construction is anticipated to begin in 2008.





# GREENFAIR VILLAGE DEVELOPMENT PROJECT

GREENFAIR VILLAGE PARTNERS, SACRAMENTO, CA



**CLIENT** Greenfair Village Partners

**REFERENCE** Wendy Saunders  
(916) 929-6402

**MIG STAFF** Daniel Iacofano, *Principal-in-Charge*  
Christopher Beynon, *Director of Planning and Development*  
Joan Chaplick, *Senior Facilitator*



Land Use Concept



# PUBLIC OUTREACH AND IMPLEMENTATION

## SANTA CLARA VALLEY WATER DISTRICT

A significant portion of the Santa Clara Valley Water District's (SCVWD) revenue is from a benefit assessment that was due to sunset on July 1, 2000. It would require two-thirds voter approval to renew; a daunting challenge. MIG helped SCVWD develop an outreach plan that would allow the community and businesses to help determine the capital projects, maintenance programs and restoration activities that would provide for flood protection and stream stewardship for the next 10 to 15 years.

Flooding is part of the dynamic nature of healthy rivers and ecosystems. Open space, wetlands and woodland areas all help to slowly release natural floodwaters and reduce flood flow peaks. But Santa Clara County is the heart of Silicon Valley, with over 1.8 million people and world-leading hi-tech companies. The natural process of flooding is a thing of the past and the SCVWD has been working to alleviate severe flooding since the 1950s.

MIG, in partnership with the Hispanic Chamber of Commerce and other community organizations, led the effort to implement the benefit assessment outreach plan. Activities included stakeholder discussions, public workshops, a series of "blue ribbon" forums with key business and community leaders and a variety of print and multi-media public information materials in two languages.

As a result, the District's Flood Protection and Stream Stewardship Program received voter approval to renew the needed benefit assessment.

**The Valley Benefits**

- Continued funding can provide:
  - Local water ways protected from pollutants, fuel, construction and dust/runoff
  - Neighborhood recreation opportunities
  - Grades and woodwell (pieces of growth)
  - Creeks protected for illegal dumping
  - The Damaging Effect to Bay (protection increased)
  - Creeks cleaned of illegally dumped chemicals

**Clean, Safe Water in Our Creeks and Bay**

Improving the quality of water in our creeks and bays and the aesthetic features of our streams continues to add to the quality of life in Santa Clara Valley. Preserving these water resources and their scenic beauty are key components of a comprehensive stream stewardship program.

Continued funding can allow the water district to initiate new and expanded services to ensure clean creeks and safe water, such as:

- Good Neighbor Maintenance Programs:** Staff dedicated to clean-up programs and trash and graffiti removal—no water will run free and clean of trash, and streams will be clean and shining.
- Pollution Prevention Programs:** Detection and management of toxic materials and sediments that pollute both the creeks and San Francisco and Monterey bays.
- Hazardous Materials Management and Incident Program:** Available hazardous material emergency services statewide.

**Funding for Clean, Safe Water**

With local funding of \$2.2 million annually the water district can improve the quality of water in creeks used in San Francisco and Monterey bays.

**Clean Water 16%**



**Healthy Creek and Bay Ecosystems**

In an urbanized area like Santa Clara Valley, there can be a tremendous negative impact to creek ecosystems. The health of a creek reflects the conditions throughout the watershed, not just those along its banks. Birds and wildlife need to come to the creek banks to forage and drink. Fish and amphibians need to make the creek their home. Streamside trees and brush stabilize banks, shade the water and provide nesting habitat and food.

Continued funding can allow the water district to proceed with crucial environmental work to protect and restore habitats and encourage the return of endangered species. This work includes:

- Creek and stream erosion repair:** Stream-bank restoration and strengthening to improve property protection, creekbank vegetation and water quality.
- Environmental restoration:** To re-establish natural conditions along the riparian corridor.
- Vegetation management:** To replace invasive species with native vegetation and carefully manage wetland habitat.

**The Valley Benefits**

Continued funding can provide:

- Erosion repair for creeks and streams
- Protection for endangered species such as Chinook salmon, steelhead trout, soft mouth harvest mouse, California kangaroo rat, and California red-legged frog
- Natural habitat used for riparian restoration
- Native plant species restoration
- Removal of invasive plant species from local waterways

**Funding for Healthy Creek Ecosystems**

With local funding of \$1.4 million annually the water district can create healthy creek ecosystems for fish, plants and wildlife in creeks used in San Francisco and Monterey bays.

**Healthy Ecosystems 12%**

# PUBLIC OUTREACH AND IMPLEMENTATION

## SANTA CLARA VALLEY WATER DISTRICT



**CLIENT** Santa Clara Valley Water District

**REFERENCE** James Fiedler,  
Executive Project Manager  
(408) 265-2600  
fiedler@scvwd.dst.ca.us

**MIG STAFF** Joyce Vollmer,  
Director of Strategic Communications