

VISIT MORGAN HILL

Comprehensive STRATEGIC PLAN Development

PROPOSAL | JUNE 20, 2019



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June 20, 2019

Nichole Farley
 1102 Corporate Way, Suite 140
 Sacramento, CA 95831
 Via email: nfarley@civitasadvisors.com

Re: Proposal for Visit Morgan Hill Comprehensive Strategic Plan Development

Dear Ms. Farley and Selection Committee Members:

Thank you for considering **MIG, Inc.** as your consultant for the **Visit Morgan Hill Comprehensive Strategic Plan Development**. Our firm is a leader in strategic planning for organizations and communities—plans that reflect community values and priorities, are built from data and critical thinking, and generate desired outcomes.

Strategic planning can measurably improve an organization to better advance its mission and achieve its desired outcomes, strengthening relationships among decision-makers, staff and the community around a clear and meaningful path ahead. MIG approaches each project as a strengths-based, capacity building opportunity with products that go well beyond the plan document itself—providing clarity, cohesion, and momentum for action. If selected, MIG will engage the Vision Morgan Hill (VMH) Board, staff and key stakeholders in open, productive, and compelling conversations about strategy and implementation for tourism growth that build a broad base of support and maximize opportunities for community impact.

Our team brings over 35 years of experience in strategic planning, and offers Visit Morgan Hill the following qualifications:

- » Proven experience leading **strategic planning efforts with boards and executive teams** that have resulted in successful plan implementation.
- » Expert **visioning, facilitation, consensus-building and stakeholder engagement skills** to bring groups together in collaborative work efforts.
- » Experience in **planning, promotion and marketing of downtowns, tourism districts, sports, and recreation** on behalf of public and private organizations.
- » **Tools and resources** that will help you measure your performance and achievements in plan implementation and incorporate action items into budget planning.
- » **Robust technical skills and inspired principal-level staff** that provide expert guidance throughout the project.
- » A collaborative approach that **builds and deepens partnerships and support for implementation**—from start to finish.

Daniel Iacofano, Ph.D., FAICP, FASLA, will be the Principal-in-Charge and Project Manager of the VMH Strategic Plan. Daniel is a founding Principal of MIG with over 35 years of experience in strategic planning, organizational development, and planning. He is an expert in group dynamics who also brings experience at the state, regional, and local levels in business improvement districts, economic development, downtown planning, sports and recreation, and more. Daniel has assisted many public, private, nonprofit, and philanthropic organizations in articulating goals, strategies, and actions for their future success.

The preliminary budget provided in this proposal represents an estimate based on our current understanding of the level-of-effort required. We expect to work closely with you to revise our proposed scope and budget to achieve the very best outcomes for this project.

We look forward to presenting our ideas and approach to you in person and learning more about this important project. If you have any questions about our proposal, please do not hesitate to contact me at 510-845-7549 or by email at danieli@migcom.com.

Sincerely,

Daniel Iacofano, PhD, FAICP, FASLA
 President, CEO/CFO

Project Understanding

The recent formation of the Morgan Hill Tourism Business Improvement District—also known as Visit Morgan Hill (VMH)—is a major milestone in the history of the city’s growth and development as a vibrant, diverse community. These characteristics are reflected in its growing population and mix of local and visitor-serving features including Downtown Morgan Hill, major events, recreation, and open spaces.

How VMH begins and manages its stewardship of revenues and, ultimately, its service to the community requires critical thinking. In addition to hotel room night sales, in what additional ways should we measure and track success? What does success mean to our many stakeholders? What investments today may hold the greatest promise of desired returns in the future? How do we establish an underlying VMH organization that efficiently and effectively manages funds and implements programs with appropriate transparency?

“Various obstacles, finding ways to create a majority and, of course, funneling that to a positive direction to see growth for all those involved in tourism took a long time,” he said. “It is very easy to say, ‘Hey, we need more tourism,’ but getting consensus on the approach and how it would be financially sustained is far more diverse.”

–Michael Meredith, VMH Board Chair
Morgan Hill Times, 5/23/19

The answers to these questions, among others, will shape the future of VMH and its contributions to economic development and quality of life in Morgan Hill. Strategic planning will provide the VMH Board with the space and time to closely analyze and deliberate, leading to consensus on its path forward. This pathway must provide clear guidance, but also enough flexibility to respond to opportunities and challenges that are unseen today.



Additionally, with the upcoming development of VMH’s branding and marketing strategy on a parallel path, the Strategic Plan must be constructed in a way that these two strategic frameworks are complementary and mutually supportive.

Approach

MIG believes that strategic planning for business improvement districts and cities involves a few necessary elements: a good **understanding of current conditions**, including both assets and liabilities related to tourism and economic sustainability; an appreciation of **forces acting from within and without that will impact the local economy** in the future; and the creation of **a set of focused initiatives to position VMH for success**.

