



BID RESPONSE

Responding To:

Bid/Project Number: RFP 10864-25

Bid/Project Title: Public Art Masterplan Update

Closing Date: 3/7/2025 at 2:00pm PST

Submitted By:

Name of Company Submitting Response:

Moore Iacofano Gołtsman, Inc. (MIG)

Printed Name of Person Submitting Response:

Steve Cheadle

Email:

scheadle@migcom.com

Signature of Person Submitting Response:

Signed by:
Steve Cheadle
65A665D86D30454...

Date:

3/7/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal



Attach all pages of your response here

CITY OF REDMOND

Public Art Masterplan Update

Proposal | March 7, 2025



119 Pine Street, #400 | Seattle, WA 98101
(206) 223-0326 | www.migcom.com

In association with:
Cultural Planning Group, LLC

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COVER LETTER



119 Pine Street, #400
Seattle, WA 98101
(206) 223-0326
www.migcom.com

CALIFORNIA

BERKELEY, FULLERTON,
LOS ANGELES, PASADENA,
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SAN ANTONIO

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SEATTLE

March 7, 2025

City of Redmond, Washington
Purchasing Division, M/S: 3NFN
15670 NE 85th Street
PO Box 97010
Redmond, WA 98073-9710

RE: RFP for the City of Redmond Public Art Masterplan Update

Dear Selection Committee Members:

MIG is pleased to submit our proposal to update the City of Redmond's Public Art Master Plan. Redmond stands at a critical juncture in its cultural evolution—one that embraces its rapid technological growth while deepening its commitment to community identity, inclusivity, and creative placemaking. As a multidisciplinary firm with extensive experience in public art planning, community engagement, and urban design, we are uniquely positioned to craft a visually compelling, action-oriented plan that reflects Redmond's dynamic community and bold aspirations.

We understand that Redmond seeks a concise, graphics-driven plan that not only integrates seamlessly with existing City priorities but also represents cultural arts efforts equitably across all neighborhoods. The MIG Team brings specific expertise that aligns perfectly with your needs:

- » **Public Art Curation and Planning** – Spanning temporary and permanent installations across diverse communities.
- » **Urban and Parks Planning** – Ensuring art is integrated into public spaces in ways that enhance usability and engagement.
- » **Creative Visual Communication** – Our in-house agency specializes in graphic design, video production, interactive websites, 3D visualization, and augmented reality experiences to create compelling public art narratives and engagement tools.
- » **GIS and Spatial Analysis** – Using advanced mapping tools, demographic analysis, and digital storytelling platforms to identify optimal art locations and gather meaningful community input.
- » **Community-Centered Engagement** – We will engage Redmond's diverse stakeholders, including the tech community that drives much of the City's growth and economic vitality.
- » **Authentic Tribal Representation** – Our Native Nation Studio specializes in providing engagement with regional tribes that is respectful, collaborative, and culturally meaningful.

To strengthen our expertise in funding strategies and policy development, **MIG will partner with Cultural Planning Group (CPG)**, a national leader in arts planning with over 100 completed public art plans. Their extensive experience in securing sustainable funding and shaping cultural policies will add tremendous value to the project, allowing Redmond's Public Art Master Plan to be both visionary and implementable.

Our team, led by Project Manager Ann Berchtold and Deputy Project Manager Sou Garner, brings award-winning experience from similar projects in Grand Rapids and Howard City, with specialized support from Alex Dupey (Principal-in-Charge), Katie Wall (GIS), José Leal (Native Nation Building), and Danyel Cisneros (Graphic Design).

We are confident in our ability to deliver a visually dynamic, implementation-focused Public Art Master Plan that positions Redmond as a forward-thinking leader in cultural arts. We look forward to the opportunity to collaborate with you on this important initiative.

This proposal shall remain valid for a minimum of 60 calendar days. Additionally, we acknowledge and agree to obtain a City of Redmond business license as a requirement for performing these services.

Sincerely,



Alex Dupey, AICP
Principal-in-Charge



Ann Berchtold
*Project Manager and
Director of Public Art and Placemaking*



SUMMARY APPROACH

Understanding Redmond's Cultural Evolution

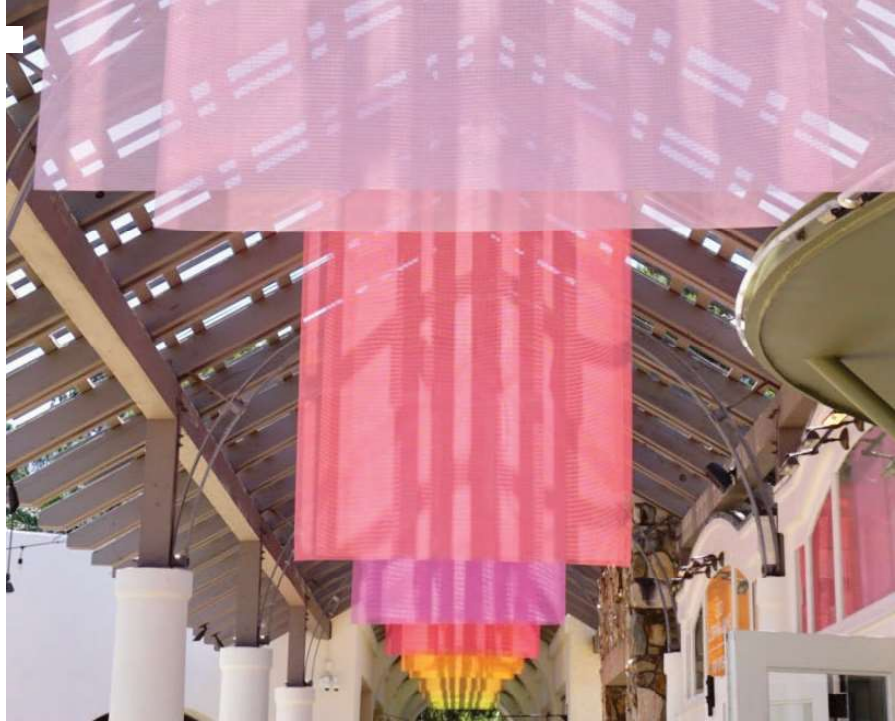
Redmond is experiencing a transformative phase in its cultural evolution. As the eighth most populous city in King City, with approximately 80,040 residents, Redmond balances rapid technological growth with a deep commitment to quality of life, cultural diversity, and environmental stewardship. The City's public art journey, first formalized with the 2017 Public Art Master Plan, has laid a strong foundation. However, shifting demographics, economic opportunities, and evolving City priorities necessitate an updated vision.

The next iteration of the Public Art Master Plan will build upon this foundation, aligning with the City's broader goals, including the 2023 PARCC Plan and Redmond 2050. It will address the needs of a younger, increasingly diverse population, maximize inclusive cultural representation, and capitalize on opportunities within the tech industry to create a thriving arts ecosystem. Redmond aspires to be a recognized arts destination, with public art enhancing its urban landscape, fostering community connections, and reflecting the City's dynamic identity.

Approach: A Concise, Visual, and Actionable Plan

Our approach is centered on creating a visually compelling, strategic, and implementation-focused plan that is accessible to diverse audiences. This means prioritizing graphics, maps, and visual tools to communicate complex ideas effectively, while aligning public art initiatives with City priorities and community needs. The plan will emphasize inclusivity, engaging a broad range of stakeholders—including traditionally underrepresented communities and regional tribes—to support equitable representation. By integrating with existing City planning efforts and providing a clear roadmap for implementation, this Public Art Master Plan will serve as a practical and forward-thinking guide for Redmond's cultural future.





