

STATEMENT OF QUALIFICATIONS
FERN TIGER ASSOCIATES

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FERN TIGER ASSOCIATES

BACKGROUND

History, Approach, Philosophy



SINCE 1978 Fern Tiger Associates (FTA) has been dedicated to four primary areas of work:

- developing creative solutions which strategically address the challenges faced by organizations, agencies, and communities, while responding to the nuanced reality of the diversity of populations and their needs;
- creating powerful processes that engage people and communities in discussions and decisions that impact the future of neighborhoods and cities;
- communicating the broad impact of public policy to individuals and their communities, while helping those individuals and organizations understand how they can participate in the shaping of public policy; and
- demonstrating to organizations and communities how successful projects and programs can be shared with others, while documenting the ideas, processes, and solutions to support the collective memory.

The firm's history is filled with projects and long-time relationships that have influenced the direction of scores of organizations, public agencies, and communities – helping them to grow and mature, while thinking innovatively about their future and the issues they should address in order to bring about long term change. With deep roots in progressive issues and a long-standing commitment to the purpose and value of the nonprofit and public sectors, FTA has honed a unique set of creative and pragmatic skills that have been tested over a quarter century and integrated into all of its work.



FTA'S PORTFOLIO includes award-winning work with a wide range of start-up and experienced nonprofits, community organizations, select corporate clients, school districts, state and local governments, public agencies, and philanthropic foundations. The firm's talented staff provides a multi-disciplinary and innovative approach to projects, and a comprehensive blend of strategic and creative skills, appropriate for engaging broad community interest, marketing, community relations, and public information and education. Combining these unique skills with the understanding that comes from decades of experience in the field, FTA strives to bring about positive social change by providing an unusual array of expertise including:

- advocacy documentation;
- organizational effectiveness;
- research, public policy, and evaluation;
- strategic outreach and communications; and
- civic engagement.



Advocacy Documentation. In our complex society, nonprofit organizations, neighborhood and community groups, service clubs, and committed individuals play a significant, though often unnoticed, role in revitalizing our cities and towns. And while corporations have the capacity to tout their efforts, it is often the strength, vitality, hard work, and perseverance of people engaged and rooted in their communities — and those who advocate on their behalf — who spur the private sector and government bureaucracies to bring about change. These activities should be documented and integrated into the social and political memory of each community and organization — not as ends in themselves, but as means to further the purposes of organizations and the issues they promote.

Such creative documentation — a combination of visual, written, and oral information — raises community awareness by recording the vital role of these organizations and agencies. This approach, which we call advocacy documentation, differs from traditional advertising and public relations because it captures important events, real stories, and actions, providing insight into people’s lives and into the issues and decisions that prompted their participation. Advocacy documentation creates historical documents to help future generations understand today’s struggles and accomplishments.

Organizational Effectiveness. All communities have unique circumstances and particular needs. Within these communities, nonprofit organizations and public agencies contribute creative and realistic solutions to social problems. They help set values, disseminate public information, and contribute to the building of civil societies. These agencies are impacted by their local history, economics, politics, current realities and, most importantly, by the philosophy and passion of their leaders. Communities also advocate for action from government. The responsiveness and capacity of government to support innovative and appropriate action is critical to the well-being of community.

Acknowledging the context in which nonprofits and public agencies must thrive, FTA works to build the capacity, effectiveness, and governance structures of individual organizations and the capacity of public agencies to engage with community and to lead public discussion to ensure participation by the greatest number. By interviewing a broad range of internal and external stakeholders, FTA provides a 360-degree view of organizations and issues — recognizing the unique situation and the particular community imprint from



which the agency or issue took root. This process incorporates secondary research about other issues the agency confronts, as well as an analysis of best practices. FTA's thoughtful and well-informed recommendations lead organizations toward more effective implementation of their visions and goals.

Research, Public Policy, and Evaluation. Working for positive social change requires a broad understanding of issues and audiences. To gain an accurate perspective of relevant issues, FTA combines quantitative and qualitative methodologies. The qualitative methods FTA uses are rooted in the interview techniques of oral history and the observation tools of documentary photography; FTA's quantitative methods are based on both academic and marketing traditions. FTA is skilled in understanding, analyzing, and re-interpreting information so that it can reach a wide variety of stakeholders – from small, well-informed groups to large broad-based audiences. While this approach sometimes involves documenting real-life stories that bring two-dimensional data to life, in all cases, FTA demonstrates sensitivity to each audience while presenting the information in graphic and written formats that make the greatest impact and which recognize the importance of engaging people in a wide variety of ways.

Strategic Outreach / Communications. FTA believes strongly that all communities have the right and responsibility to be engaged in society and that being informed is the first step toward real engagement. By chronicling (in words and images) knowledge, research, and experience into street-level action, FTA helps to bring a powerful voice to problems, issues, and solutions. This voice plays a critical role in informing the public about the potential impacts of complex, and sometimes convoluted public policy issues. Using sophisticated methods to identify audiences, and to gather and present information in text and imagery, FTA enables and empowers diverse groups to communicate their experiences, ideas, and knowledge. By sharing complex but pertinent information in professional, spirited, easy-to-follow formats, a wide range of audiences becomes engaged and informed on a myriad of issues.