MIG’s approach to strategic planning emphasizes a realistic, iterative, and action-oriented process, starting with a thorough analysis of existing conditions and needs of the area. The Strategic Plan will be built on consensus among the VMH Board with input from key stakeholders and partners. The Plan will also be grounded in an understanding of the political and economic forces, opportunities, and constraints facing tourism in Morgan Hill and the region. Learning from the experiences, successes and failures of destinations and organizations like VMH will also be important to informing strategies and implementation. Our approach will be built on a strong collaboration with the VMH Board and staff, and the engagement of key stakeholders.

We believe this 3-month process can be accomplished across two phases.

- » **Phase 1. Development of Strategic Plan Framework:**
The first phase will **identify the current context** impacting the VMH and the broader community. The VMH Board will provide initial input through **one-on-one interviews** and a survey that will inform an analysis about VMH as an organization, as well as the tourism market's strengths, assets, issues, and competitive forces. These findings will be **synthesized into an Environmental Scan** that will inform and guide the Strategic Plan. These findings will inform discussions at **Board Retreat I and development of a strategic framework** for the Plan.
- » **Phase 2. Development of Draft and Final Strategic Plan Document:** Board members will advise the project team on **key stakeholder interviews with community partners** that have a vested interest in VMH's success, practical experience, and ideas for implementation and partnerships. The project team will also conduct **best practices research among similar tourism districts and communities** to glean lessons learned. All of these inputs will inform an **iterative strategy development process and Board Retreat II**, where Board members will collaborate with the project team on identifying, refining and prioritizing strategies and objectives for the Strategic Plan. Draft and final versions of the Plan will be developed by the project team, with close review and input by VMH Board and staff members.

The following section outlines the **anticipated work plan and schedule** that we have proposed to create the Strategic Plan.



Work Plan

TASK 1.0: PROJECT INITIATION AND ONGOING PROJECT MANAGEMENT

MIG will meet with the VMH staff and Board Chair to define the objectives, strategy, and structure, and to review background conditions and key issues, for the development of a VMH Strategic Plan. The discussions will include logistics coordination, agendas, and any background materials to be used or presented at two Board Retreats, or to inform development of the Plan. The budget also provides for preparation and review of materials before the meetings and coordination with VMH staff.

TASK 2.0 BOARD INTERVIEWS (9) AND BOARD MEMBER SURVEY

MIG will conduct interviews with the nine members of the VMH Board to identify key issues and opportunities. VMH staff and MIG will coordinate times and schedules so that MIG can conduct the interviews over a two-day period in Morgan Hill, with some conducted on other dates by telephone to accommodate Board members' availability, as needed. In addition, MIG will design, implement, and analyze an online survey for the entire VMH board to obtain further input on the additional items not covered during the interviews. These inputs will help shape the framework and agenda for Board Retreat I. MIG will create a summary of VMH member input received via the interviews and survey to inform the workshop discussion.

TASK 3.0 ENVIRONMENTAL SCAN

MIG will develop an Environmental Scan report in a PowerPoint format designed to summarize VMH and its market area's strengths and assets, needs and gaps, and emerging issues as identified through data review and analysis, the Board interviews and member survey, and VMH staff input. The VMH Board and staff will have the opportunity to review and comment on the report outline and to provide one set of consolidated written comments and edits. The environmental scan data and findings will also be used as a starting point for confirming a shared understanding of the context and developing a strategic framework for the Plan.

TASK 4.0 BOARD RETREAT I

MIG will provide facilitation and graphic recording services to support the half-day Board Retreat I with the VMH Board and staff in Morgan Hill to develop the Strategic Plan framework. MIG will develop the agenda in consultation with the VMH Board Chair and staff, and will prepare a concise overview of the findings from the Board interviews and survey and the Environmental Scan to inform the discussion. The retreat outcomes will focus on defining the initial elements of the strategic framework for the Plan, which are likely to include: vision, goals, and strategic directions. Additionally, Board members will provide direction on key stakeholder interviews and best practices research (see tasks 5.0 and 6.0). Within two weeks after the retreat MIG will prepare a summary memorandum of key discussion items and outcomes from the retreat, including the initial strategic framework and photo-reduced copies of the wallgraphics.

TASK 5.0 KEY STAKEHOLDER INTERVIEWS (15)

MIG will conduct interviews with up to 15 key stakeholders to discuss ideas to promote Morgan Hill as a tourism destination. The strategic framework that emerged from Board Retreat I will provide the structure for the interview questions, focusing on interviewees' ideas about potential strategies to achieve the goals. The key stakeholders and questions will be identified in collaboration with VMH Board and staff members. VMH staff and MIG will coordinate times and schedules so that MIG can conduct the interviews over a two-day period in Morgan Hill, with some likely being conducted on other dates by telephone to accommodate interviewees' availability. These interviews will help inform the potential strategies and agenda for Board Retreat II. MIG will create a summary of findings in a memorandum to inform the retreat discussion.

TASK 6.0 BEST PRACTICES RESEARCH

MIG will conduct best practices research to inform the development of the Plan. Research will focus on other tourism business improvement districts and similar organizations as identified by MIG and the VMH Board and staff members. The findings will help inform the potential strategies for development during Board Retreat II. MIG will summarize the findings in a PowerPoint show and provide as an electronic copy to VMH.