Workplan Approach

MIG's expertise in public art planning, urban design, and strategic engagement means that Redmond's Public Art Master Plan will be visionary, actionable, and rooted in best practices. Our evidence-based process integrates deep community collaboration, data-driven insights, and innovative policy strategies to maximize impact.

PHASE 1: PROJECT INITIATION & DISCOVERY

This phase establishes the foundation for the Public Art Master Plan through research, stakeholder engagement, and strategic planning.

1.1 Project Kickoff & Work Plan Development

- » Facilitate a kickoff meeting with key stakeholders to establish goals, priorities, and engagement strategies.
- » Define project coordination, communication preferences, and meeting schedules.
- » Develop a detailed work plan and timeline outlining milestones, resource allocation, and project scope.
- » Implement a project tracking system (Monday.com Gantt chart) to manage tasks, milestones, and dependencies.

1.2 Pre-Engagement & Research

- » Convene and define the role of a Stakeholder Advisory Group (SAG) to provide informed guidance throughout the process.

1.3 Benchmarking & Best Practices Analysis

- » Compare Redmond's public art program with peer cities, identifying best practices, innovative approaches, and funding models.
- » Assess national trends in digital art, climate-responsive works, and equity-driven initiatives.

1.4 Project Branding & Communications

- » Establish a cohesive visual identity for outreach and engagement.
- » Develop initial materials, including a graphic project timeline, engagement overview, webpage content, and ArcGIS StoryMap for digital participation.

1.5 Literature Review & Analysis

- » Review relevant policies, past plans, and cultural initiatives, including the 2017 Public Art Master Plan, PARCC Plan, Redmond 2050, and Downtown Cultural Corridor Plan.
- » Conduct a citywide site tour to assess key cultural assets, neighborhoods, and potential public art locations.

1.6 Ongoing Coordination & Project Management & City Council Update #1

- » Maintain project alignment through regular check-ins, progress tracking, and the first City Council briefing to provide updates and gather input.

PHASE 2: STAKEHOLDER ENGAGEMENT

MIG's engagement strategy draws diverse, equitable participation through multi-platform engagement, targeted outreach, and transparent documentation to shape a public art plan that reflects Redmond's identity and community priorities.

2.1 Stakeholder Meetings & Site Visit #1

- » Facilitate up to eight focus group interviews with community organizations, City boards, artists, and cultural leaders.
- » Conduct stakeholder interviews and artist-led workshops to explore themes, priorities, and opportunities.
- » Engage key stakeholders through site visits to assess locations for future public art.

2.2 Online Community Survey

- » Deploy an interactive online survey with visual preference components to gather public input.
- » Maximize accessibility through multiple digital platforms, City email lists, social media, and newsletters.

2.3 Team & Stakeholder Advisory Group (SAG) Findings Review

- » Conduct virtual team meetings to review engagement findings and refine methodologies.
- » Maintain transparency and ongoing documentation by providing regular project updates through digital platforms and public engagement summaries.

2.4 Site Visit #2 & City Council Update #2

- » Host a public town hall event to present findings, gather additional feedback, and encourage broad community participation.
- » Utilize pop-up engagement stations in high-traffic areas to reach diverse audiences.
- » Prioritize outreach to BIPOC communities, regional tribes, youth, low-income households, and people with disabilities through tailored engagement strategies.
- » Partner with schools, cultural organizations, and local artists to build inclusive representation.
- » Provide a City Council update summarizing engagement outcomes and project progress.

PHASE 3: PUBLIC ART MASTER PLAN DEVELOPMENT

MIG will craft a data-driven, community-informed, and visually compelling master plan that aligns with Redmond's cultural vision and future aspirations.

3.1 Vision & Curatorial Strategy Development

- » Establish a unifying artistic vision that reflects Redmond's identity and cultural priorities.
- » Define criteria for temporary vs. permanent artworks, public vs. private realm integration, and emerging artist opportunities.

3.2 Funding & Policy Recommendations

- » Assess private developer contributions, public-private partnership opportunities, and sustainable funding strategies.
- » Strengthen policies to support long-term maintenance, conservation funding, and equitable investment in public art.

3.3 Draft Plan Development & Internal Review

- » Compile all research, community insights, and strategic recommendations into an initial draft.
- » Present to City staff and stakeholders for feedback before finalizing.
- » Launch a dedicated public art webpage showcasing Redmond's collection, artist resources, and engagement tools.

3.4 Public Presentation & Final Refinements

- » Present findings to City leadership and the public for final input.
- » Conduct follow-up interviews and meetings with key stakeholders to refine recommendations.

WOKRPLAN AND ESTIMATED HOURS

TASK	ITEM	DESCRIPTION	DELIVERABLES	ESTIMATED HOURS
Phase 1: Project Initiation & Discovery				
1.1 Project Kickoff & Work Plan Development	Kickoff Meeting	Align expectations, define roles, confirm scope	Kickoff Meeting Summary, Work Plan, Schedule	18
1.2 Pre-Engagement & Research	Develop Steering Advisory Group (SAG) Conduct Stakeholder Mapping. Evaluation of 2017 Public Art Master Plan	Analyze plan effectiveness, gaps, and strengths	Stakeholder Outreach & Engagement Strategy, SAG Formation Plan, Gap Analysis Report, Cultural Asset Inventory Report	40
1.3 Benchmarking & Best Practices Analysis	Benchmarking Analysis	Compare with similar cities, identify best practices	Benchmarking Report, Best Practices Summary	20
1.4 Project Branding & Communications	Develop a Cohesive Visual Identity	Create project branding strategy	Branding Guide, Outreach Materials	25
1.5 Literature Review & Analysis	Review Previous Planning Efforts & Policies	Review City plans, policies, and demographics	Analysis Reports, Alignment Recommendations	20
1.6 Ongoing Coordination & Project Management, City Council Update #1	Bi-Weekly Team Meetings	Coordinate with City staff and track progress	Meeting Minutes, Progress Reports	55
Phase 2: Stakeholder Engagement				
2.1 Stakeholder Meetings & Site Visit #1	Facilitate Meetings & Workshops	Engage stakeholders through workshops and site visits	Stakeholder Workshop Notes	40
Follow-Up on Engagement	Revise Stakeholder List	Adjust engagement strategy based on feedback	Updated Stakeholder List	10
2.2 Online Community Survey	Design & Deploy Survey	Collect community insights through digital tools	Survey Results Report	27
2.3 Team & (SAG) Findings Review	Facilitate Virtual Team Meetings	Maintain project coordination and refine methodologies	Meeting Notes, Adjusted Plans	12
2.4 Site Visit #2, & City Council Update #2	Host Town Hall Event	Engage public through interactive sessions	Event Summary Report	50
Phase 3: Public Art Master Plan Development				
3.1 Vision & Curatorial Strategy Development	Define Curatorial Vision	Develop a cohesive vision for public art	Vision Document, Guiding Principles	30
3.2 Funding & Policy Recommendations	Evaluate Existing Policies	Analyze policies and suggest ordinance updates	Policy Update Recommendations	10
3.3 Draft Plan Development & Internal Review, City Council Update #3	Develop Draft Plan	Compile research findings into a structured draft	Draft Public Art Plan	50
3.4 Public Presentation & Final Refinements	Public Presentation	Engage public and city leaders in review process	Public Presentation, Final Feedback Report, Final Public Art Master Plan	35
Total Estimated Hours: 472				

PROJECT SCHEDULE

		Year																																			
		April			May			June			July			August			September			October			November			December											
		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		
Task 1: Project Initiation & Discovery																																					
1.1	Project Kickoff and Work Plan Development																																				
1.2	Pre-Engagement & Research Phase																																				
1.3	Benchmarking & Best Practices Analysis																																				
1.4	Project Branding & Communications Materials																																				
1.5	Literature Review & Analysis																																				
1.6	Ongoing Coordination & Project Management, & City Council Update #1																																				
Task 2: Stakeholder Engagement																																					
2.1	Site Visit #1 (SAG) Meeting In-Person																																				
2.2	Online Community Survey																																				
2.3	Team & Stakeholder Advisory Group (SAG) Findings Review (Virtual)																																				
2.4	Site Visit #2 & City Council Update #2																																				
Task 3: Public Art Master Plan Development																																					
3.1	Vision & Curatorial Strategy Development																																				
3.2	Funding & Policy Recommendations																																				
3.3	Draft Plan Development and Internal Review, City Council Update #3																																				
3.4	Public Presentation & Final Refinements																																				

PROJECT LEAD AND TEAM QUALIFICATIONS

About MIG, Inc.