TASK 7.0 BOARD RETREAT II

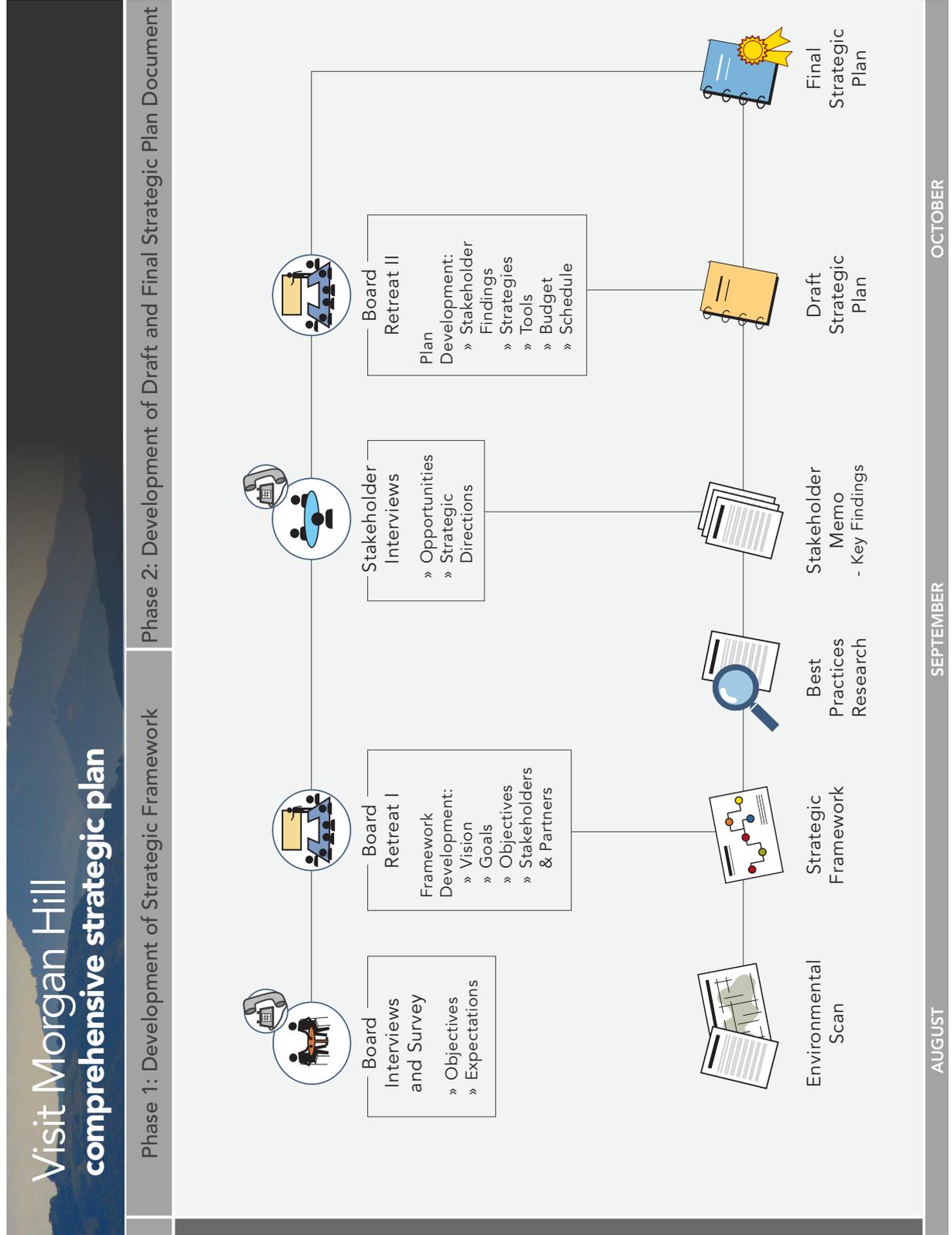
MIG will provide facilitation and graphic recording services to support the half-day Board Retreat II with the VMH Board and staff in Morgan Hill to develop the Draft Strategic Plan. MIG will develop the agenda in consultation with the VMH Board Chair and staff, and will prepare potential strategies based on the findings from the key stakeholder interviews and best practices research to inform the discussion. The retreat outcomes will focus on refining the strategies and establishing time frames for implementation. Within two weeks after the retreat MIG will prepare a summary memorandum of key discussion items and outcomes including photo-reduced copies of the wallgraphics.

TASK 8.0 DRAFT AND FINAL STRATEGIC PLAN

Using source material from the Board Strategy Retreats, interviews, survey, and best practices research MIG will draft a brief Strategic Plan document, reinforced by appropriate graphics and images. The Plan will identify strategies for each goal and will convey where VMH is today, where it wants to be in the future, and how it intends to get there. MIG will provide one electronic copy of the Draft Plan to VMH for review and input from the Board, which will be provided back to MIG as one consolidated set of revisions. MIG will then incorporate the revisions and provide the final draft in electronic format for review. After incorporating final revisions requested by VMH, MIG will deliver the Final Strategic Plan in PDF format for printing and distribution by VMH.

Schedule

The “process graphic” below provides an illustrative view of the proposed approach, tasks, and time frames.



Firm Profile and Capabilities

ABOUT MIG

Critical thinking. Strategic focus. Innovative solutions.

For over 35 years, MIG has led complex, collaborative projects that foster healthy, inclusive communities. Our team of 277 professionals works locally, nationally, and internationally to help communities plan and create better outcomes. Our experience in strategic planning and organizational development drives change efforts that manifest in dynamic organizational models, equitable, and defensible decision-making, fiscal leveraging, collaborative systems, healthier places, and stronger economies, and communities.

Strategic Planning

MIG works closely with clients in assessing organizational structure and operations and developing strategic action plans for change and improvement. We develop and implement processes based on a thorough exploration of lessons learned, existing conditions, and future opportunities and trends. MIG emphasizes collaborative thinking and problem solving; linking resource allocation to organizational values, goals, and objectives. We develop effective performance and progress measures. Our experience cuts across a wide range of public, nonprofit, and private sector contexts, which contributes to our breadth of knowledge, creativity and contextual understanding. Working with all levels of management and staff, MIG strives to ensure that everyone in the organization understands the how and why of organizational change and strategic planning.

Tourism Planning and Marketing

MIG has applied experience in supporting tourism business improvement districts through strategic planning, marketing, strategic communications, and public relations. These districts are uniquely situated and organized in their communities, serving as important drivers of local economies, jobs, infrastructure, and, overall, improved quality of life for everyone.

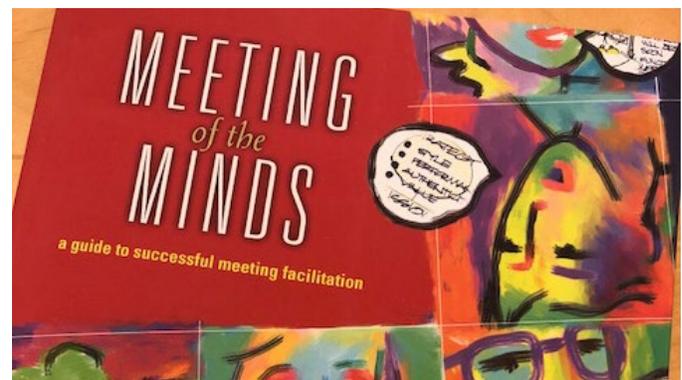
Additionally, we are experienced in marketing and public relations for private companies such as entertainment venues, hoteliers and restaurants, which broadens our understanding of tourism stakeholders' needs and issues. Our tourism expertise adds capacity and value to a district's decision-makers and staff to strengthen planning and implementation efforts that get desired results.

Downtown Planning

MIG helps cities re-energize their downtowns. We understand the complexities of planning in the city core and commercial areas and the unique issues, opportunities and constraints that arise. We are experts in downtown planning, design, and implementation, working on dozens of city center projects across the country. Our strategic approach, rooted in a thorough understanding of the social, economic and cultural context of downtowns, results in built projects, enhanced environments and tangible revitalization.

Facilitation and Consensus Building

MIG is internationally recognized for its facilitation expertise, developing and using innovative techniques to create an open atmosphere in which different viewpoints can be heard, acknowledged, addressed, and reconciled. We have helped diverse groups of public and private sector clients to resolve conflicts and work toward common goals. We have facilitated thousands of meetings, including citizens advisory groups, board sessions, focus groups, management workshops, and strategic planning retreats. Our approach to facilitative leadership and consensus-building techniques are documented and shared in our widely distributed book, *Meeting of the Minds*.



Stakeholder Analysis and Engagement

MIG is experienced at identifying stakeholders and conducting assessments to determine perceptions, concerns, and potential project impacts, as viewed by a broad range of stakeholders. MIG regularly engages stakeholders from a wide range of backgrounds, communities, professions and sectors to inform strategic planning efforts. The engagement process provides an opportunity for key stakeholders to speak about their goals and concerns—helping to identify issues and opportunities, as well as potential areas of agreement and disagreement regarding project alternatives and strategies.

MIG utilizes techniques including individual interviews, focus groups, and statistically valid surveys to conduct stakeholder and issue research in the early stages of project development. Conducting these early in the process helps build trust and relationships while surfacing issues in advance of the process. Individual and group interviewees may be asked to identify other stakeholders or special interest groups who should be involved in the process. Information from the interviews provides important guidance in developing the Plan.

Data-Driven Decision-Making

MIG enables data-driven decision-making. In all our projects, we regularly use both quantitative and qualitative data to assess current conditions and future projections that will guide responsive and thoughtful decision-making. This may include collection and analysis of demographics, trends, survey results, economic, educational, and health data, as well as other information. Qualitative data may include information collected during the stakeholder involvement process using tools developed by MIG, such as the results of online questionnaires and games, focus groups, interviews, workshops, pop up community events, and many more techniques.



Budget and Resource Development

We tie strategies and actions to budget resources and organizational design. Strategic planning must be conducted in the context of an organization's policy, staffing and operational structures to ensure that emerging ideas and future directions are practical and feasible. Our strategic planning process can explore and identify strategies that will help achieve clarity on resource needs and potential sources of funding and financing. This focus will lead to informed decision-making and successful plan implementation.