HISTORY AND STRUCTURE OF THE FIRM

Moore Iacofano Goltsman, Inc. (MIG), founded in 1982, is a nationally recognized planning and design firm specializing in creating environments, strategies, and tools that foster human development and enrich communities. With over 260 professionals across 14 offices nationwide, MIG provides expertise in public art and cultural planning, market and economic analysis for the arts, funding and governance strategies, urban planning, creative placemaking, community engagement, strategic planning, and environmental graphic design. The firm operates as an integrated team of designers, planners, engineers, scientists, and storytellers—all committed to improving the physical and social environments that shape our lives.

MIG will lead this project in collaboration with the Cultural Planning Group (CPG), who will serve as a subconsultant. Established in 1998 as a California LLC, CPG is a respected leader in public art and cultural planning, with a portfolio of over 100 arts-related master plans completed nationwide. As a subconsultant, CPG's team of dedicated partners and associates will contribute specialized expertise in arts and cultural master planning, funding analysis, public-private partnerships, and community engagement. This partnership leverages MIG's leadership and CPG's complementary skills to deliver impactful public art and cultural master plans.

SUMMARY OF RELEVANT SERVICES PROVIDED

- » Public Art and Cultural Planning
- » Market and Economic Analysis for the Arts
- » Funding and Governance Strategies
- » Creative Placemaking
- » Community Engagement and Facilitation
- » Policy Development and Funding Strategies
- » Urban Design and Placemaking
- » Environmental Graphic Design and Wayfinding

The MIG Team

Alex Dupey, AICP, *Principal-in-Charge*

Alex provides senior oversight and brings extensive experience in parks planning and public space activation. His expertise provides seamless integration between public art initiatives and broader parks and recreation goals.

Ann Berchtold, *Project Manager*

Ann brings over 15 years of experience in public art planning and cultural development. She has successfully led similar projects in communities throughout the US, with particular expertise in developing implementation-focused plans that drive measurable results.

Sou Garner, *Deputy Project Manager and Engagement Lead*

Sou specializes in innovative community engagement and has a proven track record of reaching diverse populations through creative outreach strategies. As a forward-thinking public art professional, she brings valuable insights into emerging trends and best practices.

Katherine Wall, *GIS Specialist*

Katherine will develop spatial analyses and mapping tools that identify strategic locations for public art and support decision-making throughout the planning process.

José de Jesús Leal, PLA, ASLA,

Director of Native Nation Building Studio

José will provide specialized expertise for engaging regional tribes and encouraging Indigenous perspectives to be authentically represented in the planning process.

Danyel Cisneros, *Graphic Designer*

Danyel specializes in creating visually compelling planning documents that emphasize graphics, charts, and visual storytelling over lengthy text. His work will allow for a final plan is accessible and engaging.

”

THE ARTS BELONG TO ALL OF US,

reflecting the diversity, strength,
and voice of

OUR ENTIRE COMMUNITY.



SUBCONSULTANT

Cultural Planning Group

Formed in 1998, **Cultural Planning Group (CPG)** is a California company with three partners and three associates. Their managing office is in San Diego, with partners in Pennsylvania and Florida. Every project they undertake has the active participation of at least two partners and expert strategic alliances as required.

CPG leads the nation in cultural and public art planning, bringing unmatched expertise to every project. Their proven community engagement process transforms ideas to actions that reflect each community's unique identity. By combining strategic vision with practical implementation, they guide projects from concept to completion while fostering collaboration between artists, residents, and civic leaders.

Their team's deep knowledge of cultural and public art administration, cultural policy, and project management promotes seamless execution that enriches communities and creates lasting impact.

CPG SERVICES

- » Arts and Cultural Master Planning
- » Funding Analysis and Revenue Development
- » Public-Private Partnership Formation
- » Stakeholder and Community Engagement
- » Implementation Planning and Best Practices

MIG and CPG offer a comprehensive suite of services tailored to the development of public art and cultural master plans.

CPG TEAM MEMBERS

Linda Flynn, PhD, *Cultural and Public Art Planning*

Linda is a seasoned public art planner with extensive experience in policy development, artist selection processes, and long-term public art strategies. She has worked with municipalities and cultural organizations to create sustainable and impactful public art programs that reflect community identity and values.

David Plettner-Saunders,

Cultural and Public Art Planning

David is a recognized leader in cultural policy and arts funding, with deep expertise in developing strategic frameworks that support public art initiatives. He has advised cities, foundations, and arts agencies on best practices for funding, governance, and program sustainability, ensuring long-term success for creative placemaking efforts.

WE BELIEVE EVERY
PERSON AND
COMMUNITY
has the right to choose
THEIR OWN CREATIVE LIFE.



REFERENCES

City of Grand Rapids (MIG + CPG)

Kimberly Van Driel, Director of Space Management,
Downtown Grand Rapids, Inc.
29 Pearl Street, NQ, Suite 1, Grand Rapids, MI 49503
(616) 915-9500
kvandriel@downtowngr.org

Santa Clara Valley Water District Public Art Plan (CPG)

Kristen Yasukawa, Manager, Office of Community
Benefits, Valley Water
5750 Almaden Expressway, San Jose, CA 95118
(408) 604-5356
Kyasukawa@valleywater.org

City of Portland (MIG)

Michael Johnson, Public Art Program Manager
1221 SW Fourth Avenue Fourth Floor, Room 430,
Portland, OR 97204
(555) 456-7890
mjohnson@portlandoregon.gov