Marketing, Communications and Branding

MIG develops strategic marketing and communications plans that drive implementation efforts and generate results. These plans and strategies are built from market research and informed by best and emerging practices and tools. MIG provides high-quality, written and graphic materials to document planning and design processes, create multimedia outreach and marketing materials, develop training and implementation tools, and conduct marketing activities. We produce attractive and user-friendly materials to help communicate complex concepts and issues to a wide range of audiences. Our media and communications work crosses all media: print, Internet, video, and multimedia.

Innovation and Implementation

We tailor each strategic planning process to the unique needs and conditions of an organization and its community. MIG sees the planning process not simply as a means to an end—rather the process should foster collaboration, discussion, experiences, information-sharing, and idea creation in ways that are meaningful and innovative for all participants. With every project, MIG challenges participants to leverage their strengths and assets as individuals and a community, all while considering new ways of creating positive change and working together. As a result, our projects enjoy broad-based support and enthusiasm, and are readily implemented in a variety of ways, such as partnerships and focused public and private investment. And, most importantly, these implemented plans have changed organizations and the communities they serve.

AREAS OF EXPERTISE

- » Strategic Planning
- » Downtowns
- » Urban Planning
- » Facilitation
- » Public Outreach

EDUCATION

- » PhD, Environmental Planning, University of California, Berkeley
- » MS, Environmental Psychology, University of Surrey, England
- » BUP, Summa Cum Laude, University of Cincinnati

REGISTRATIONS / CERTIFICATIONS

- » American Institute of Certified Planners, Fellow
- » American Society of Landscape Architects, Fellow

AFFILIATIONS

- » California Redevelopment Association
- » Environmental Design Research Association, former Board member and Officer
- » International Association for the Study of People and Their Physical Surroundings (IAPS)

Daniel Iacofano, PHD, FAICP, FASLA

PRINCIPAL-IN-CHARGE / PROJECT MANAGER

Daniel Iacofano is internationally recognized as an innovator and thought leader in urban planning and design, strategic planning, organizational development, facilitation, and consensus building. His career is as multifaceted as the field he chose to pursue and the firm he helped co-found. The breadth of planning not only encompasses everything he enjoys, it enables him to do what he does best—engage others in creative problem-solving to improve people’s lives. From policy- and place-making to systems and structures, Daniel has worked with hundreds of communities and organizations around the world to think strategically and critically about achieving desired change. No matter what the project entails—restoring a river, developing a downtown, or repurposing a public agency—his comfort with complexity and his dexterity with details enables him to guide clients through the process of evaluation, decision-making, and implementation. The management, facilitation, and listening skills he has honed over three decades enable him to readily assess needs and identify a path forward. Regardless of the size, shape, or current state of a project, Daniel will always “push the quality envelope” and seek innovation in arriving at solutions. He delivers the best outcomes possible within given constraints and against sometimes opposing forces. With his extensive range of experience and expertise in physical, environmental, and strategic planning, clients and communities across the nation often find that his impact lasts well beyond his involvement.

SELECTED PROJECT EXPERIENCE

- » Urban Land Institute – San Francisco Strategic Plan, San Francisco, CA
- » Union Square BID Strategic Planning Services, San Francisco, CA
- » Los Angeles County Department of Public Works Strategic Plan, Los Angeles County, CA
- » San Francisco Department Heads Working Group (DWG), San Francisco, CA
- » City and County of San Francisco Workforce Development Strategic Plan, San Francisco, CA
- » Vision Study for Dallas Midtown Commons Parks, Dallas, TX
- » Castaic Lake Water Agency Strategic Plan, Santa Clarita, CA
- » Sonoma County Department Heads Strategic Planning Session, Sonoma County, CA
- » Downtown Santa Barbara Strategic Vision, Santa Barbara, CA
- » Hotel Council of San Francisco Strategic Plan, San Francisco, CA
- » Pasadena Playhouse District Association Strategic Plan, Pasadena, CA
- » Santa Barbara City College Neighborhood and Quality of Life Task Force Strategic Plan Update, Santa Barbara, CA