COSTS

		MIG, Inc.													Subconsultants (incl direct costs)			MIG Direct Costs *Travel	Professional Fees Totals		
		Alex Dupey <i>Principal-in-Charge</i>		Ann Berchtold <i>Project Manager</i>		Sou Garner <i>Deputy Project Manager and Engagement Lead</i>		Katie Wall <i>GIS Specialist</i>		Danyel Cisneros <i>Graphic Designer</i>		Jose de Jesus Leal <i>Native Nation Building Studio</i>		Frances Carrillo <i>Project Administrator</i>		MIG Labor Totals	Cultural Planning Group			Sub Totals	
		Hrs@	\$225	Hrs@	\$220	Hrs@	\$170	Hrs@	\$130	Hrs@	\$120	Hrs@	\$225	Hrs@	\$165						
Task 1: Project Initiation & Discovery																					
1.1	Project Kickoff and Work Plan Development	2	\$450	5	\$1,100	5	\$850		\$0		\$0		\$0	1	\$165	13	\$2,565	\$1,000	\$1,000		\$3,565
1.2	Pre-Engagement & Research Phase		\$0	20	\$4,400	5	\$850		\$0		\$0		\$0		\$0	25	\$5,250	\$2,500	\$2,500		\$7,750
1.3	Benchmarking & Best Practices Analysis		\$0	15	\$3,300	5	\$850		\$0		\$0		\$0		\$0	20	\$4,150		\$0		\$4,150
1.4	Project Branding & Communications Materials		\$0	15	\$3,300		\$0		\$0	10	\$1,200				\$0	25	\$4,500		\$0		\$4,500
1.5	Literature Review & Analysis		\$0	5	\$1,100	15	\$2,550		\$0		\$0		\$0		\$0	20	\$3,650		\$0		\$3,650
1.6	Ongoing Project Management, City Council Update #1		\$0	25	\$5,500	15	\$2,550		\$0		\$0		\$0		\$0	40	\$8,050	\$1,000	\$1,000		\$9,050
	Subtotal	2	\$450	85	\$18,700	45	\$7,650	0	\$0	10	\$1,200	0	\$0	1	\$165	143	\$28,165	\$4,500	\$4,500	\$0	\$32,665
Task 2: Stakeholder Engagement																					
2.1	Site Visit #1 (SAG) Meeting In-Person		\$0	20	\$4,400	20	\$3,400		\$0		\$0		\$0		\$0	40	\$7,800	\$2,000	\$2,000	\$3,000	\$12,800
2.2	Online Community Survey		\$0	5	\$1,100	10	\$1,700	5	\$650	5	\$600		\$0		\$0	25	\$4,050	\$1,000	\$1,000		\$5,050
2.3	(SAG) Meeting (Virtual)		\$0	5	\$1,100	5	\$850		\$0		\$0		\$0		\$0	10	\$1,950	\$1,000	\$1,000		\$2,950
2.4	Site Visit #2 & City Council Update #2		\$0	20	\$4,400	20	\$3,400		\$0		\$0	2	\$450		\$0	42	\$8,250	\$2,000	\$2,000	\$3,000	\$13,250
	Subtotal	0	\$0	50	\$11,000	55	\$9,350	5	\$650	5	\$600	2	\$450	0	\$0	117	\$22,050	\$6,000	\$6,000	\$6,000	\$34,050
Task 3: Public Art Master Plan Development																					
3.1	Vision & Curatorial Strategy Development		\$0	20	\$4,400	5	\$850		\$0		\$0		\$0		\$0	25	\$5,250	\$2,500	\$2,500		\$7,750
3.2	Funding & Policy Recommendations		\$0	5	\$1,100		\$0		\$0		\$0		\$0		\$0	5	\$1,100	\$2,500	\$2,500		\$3,600
3.3	Draft Plan Development and Internal Review, City Council Update #3		\$0	20	\$4,400	10	\$1,700		\$0	10	\$1,200		\$0		\$0	40	\$7,300	\$2,500	\$2,500		\$9,800
3.4	Public Presentation & Final Refinements		\$0	20	\$4,400	10	\$1,700		\$0	5	\$600		\$0		\$0	35	\$6,700		\$0		\$6,700
	Subtotal	0	\$0	65	\$14,300	25	\$4,250	0	\$0	15	\$1,800	0	\$0	0	\$0	105	\$20,350	\$7,500	\$7,500	\$0	\$27,850
SUBTOTAL		2	\$450	200	\$44,000	125	\$21,250	5	\$650	30	\$3,600	2	\$450	1	\$165	365	\$70,565	\$18,000	\$18,000	\$6,000	\$94,565
10% Markup (on Subconsultants and Direct Costs)																					\$2,400
TOTAL PROJECT COSTS																					\$96,965

APPENDIX: TEAM RESUMES AND WORK SAMPLES



Alex Dupey, AICP

M I G

PRINCIPAL-IN-CHARGE

EDUCATION

- » MCRP, Community and Regional Planning, University of Oregon
- » BS, Planning, Public Policy and Management, University of Oregon

REGISTRATIONS

- » AICP Certified Planner

PROFESSIONAL AFFILIATIONS

- » American Planning Association
- » American Institute of Certified Planners (AICP)

AWARDS

- » Oregon WTS award for Innovation, TriMet TOD Plan, 2024
- » Idaho APA Outstanding Plan Award, Envision Coeur d'Alene, 2022
- » Utah APA Achievement Award, Project/Study/Master Plan, Ogden Onboard, 2019
- » Washington APA Award: Outstanding Contributions for Comprehensive Planning: Renton Civic Core Vision and Action Plan, 2018

Alex Dupey is a highly accomplished planner with 25 years of experience working with public and private clients across the country on complex urban planning, community design and development, and transportation projects. Alex was drawn to planning's broader impact and synthesis of urban form, design, and community engagement. Because every project is different, he strives to make each one relatable and cogent to each community—making sure that its history and culture are acknowledged and reflected while addressing its future needs and aspirations. While he appreciates keeping a vision in mind, Alex focuses on implementation and producing tangible results along the way. His expert facilitation skills have enabled him to engage clients, stakeholders, and the public in complex—and sometimes contentious—conversations that help define shared goals and build consensus around implementation strategies. Alex has shared his experience by presenting nationally on multimodal travel options, pedestrian-focused design standards, and online public engagement tools and techniques.

SELECTED PROJECT EXPERIENCE

- » Renton Civic Core Vision and Action Plan, Renton, WA
- » State Street Transit-Oriented Development Plan, Boise, ID
- » State Street Urban Renewal Framework Plan, Boise, ID
- » TriMet Transit-Oriented Development Strategic Plan, Portland, OR
- » Ogden Onboard Transit-Oriented Development Plan, Ogden, UT
- » Wilsonville Town Center Plan, Wilsonville, OR
- » Grand Avenue, Streetscape Plan, Spokane, WA
- » Tigard Triangle Equitable Urban Renewal, Tigard, OR
- » Tigard Triangle Implementation Plan and Strategic Plan, Tigard, OR
- » Forest Grove 21st Ave Festival Street Study, Forest Grove, OR
- » Gresham Civic Neighborhood Framework Plan, Gresham, OR
- » Main Street Refinement Plan, Cottage Grove, OR
- » Burien Urban Centers Plan, Burien, WA
- » Downtown Dallas 360 Plan Update and Signature Corridor Design, Dallas, TX
- » Envision Coeur d'Alene Comprehensive Plan, Coeur d'Alene, ID
- » Newcastle Downtown Transportation, Circulation, and Connectivity Plan, Newcastle, WA
- » Portland Bureau of Transportation ADA Strategic Plan, Portland, OR
- » Southwest Employment Area Concept Plan, Lake Oswego, OR



Ann Berchtold



PROJECT MANAGER

EDUCATION

- » BA, Business Administration, minor in Fine Art and Marketing, San Diego State University

PROFESSIONAL AFFILIATIONS

- » American for the Arts
- » Project for Public Spaces
- » Placemaking Leadership Council
- » Downtown San Diego Partnership: Placemaking Blueprint Taskforce
- » City of San Diego Arts and Culture Commission: Creative Economy Task Force
- » Institute of Contemporary Art San Diego, Advisory Board

Ann Berchtold brings over 20 years of experience as an art curator, gallery director, and arts program advisor. She launched San Diego’s first contemporary art fair in 2009—Art San Diego—and was also the founder and curator of the Open Walls Project, an urban exhibition that sought to transform typical commercial spaces. In addition, Ann has worked on numerous mixed-use projects to guide public art commissions and acquisitions to ensure a cohesive, dynamic, and sustainable public art program.

Ann works to build alliances among urban development, branding, placemaking, artists, and creatives to advance big-picture projects, bringing the community voice and stakeholder vision intimately into the visual and performing art program plan to create inclusive and meaningful contributions to private and public spaces.

Ann has served in a leadership position for several public and nonprofit groups including Co-Chair of the Arts & Culture Committee for the Downtown San Diego Partnership; Board Member of the San Diego Tourism Authority and San Diego Art Institute; and Leadership Council for Project for Public Spaces.