Samples of Similar Work

Urban Land Institute – San Francisco Strategic Plan

SAN FRANCISCO, CALIFORNIA

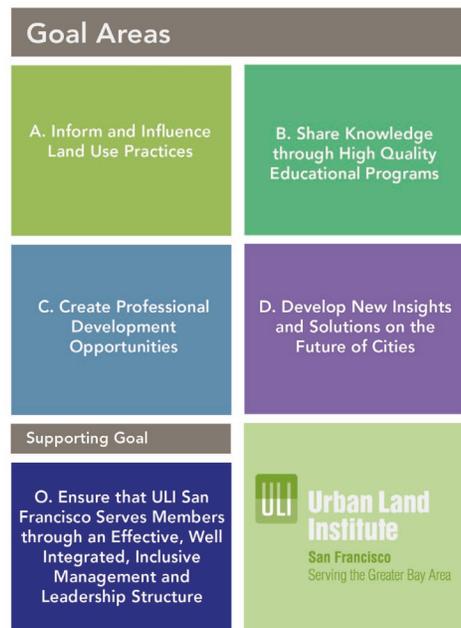
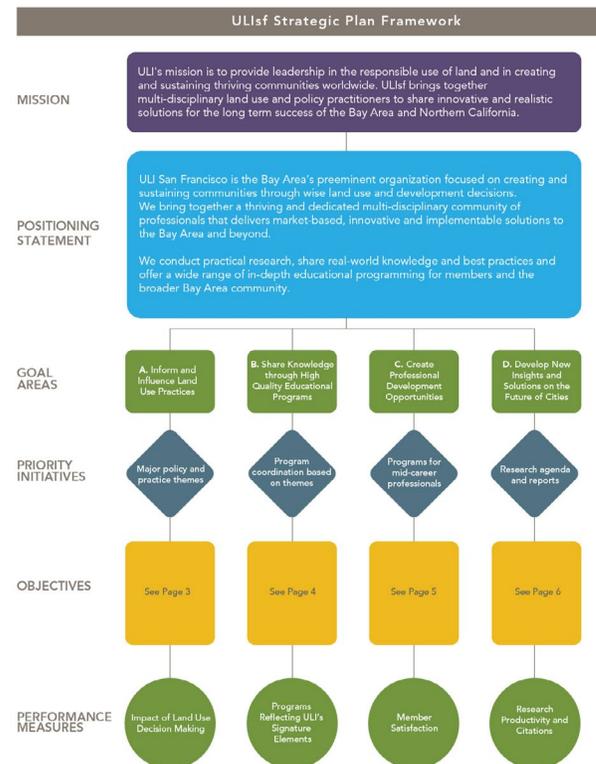
As the Bay Area’s leading organization dedicated to responsible and sustainable land use, the Urban Land Institute – San Francisco (ULISf) serves public and private sector professionals with pragmatic land use expertise and education—providing well-researched and objective information on urban planning, growth and development. To help advance ULISf’s mission and strengthen their role in shaping the Bay Area’s future, MIG developed and conducted a strategic planning process to chart the organization’s path from 2016 to 2018.

As part of this process, MIG conducted interviews and a members’ survey to confirm core values and determine priority issues to be addressed. MIG also conducted research to identify challenges and opportunities where the organization might have the greatest impact on the Bay Area’s future sustainability and development. To develop the plan, MIG facilitated working sessions with the ULI Project Team, Strategic Planning Committee and Executive Board. The final Strategic Plan established four goal areas associated with 1) land use practices, 2) educational opportunities, 3) professional development and 4) future insights and solutions. The plan recommended organizational initiatives to improve ULISf operations and plan implementation with measurable indicators and targets for monitoring performance.

The Plan’s success was demonstrated in ULISf’s FY2018 Impact Report, which presented the organization’s progress and accomplishments:

- » 66 educational programs with over 4,000 attendees
- » Housing the Bay Summit involving more than 700 members, five nonprofit organizations, and 40 speakers and panelists
- » 41 students engaged in the Women’s Leadership Initiative and 118 mentees participating in the Young Leaders Group
- » 980 volunteer hours donated by ULISf members to engage and educate high school students, local public officials and non-profits in land use and real estate issues

The Urban Land Institute San Francisco Strategic Plan 2016-2018 has enabled the organization to foster responsible approaches to long-term planning of the built environment and implementation of development projects—helping to move public discourse past gridlock towards using development and planning as tools to build a more sustainable future for residents and businesses in the Bay Area.