SELECTED PROJECT EXPERIENCE

- » Grand River Public Art Master Plan, Grand Rapids, MI
- » City of Woodinville, Public Art Programs Advisor, Woodinville, WA
- » Howard County Public Art Consulting and Public Art Plan, Howard County, MD
- » City of Overland Park Arts Visioning Charrette, City of Overland Park, KS
- » Kentucky Performing Arts Market & Feasibility Study, Louisville, KY
- » IQHQ, RaDD Campus Public Art Advisor, San Diego, CA
- » IQHQ-Fenway Center, Public Art Advisor, Boston, MA
- » IQHQ-SPUR, Public Art Advisor, South San Francisco, CA
- » City of Hope, Duarte Outpatient Clinic, Public Art Advisor, Duarte, CA
- » City of Bakersfield: Public Art Plan, Public Art Siting and Curation, Bakersfield, CA
- » Ontario Museum of History and Art, Public Art Programs Advisor, Communications Director, Ontario, CA
- » IDEA1, Mixed-use Campus, Public Art Advisor, San Diego, CA
- » DEL MAR PLAZA, Retail Campus, Public Art Advisor, Del Mar, CA
- » FRAMEWORK, Residential Building, Public Art Advisor, San Diego, CA



Southisone (Sou) Garner

M I G

DEPUTY PROJECT MANAGER / ENGAGEMENT LEAD

EDUCATION

- » MPA, Public Administration, Portland State University
- » BS, Urban and Regional Planning, Arizona State University

Sou Garner is a public outreach and participation expert, planner and project manager whose versatility and creativity have contributed to creating places and policies in communities of all sizes throughout Washington, Oregon, and California. Growing up, Sou witnessed disparities between income levels, race, and cultural backgrounds that allowed some neighborhoods to thrive while others were ignored. An undergraduate course in planning revealed the potential impact she could have, and she has been dedicated to inclusion and equity ever since. Highly personable and approachable, Sou brings clients, colleagues, and communities together to find realistic and feasible solutions to planning challenges—from land use and economic development to recreation and infrastructure to outreach and communications. She takes pride in her ability to "move between the balcony and the dance floor"—clearly seeing the long-range picture while carefully mapping out the steps to get there. A storyteller by nature, Sou integrates active listening with her technical expertise to translate public and stakeholder input into strategies and actions that lead to more equitable planning and policy initiatives.

SELECTED PROJECT EXPERIENCE

- » Bellevue Great Neighborhoods Project, Bellevue, WA
- » Seattle Center 10-Year Vision and Action Plan, Seattle, WA
- » Monroe 2044 Comprehensive Plan, Monroe, WA
- » Muckleshoot Tribe Comprehensive Plan and Development Code Update, Auburn, WA
- » Kent 2044 Comprehensive Plan, Kent, WA
- » Chehalis Basin LAND (Local Actions Non-Dam Alternative) Project, Chehalis, WA
- » Puyallup 2044 Comprehensive Plan, Puyallup, WA
- » Washington State Park: Inclusive and Accessible Wayfinding and Signage, Washington State
- » West Linn Middle Housing Code Update, West Linn, OR
- » Department of Land Conservation and Development Middle Housing Implementation Tualatin, West Linn, and Hillsboro, OR
- » Green River College Equity-Centered Strategic Plan, Auburn, WA
- » Sacramento Parks Strategic Plan, Sacramento, CA
- » El Dorado Hills Parks and Facilities Master Plan, El Dorado Hills, CA
- » Downtown Madison Strategic Plan, WI



Katherine Wall



GIS SPECIALIST

EDUCATION

- » BA, Political Science and Geography/Environmental Studies, Minor in Geospatial Information Systems and Technology, University of California, Los Angeles

Kathrine Wall is a Project Associate and GIS Analyst with a strong academic background in human geography, politics, environmental science, and data management. While attending UCLA, her research focused on using geospatial technology to study disparities in environmental justice issues stemming from historic urban planning decisions. Kathrine is passionate about studying the natural environment and how humans have interacted with it through time and into the modern day, especially in the face of environmental challenges. Her work with MIG has focused on utilizing geospatial technologies, data management practices, and cartographic design principles to address a variety of challenges faced by the human environment.

SELECTED PROJECT EXPERIENCE

- » Lake Oswego ADA Self Evaluation and Transition Plan, Lake Oswego, OR
- » Albany ADA Self Evaluation and Transition Plan, Albany, OR
- » Stockton ADA Self Evaluation and Transition Plan, Stockton, CA
- » Newberg ADA Self Evaluation and Transition Plan, Newberg, OR
- » Hercules Parks Master Plan, Hercules, CA
- » Canyon Lake General Plan Update, Canyon Lake, CA
- » San Carlos General Plan and Zoning Update, San Carlos, CA
- » Santa Fe Springs General Plan Zoning, Santa Fe Springs, CA
- » Whittier General Plan Zoning, Whittier, CA
- » Devil's Tower Cultural Landscape Report, Devils Tower, WY
- » Fort Vancouver Cultural Landscape Report and Update, Fort Vancouver, WA
- » Chehalis Basin LAND (Local Actions Non-Dam Alternative) Project, Chehalis, WA
- » Clayton General Plan Update, Clayton, CA
- » Los Angeles County Region and Rural Edition of the Parks Needs Assessment, Los Angeles, CA
- » Los Angeles County Public Works Equity in Infrastructure Assessment, Los Angeles, CA



José de Jesús Leal, PLA, ASLA



DIRECTOR OF THE NATIVE NATION BUILDING STUDIO

EDUCATION

- » BS, Landscape Architecture, University of California, Davis

REGISTRATIONS / CERTIFICATIONS

- » Landscape Architect: CA #5429

PROFESSIONAL AFFILIATIONS

- » American Society of Landscape Architects
- » ASLA Diversity Summit Community Member
- » America Walks Executive Board Member
- » Member, Tribal and Indigenous Division of APA

PRESENTATIONS

- » Land as a Relation: Supporting Indigenous Connection/Reconnection Through (Un)learning and Direct Action, American Society of Landscape Architecture National Conference, 2022
- » “Stolen, Resolution and Renewal,” American Society of Landscape Architecture Oregon Chapter’s Virtual Design Symposium, 2021

José Leal has been learning from and experiencing the natural environment since he was a child—whether it was working alongside his family picking avocados or oranges in an orchard or playing outside where he grew up. In landscape architecture, he found a path to continuous discovery and a means for connecting people to place, history, and culture. His respect for the land and its resources is evident in his work as a designer and planner. He considers both ecological processes and human, animal, and plant systems, creating designs for places that respond to all. His Mexican and Indigenous heritage has inspired Jose’s passion for Indigenous landscape architecture and how diverse Indigenous people have adapted to their natural environment. To José, every project represents an opportunity to build on the collective knowledge of clients, community members, colleagues, and the place itself. His work ethic and tenacity ensure a steady generation of innovative ideas and solutions while his technical expertise enables him to translate visions into physical form.

José has over 23 years of experience in landscape architecture for a diverse range of Native Nations and public agency projects. As Director of MIG’s Native Nation Building Studio, José leads an interdisciplinary group of designers and planners in providing services to Native Nations to support and strengthen Native communities’ cohesiveness, self-determination, and sovereignty through inclusive design and cultural relativism.