San Diego Tourism Marketing District

SAN DIEGO, CALIFORNIA

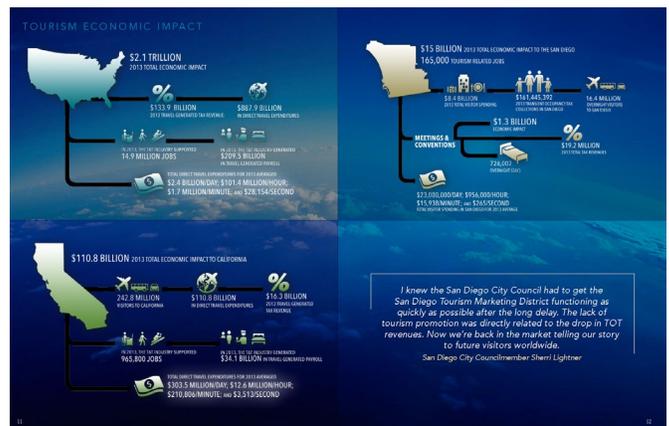
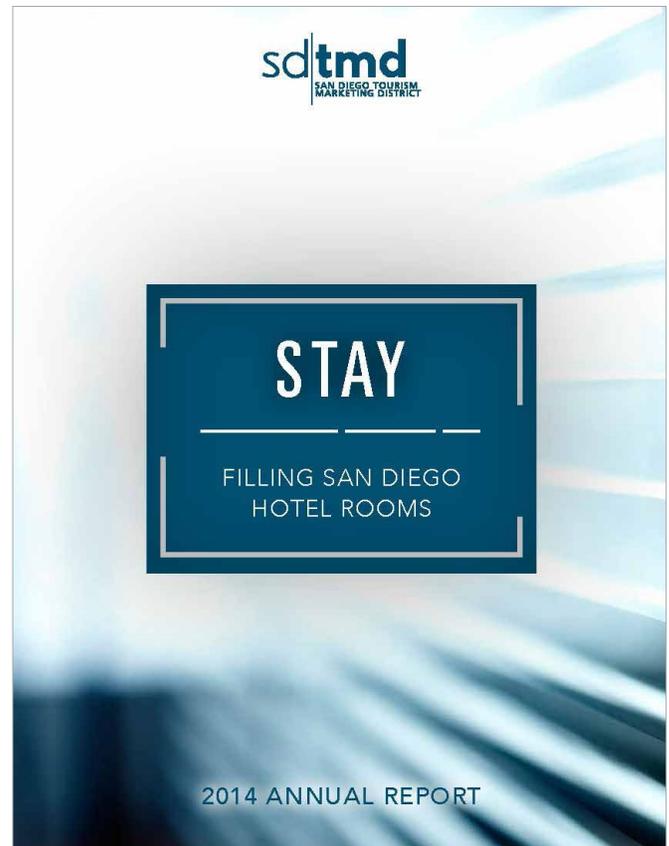
The San Diego Tourism Marketing District (SDTMD) provides a private, nonprofit funding vehicle to stimulate lodging room demand through tourism promotion programs. The judicious allocation of funds creates a positive economic, fiscal and employment impact in the City of San Diego. However, in its early years the SDTMD faced two major hurdles. First the District needed to evaluate the way they were measuring return on investment (ROI) for distributed funds. Second, SDTMD struggled to find a way to tell its own story and lacked an approach to tell potential tourism contractors that it was an available resource for funding.

To address ROI, MIG researched the SDTMD measurement approach for FY 2009 funds. Out of this, an ROI white paper was crafted that discussed the industry’s approach to measurement and a recommended policy to guide contractors’ future measurement and reporting of ROI for SDTMD funds. Our approach to tell the SDTMD’s story was to create a brand that encapsulated the organization and could be used across many communication platforms including: a website, video, annual reports, infographics, direct mail pieces, multimedia presentations and collateral materials. MIG used the SDTMD annual meeting to launch the new brand.

The SDTMD ROI White Paper policy was approved and implemented by the SDTMD Board. The approach based on MIG’s research set up a framework for measuring ROI that has been applauded by the San Diego City Council, spurring ongoing support for the SDTMD concept. Many other Tourism Marketing Districts have adopted San Diego’s model.

The annual meeting proved to be a successful way to launch the new brand:

- » The Mayor was the keynote speaker
- » Achieved more than 250 attendees
- » Earned \$12,000 valued in positive media coverage and 4.3 million gross impressions
- » Received 12 individual awards of achievement including PRSA, MarComm, Communicator and Graphics awards



Charlotte Center City 2020 Vision Plan

CHARLOTTE, NORTH CAROLINA

The Charlotte Center City 2020 Vision Plan – a partnership between the City of Charlotte, Mecklenburg County, and Charlotte Center City Partners – provides a bold and dynamic, yet feasible, development framework for Downtown Charlotte and its adjacent districts. This forward-thinking, visionary plan places special emphasis on job generation for the 21st century economy, to ensure that Charlotte can attract the best and the brightest and be competitive on national and international levels. It also identifies critical actions and strategies for Transit-Oriented Development, streetscape design, parks and plazas, sustainability, urban higher education facilities, neighborhood revitalization, catalytic development projects, and much more.

The engaging, hands-on planning process included interactive community meetings, cutting-edge web participation tools, steering committee sessions, neighborhood focus groups, and workshops with local design professionals. This input was crucial to plan development as well as building momentum for implementation.

Despite this era of constrained resources, change is happening rapidly as a result of the Center City 2020 Vision Plan. From a new Downtown ballpark to urban markets and high-density mixed-use development, the plan is inspiring public and private partnerships, boosting economic development, bolstering livability and quality of life, and setting an upward trajectory for not only Downtown’s future but also that of the entire metropolitan region.



Additional Relevant Strategic Planning Experience

- » Alameda Downtown Vision and Strategic Plan, Alameda, CA
- » BART Strategic Plan, Bay Area, CA
- » California State Department of Transportation (Caltrans) Strategic Planning and Performance Measure Development, Sacramento, CA
- » Castaic Lake Water Agency Strategic Plan, Santa Clarita, CA
- » Chicago Loop Alliance Strategic Action Plan, Chicago, IL
- » City and County of San Francisco Workforce Development Strategic Plan, San Francisco, CA
- » Davenport City Partnership Downtown Davenport Strategic Plan, Davenport, IA
- » Denver Downtown Area Plan, Denver, CO
- » Downtown Complete Streets and Urban Design Plan, Mobile, AL
- » Downtown Dallas 360 Plan and TOD Plan, Dallas, TX
- » Downtown Davenport Strategic Plan, Davenport, IA
- » Downtown Phoenix Strategic Visioning Program and Action Plan, Phoenix, AZ
- » Downtown Sacramento Strategic Action Plan, Sacramento, CA
- » Downtown Santa Barbara Strategic Vision, Santa Barbara, CA
- » Downtown Spokane Partnership Strategic Plan, Spokane, WA
- » Downtown Tempe Visioning, Tempe, AZ
- » El Dorado Irrigation District Strategic Business Plan, El Dorado County, CA
- » Envision Alachua, Gainesville, FL
- » First 5 San Francisco 2016-2021 Strategic Plan, San Francisco, CA
- » Hotel Council of San Francisco Strategic Plan, San Francisco, CA
- » Imagine Downtown Master Plan Tactical Update, Colorado Springs, CO
- » International Downtown Association Strategic Planning Process and Board Retreat, Washington, D.C.
- » Long Beach Citywide Visioning and Strategic Planning Process, Long Beach, CA
- » Los Angeles County Department of Public Works Strategic Plan, Los Angeles, CA
- » Los Angeles County Department of Regional Planning Strategic Plan, Los Angeles County, CA
- » Los Angeles Downtown Development Strategy, Los Angeles, CA
- » Manhattan Beach Downtown Strategic Action Plan, Manhattan Beach, CA
- » North Las Vegas Downtown Master Plan/Investment Strategy, North Las Vegas, NV
- » North Tryon Vision and Implementation Plan, Charlotte, NC
- » Ocala Downtown and Midtown Master Plans, Ocala, FL
- » Pasadena Playhouse District Association Strategic Plan, Pasadena, CA
- » Renton Downtown Civic Core Vision and Action Plan, Renton, WA
- » Richmond Economic Development Strategy, Richmond, CA
- » Roseville Community Priorities Advisory Committee, Roseville, CA
- » Sacramento Youth, Parks, and Community Enrichment Strategic Plan, Sacramento, CA
- » San Clemente Downtown Visioning, San Clemente, CA
- » San Francisco Department Heads Working Group (DWG), San Francisco, CA
- » Santa Barbara City College Neighborhood and Quality of Life Task Force Strategic Plan Update, Santa Barbara, CA
- » Solano County Strategic Plan, Solano County, CA
- » Sonoma County Department Heads Strategic Planning Session, Sonoma County, CA
- » Sonoma County Health Action Plan Update, Sonoma County, CA
- » Spokane Downtown Master Plan, Spokane, WA
- » State Water Contractors Association Facilitation and Strategic Planning Services, Sacramento, CA
- » Tigard Triangle Redevelopment Strategy and Implementation Plan, Tigard, OR
- » Vision Study for Dallas Midtown Commons Parks, Dallas, TX

References

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John Desmond, Executive Vice President
Downtown Denver Partnership
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(303) 571-8204
Jdesmond@downtowndenver.com



Detailed Budget

Our proposed budget is provided below. As in all of our projects, we anticipate working closely with the VMH Board and staff to revise and tailor the scope and budget to ensure that they reflect your needs, timeline, resources, and goals.

We will bill monthly for any professional time or direct costs incurred during that month. Payment terms are net 30 days.

Reimbursable expenses will be billed at cost plus 10%. These expenses include travel expenses; delivery charges and mailings; printing; wallgraphic reductions; supplies; and phone. 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%.

		Daniel Iacofano <i>Principal and Project Manager</i>		<i>Senior Project Administrator</i>		<i>Senior Project Associate</i>		Professional Time Totals	Direct Costs	Task Totals	
		<i>Hrs @</i>	<i>\$325</i>	<i>Hrs @</i>	<i>\$165</i>	<i>Hrs @</i>	<i>\$125</i>				
Tasks											
1.0	Project Initiation and Ongoing Project Management	8	\$2,600	8	\$1,320	4	\$500	20	\$4,420	\$200	\$4,620
2.0	Board Interviews (9) and Board Member Survey	20	\$6,500	4	\$660	16	\$2,000	40	\$9,160	\$50	\$9,210
3.0	Environmental Scan	6	\$1,950	2	\$330	24	\$3,000	32	\$5,280	\$0	\$5,280
4.0	Board Retreat I	10	\$3,250	2	\$330	4	\$500	16	\$4,080	\$200	\$4,280
5.0	Key Stakeholder Interviews (15)	30	\$9,750	4	\$660	20	\$2,500	54	\$12,910	\$500	\$13,410
6.0	Best Practices Research	4	\$1,300	2	\$330	16	\$2,000	22	\$3,630	\$0	\$3,630
7.0	Board Retreat II	10	\$3,250	2	\$330	4	\$500	16	\$4,080	\$200	\$4,280
8.0	Draft And Final Strategic Plan	8	\$2,600	2	\$330	40	\$5,000	50	\$7,930	\$50	\$7,980
<i>Task Subtotals</i>		<i>96</i>	<i>\$31,200</i>	<i>26</i>	<i>\$4,290</i>	<i>128</i>	<i>\$16,000</i>	<i>250</i>	<i>\$51,490</i>	<i>\$1,200</i>	<i>\$52,690</i>
TOTAL ESTIMATED COSTS		96	\$31,200	26	\$4,290	128	\$16,000	250	\$51,490	\$1,200	\$52,690