SELECTED PROJECT EXPERIENCE

- » Muckleshoot Indian Tribe Village Plan/ Comprehensive Plan Phase 1, Auburn, WA
- » Muckleshoot Indian Tribe Land Use and Code Integration Plan, Auburn, WA
- » Shasta-Takelma Indigenous Learning Garden at Southern Oregon
- » Yocha Dehe Wintun Nation Comprehensive Master Plan, Yolo County, CA
- » Yocha Dehe Wintun Nation Tending and Gathering Garden Conceptual Design, Brooks, CA
- » Yocha Dehe Wintun Nation Facilities Building, Yolo, CA
- » Lone Band of Miwok Indians Strategic Visioning Planning Workshops, Plymouth, CA
- » Iipay Nation of Santa Ysabel Ellykwanaan Tribal Master Plan, Santa Ysabel, CA



Danyel Cisneros



GRAPHIC DESIGNER

EDUCATION

- » BA, Fine Arts, California State University, San Diego

Danyel Cisneros is part of MIG's creative team, where he develops brand identities, creative templates, original illustrations, and logos. He has been active in conceptualizing, planning, and executing creative campaigns in collaboration with many colleagues throughout MIG. Prior to joining MIG, Danyel was a graphic designer and marketing specialist for the San Diego International Airport. He created collateral material for internal and external purposes, helped rebrand the airport, and designed advertising and other necessary deliverables for various marketing campaigns.

SELECTED PROJECT EXPERIENCE

- » Grand River Public Art Master Plan, Grand Rapids, MI
- » City of Bakersfield: Public Art Plan, Public Art Siting, Bakersfield, CA
- » Ontario Museum of History and Art, Ontario, CA
- » San Diego County Parks and Recreation Branding, San Diego, CA
- » Project Clean Water San Diego County Stormwater Brand Development, San Diego, CA
- » Orange County Stormwater Marketing Communications, Orange County, CA
- » Beach and Bay Water Quality Program Brand Development, County of San Diego County, CA
- » First 5 San Diego, Branding and Marketing, San Diego, CA
- » San Diego County Office of Education, Branding and Marketing, San Diego, CA



Linda Flynn, PhD

CPG

CULTURAL AND PUBLIC ART PLANNING

EDUCATION

- » PhD., Social Sciences/
Conflict Resolution, Nova
Southeastern University
- » Bachelor of Science,
Psychology,
Florida Atlantic University

**PROFESSIONAL
AFFILIATIONS**

- » Leadership Broward,
Member, and previous
Board Member
- » Americans for the Arts,
Member
- » American Planning
Association, Member
- » Public Art Committee
Member, Broward County,
FL
- » Florida Association of
Public Art Professionals,
Member

Linda Flynn has been a partner with CPG since joining the group in 2014. She is a planner who contributes nationally to best practices in planning, research, civic learning, and engagement for the creative sector. Linda has developed innovative cultural plans, public art master plans, and cultural tourism plans for diverse cities and counties across the country.

Cultural planning and public art planning are powerful tools to assist communities to achieve civic goals for identity, economic development, equity, revitalization, public/private partnerships, and placemaking. Linda designs innovative, customized methodologies to create a true, data-driven profile of a community. Her process for community-based planning is built on a foundation of equitable civic engagement; quantitative data; community, public, and private partnerships; inclusivity; and collaboration. Linda works with creative workers and artists to infuse the process with creativity and user experience insights.

Recent cultural plans include Greensboro, NC; Collier County, FL; Portland, OR; Fulton County, GA; and Sacramento, CA; and a Statewide Creative Economy Plan for Washington State. These plans focus on innovative and forward-thinking strategies for the arts with an equity lens in all areas of funding of programming, funding, individual artist support, creative-sector planning, and more.

Prior to her work with CPG, Linda’s experience and relationships cross many industries and sectors, working with all levels in organizational planning with transportation firms, urban planners, government agencies, nonprofit organizations, and private sector corporations. Linda holds a doctorate in organizational management with a concentration in conflict management, and various certificates in qualitative and quantitative research. She is a published author of her research with organizations and volunteers at several local nonprofit organizations focused on improving youth educational experiences.



David Plettner-Saunders

CPG

CULTURAL AND PUBLIC ART PLANNING

EDUCATION

- » JD, University of North Carolina School of Law, Chapel Hill
- » BA, Wesleyan University, Middletown, Connecticut
- » Special Student in Dance, University of North Carolina School of the Arts, Winston-Salem

PROFESSIONAL AFFILIATIONS

- » Americans for the Arts
- » Arts Action Fund, Americans for the Arts
- » American Planning Association
- » Californians for the Arts
- » San Diego Regional Arts & Culture Coalition

David Plettner-Saunders is Co-Founder of CPG. A consultant for 30 years, David has prepared arts and cultural plans for more than 40 communities. His arts and cultural planning work reflects many of the pressing and complex issues facing communities, such as advancing equity, affordable spaces, and creative placemaking. In addition, his plans often address arts funding, creating public/private partnerships, and identifying appropriate roles for local government.

David has led development of cultural plans for communities large and small, rural and urban, such as Sacramento, Salt Lake City, Raleigh, Tempe, Laguna Beach, Oceanside, and Joshua Tree. These plans included elements for arts education, cultural facilities, and public art. He has also led the development of arts elements for general plans, developed plans for public art, and arts in parks.

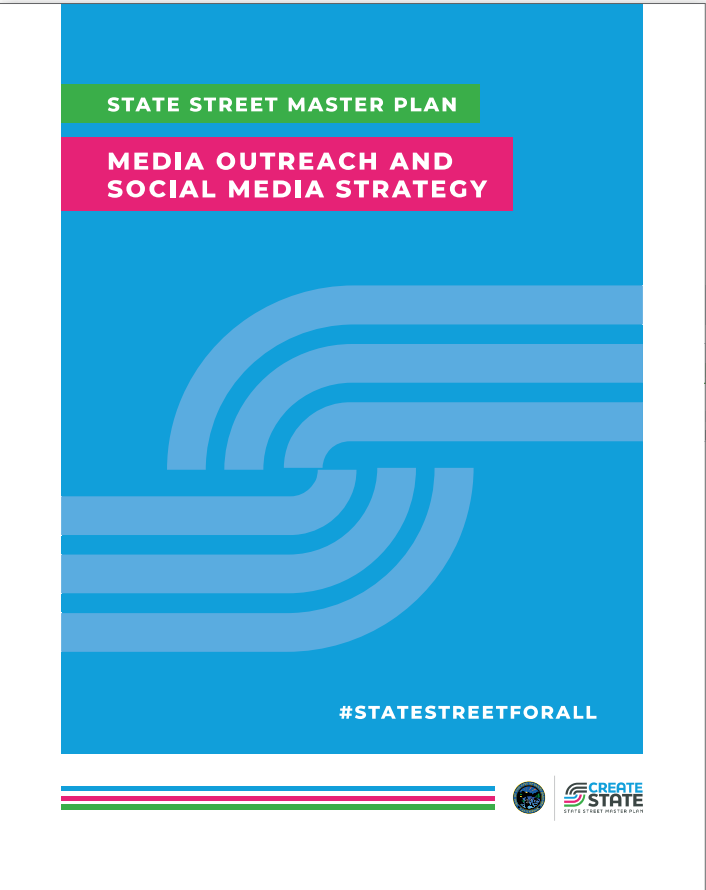
David has also developed national and regional studies on individual artists as well as plans focusing on arts education. He has prepared assessments and strategic plans for arts and cultural organizations of virtually all disciplines and sizes, and in a variety of communities.

A retired modern dancer, he is co-founder with his wife, Victoria Plettner-Saunders, of the former San Diego Alliance for Arts Education, responsible for successfully preserving and advancing arts education in the San Diego Unified School District, one of the nation's largest school districts, during the recession. He is a board member of Side Street Projects, an entirely mobile, off-the-grid, artist-led organization in Pasadena, CA. He is the past Chair of the Southern California Dance Futures Fund and the Dance Resource Center of Greater Los Angeles.

WORK SAMPLES

The work samples and links provide below and on the following pages represent the MIG Team's past work, highlighting our design expertise and approach. These samples showcase our ability to create visually compelling and strategically effective solutions tailored to each project's unique needs.

MIG PROJECT



SANTA BARBARA STATE STREET MASTER PLAN

<https://migcom.egnyte.com/dl/LmxdtdFJFJb>
Password: AiS8q6QZJ40h

STREET

IMAGE

Meet! State Street in many ways has changed over the decades, and the response to these changes have had a profound impact on the city. Now is the time to create a clear, visionary, and actionable plan for the future of State Street.

Visit santabarbaraca.gov/ for more information.

Love State Street! Determine the future of State Street by going to santabarbaraca.gov/ and #CreateState.

From you. Please share your ideas for the future of State Street Master Plan. Meet with our team of project consultants and share your ideas for the future of State Street.

Date: _____
Time: _____
Location: _____

For more information visit StateStreet.santabarbaraca.gov/

IMAGINE DOWNTOWN KC 2030 STRATEGIC PLAN

<https://www.downtownkc.org/imagine/>

MIG PROJECT



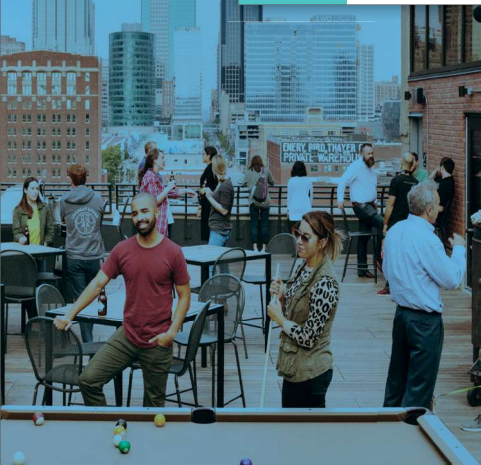
COMMUNITY ENGAGEMENT | two



- There is a lot of creative energy in Downtown—the River Market, Crossroads Arts District, 18th and Vine—it starts with the artists, and arts are a big part of Downtown's revitalization.
- Downtown is the center of the metropolitan region for architecture, culture, sports, events, history, and historic preservation.
- Unique neighborhoods with interesting history, vibrant arts and culture add to the Downtown's vibrancy.
- Downtown has seen strong residential growth and is becoming a more desirable place to live.
- The University of Missouri Kansas City Health Sciences District is growing in stature and number of employees.
- Kansas City and Downtown are poised for growth due to lower costs and a high quality of life.



DOWNTOWN KC 2030 STRATEGIC PLAN | 15



goals and strategies. They were used to foster innovation and creativity, test ideas, and ensure that the final recommendations are ambitious and aligned with the values of the Kansas City community. In addition to these framing principles, this chapter outlines the overall Vision and Goals of the Plan.

IMAGINE DOWNTOWN KC GUIDING PRINCIPLES



- AN EQUITABLE DOWNTOWN...**
- Reflects the diversity of KC in its residents, employees, institutions, and organizations
 - Ensures that economic development resources benefit every neighborhood
 - Combats racism



- AN INCLUSIVE DOWNTOWN...**
- Invests in historically disenfranchised communities
 - Proactively engages all neighborhoods in determining the future of Downtown
 - Provides opportunities for people of all abilities to participate in everything Downtown offers



- A VIBRANT DOWNTOWN...**
- Preserves the history and culture of Downtown while welcoming new ideas and opportunities
 - Concentrates on delivering an excellent experience for all customers
 - Focuses equally on supporting quality design, arts and culture, and a strong economy

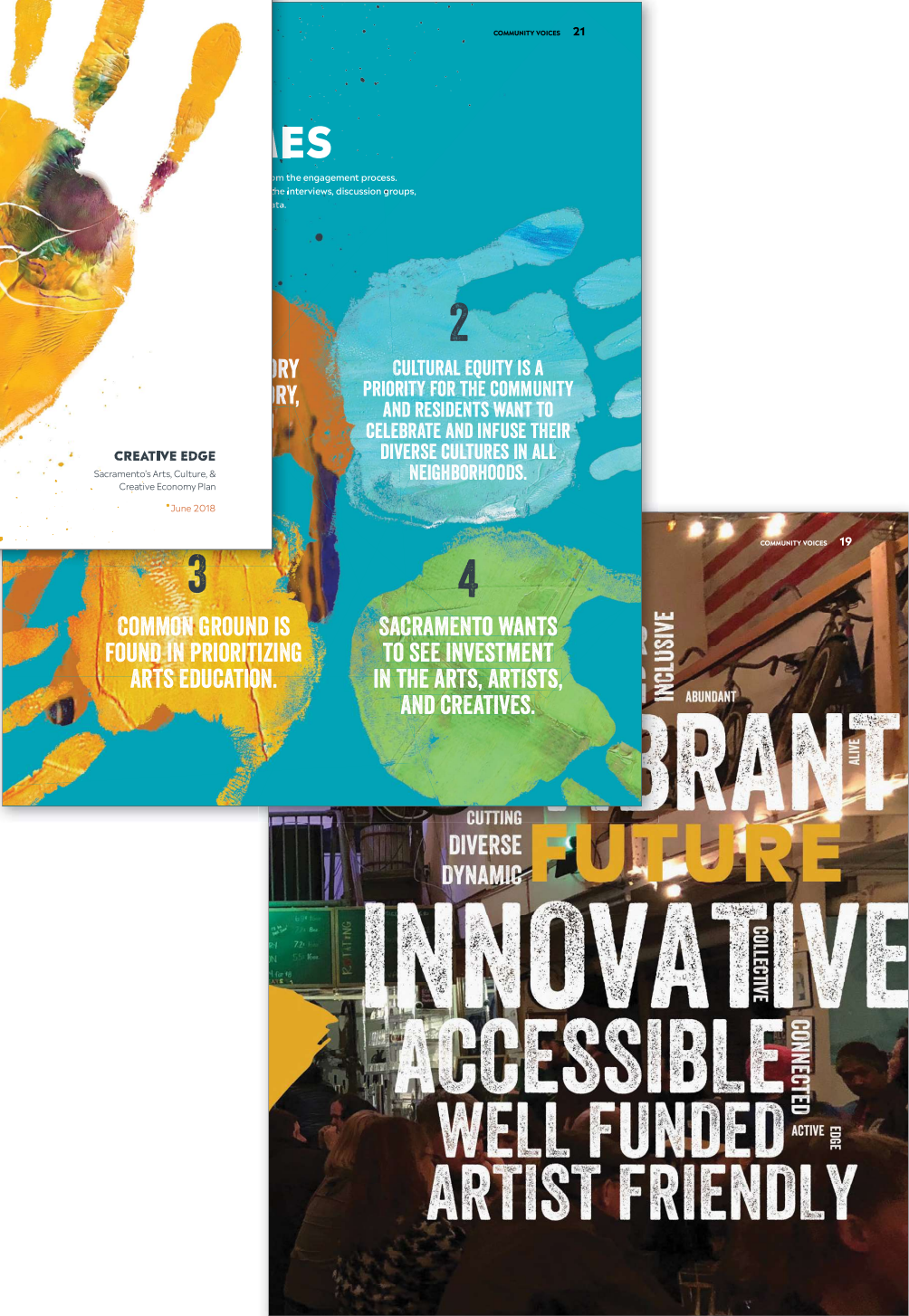
DOWNTOWN KC 2030 STRATEGIC PLAN | 26

CPG PROJECT

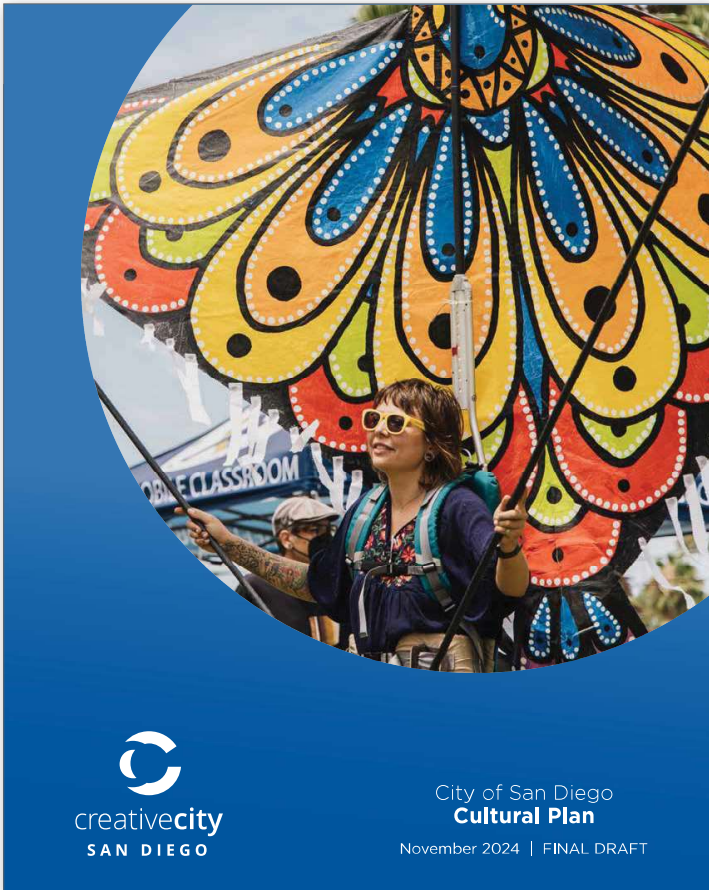


CITY OF SACRAMENTO CREATIVE
EDGE PLAN

https://www.cityofsacramento.gov/content/dam/portal/ccs/office-of-arts-and-culture/creativeedge/Cultural-Plan-Drafts/04721-SAC-Metro-Arts-LINOA_web.pdf



CPG PROJECT



CITY OF SAN DIEGO CULTURAL PLAN

<https://www.sandiego.gov/creative-city/plan>



INTRODUCTION TO
CREATIVE CITY

recommendations regarding its programs. But not all, changes were implemented by

City is distinguished from past planning by the agency in part because it is the first comprehensive and citywide engagement with the about the City's role in arts and culture. It residents of all ages and backgrounds neighborhoods the opportunity to voice their and priorities.

ed to peer city arts agencies across America, DCA operates with a significantly staffing level. Still, staff has plans for new and programs that would better meet community needs. However, it has ds for operations and programmatic on. As a result, valuable new ideas may but cannot be sustained absent new

are pilot programs without sustained funding, these programs have engaged San Diego artists in an unprecedented way. As demonstration projects, they have signaled a new level of engagement with artists and organizations.

DCA manages the City's annual agreement with Horton Plaza Theatres Foundation, the operator of the City-owned Lyceum Theatres. The agency works closely with Lyceum leadership to ensure greater community access to this city asset, including annual subsidies for smaller nonprofit producers to rent the space.

DCA has operated with multiple strategic and program plans, including its Public Arts Master Plan that set an ongoing framework for the current program. It also conducted a diversity, equity and inclusion (DEI) assessment in 2020 to examine existing policies procedures, and practices with an equity lens. The assessment process included DEI training for staff and commissioners. The DEI assessment produced a 2021 report



Creative City Cultural Plan Final Draft

20



GRAND RIVER PUBLIC ART PLAN

Grand Rapids, MI | Firm: MIG, in partnership with CPG

The Grand River Greenway revitalizes the river corridor through ecological restoration, public space activation, and cultural enhancement. Spanning 80 miles from Kent County to Lake Michigan, it connects communities with accessible recreation and artistic expression. Project partners engaged MIG and CPG to develop a Public Art Plan that establishes a cohesive curatorial approach for the Greenway trail, integrates both temporary and permanent works, ensures that community engagement and identity are embedded in the planning process, and implements systems for ongoing maintenance and conservation.

MIG and CPG led a strategic, community-driven approach by engaging stakeholders through workshops, surveys, and interviews, mapping existing art and identifying new installation opportunities, developing partnerships with public and private landowners, establishing funding, stewardship, and maintenance guidelines, and recommending promotional strategies to enhance public engagement.

The plan creates a cohesive artistic identity for the corridor, enhancing cultural experiences while preserving artistic freedom. Aligned with the Grand River Equity Framework, it prioritizes accessibility and inclusivity, ensuring diverse representation and a strong sense of community belonging.



HOWARD COUNTY ARTS FOR ALL

Howard County, MD | Firm: MIG, in partnership with CPG

Howard County's Arts For All program aims to establish a dynamic public art initiative that fosters a sense of place through the installation of up to four permanent artworks at county-owned facilities, parks, and community spaces. With a budget of \$1.5 million, including \$1 million allocated for artist commissions and \$400,000 for community engagement, artist concept fees, project management, and promotion, the program is designed to be both ambitious and inclusive. By engaging artists from across the country, the initiative will bring distinctive, site-specific works that reflect the diversity and cultural identity of Howard County.

MIG, in partnership with CPG, is leading the comprehensive public art planning and community engagement process. This includes interactive workshops, stakeholder meetings, and an online survey to gather community input on themes, locations, and artistic styles. By integrating broad public participation into the decision-making process, the program ensures the commissioned artworks will resonate with local residents and enhance the county's public spaces.

MIG will also oversee the artist selection, facilitate design development, and coordinate installation logistics in collaboration with a dedicated project manager.

The Arts For All program is poised to leave a lasting impact on Howard County by transforming public spaces into cultural landmarks. Through the integration of high-quality, community-informed artworks, the initiative will enhance civic pride, boost engagement with public art, and create visually compelling destinations that inspire residents and visitors alike. By establishing a framework for future public art investments, this project will serve as a model for integrating creativity into the built environment, reinforcing Howard County's commitment to arts and culture for generations to come.



CITY OF SUNNYVALE PUBLIC ART MASTER PLAN

Sunnyvale, CA | Firm: CPG

The City of Sunnyvale commissioned this master plan to revitalize its longstanding public art program and align it more closely with community priorities. CPG conducted a comprehensive evaluation of the existing program, complemented by extensive stakeholder and community engagement. The resulting plan significantly increased the visibility of public art and strengthened community interest in the city's public art corridor.

Key enhancements included updated policies and procedures, the introduction of a higher Art in Private Development requirement, greater flexibility in the use of in-lieu funds, and a commitment to expanding accessible public art in public spaces and along city streets. Additionally, the plan introduced new opportunities for temporary and interactive artworks, further enriching the city's cultural landscape.



SANTA CLARA VALLEY WATER DISTRICT PUBLIC ART STRATEGIC PLAN

Santa Clara County, CA | Firm: CPG

Valley Water has a Measure S statutory mandate for public art and, after implementing pilot projects, commissioned this Public Art Master Plan to define its program. In partnership with AECOM, CPG conducted stakeholder and community engagement, toured and assessed sites across Valley Water's extensive countywide locations, identified key partnerships, developed curatorial frameworks, and prepared program policies and guidelines.

The plan was completed in 2024 and will be presented to the Board in Spring 2025.


Certificate Of Completion

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