Civic Engagement. Progressive nonprofit organizations, public agencies, and enlightened businesses have come to realize the importance of working together to understand and address common issues in order to support informed decisionmaking and the successful



development and implementation of policies and programs. But all too often, those who gather to participate, to share experiences, and to provide their opinions and suggestions reflect particular biases, life experiences, and comfort with particular public formats. And while it is through such engagement that individuals and communities are empowered to make positive social change, the voices of many are often lost or absent in these processes. The absence of these voices does not necessarily signify consent or pleasure with decisions made by those people who do participate.

FTA helps organizations and public agencies design and implement innovative, creative, and appropriate approaches to community involvement based on an understanding of each community's experiences and interest in participating – maximizing involvement of the broadest possible public, and ensuring that the efforts to engage communities are suitable to the population. FTA begins all community engagement with a comprehensive assessment of the particular issues, attitudes, and traditions that define that community. Based on this information, multi-faceted processes are designed to meet the particular participation needs of diverse populations, and tools are created to support these processes. Additionally, a thoughtful outreach plan is enacted utilizing both media and grassroots efforts. From small house meetings to town halls, the voices of those often described as “disenfranchised” merge with those whose opinions are heard regularly at city halls and in government arenas.

By actively partnering with communities, government agencies and nonprofit organizations create effective and sustainable policies and programs that are supported by communities. Perhaps more important, this approach conveys a respect for community that encourages people to continue to participate in the shaping of policies and programs, and paves the way for long-term relationships between and among organizations, government, and communities. Such engagement is both symbiotic and mutually beneficial.

It is through this commitment to the importance, value, and uniqueness of the voices of communities that Fern Tiger Associates supports and promotes both a heightened sense of responsibility among individuals on behalf of their communities and a more democratic society.



SPECIFIC QUALIFICATIONS AND SKILLS

Fern Tiger Associates has a demonstrated track record evidenced by professional awards, accolades from clients, and successful implementation of recommendations that point to the firm's ability to identify, analyze, and synthesize divergent views within communities. Beyond this, the firm has guided communities and organizations to support the ideas and solutions generated and to act on these decisions.

The firm's skill set includes the development of creative materials as well as processes that encourage participation and ensure that divergent opinions will be considered, understood, and incorporated into unique solutions that garner community support and excitement. FTA has experience facilitating the processes it develops and understands how to design formats for participation that are inclusive, inviting, respectful, and worthwhile. Having worked with extremely diverse nonprofit, for-profit, and government organizations on a wide variety of complex issues of importance to each sector (and often having significant impact on the other sectors), FTA understands the underlying factors that sometimes prompt skepticism by factions of the community. Because the firm's process begins with a comprehensive understanding of the multitude of opinions and issues that drive both support and opposition – as well as the nuanced neutralism of other segments of the community – the process to engage is carefully designed to match the context of each situation.

FTA has had numerous occasions to work on land use issues and entitlement processes, including master use permits and development agreements, and the environmental reviews needed to meet such arrangements. These projects have provided FTA with a deep understanding of how to approach and resolve issues that divide communities and which often pit parts of a community against other parts or which pit large institutions (or government agencies) against communities.

Finally, FTA is experienced in producing materials, reports, and tools that are graphic, well written, understandable by diverse audiences, and engagingly visual. Additionally, the firm is well rooted in making complex information understandable to lay audiences and to working with the press and media to ensure appropriate coverage and dissemination of information.

FERN TIGER ASSOCIATES

Select Case Studies

CREATING A VISION FOR PARADISE



CLIENT:	Maui Economic Development Board (MEDB) , nonprofit sponsor of Focus Maui Nui (FMN)
LOCATION:	Maui County, Hawaii
STRATEGY/GOAL:	Reach 1,000 people through a process that brings residents into worthwhile discussions about the future of the county
OUTCOME:	Reached more than 1,700 residents on three islands (population of county = 1.2 million) through series of highly participatory 10-person sessions; created comprehensive vision which has now informed General Plan 2030 and other civic decisions
REFERENCES:	Jeanne Skog, CEO, MEDB; Leslie Wilkins, V.P., MEDB: 808 875 2314 / 808 280 4395 Riki Hokama, Chair, County Council
SELECT AWARDS:	Clarion, Association of Women in Communications; Crystal Compass, Public Relations Society of America
TIME PERIOD:	2002 - 2003: Concept, design, tools, training, facilitation, analysis of Focus Maui Nui 2003 - Ongoing: implementation and facilitation of FMN advisory committee 2006: Community workshops; development, training, implementation, analysis - General Plan <i>WalkStory/PlanStory</i>

Known as a Hawaiian paradise (with its unique history and culture and its distance socially as well as geographically from the US mainland), Maui County grapples with economic and social challenges, which often go unaddressed by residents who feel they have little control over their islands. Maui Economic Development Board (MEDB) sought to ensure that a vision for the county's three inhabited islands would reflect resident concerns; Fern Tiger Associates designed an engagement model to ensure broad civic participation and sustainability.

Following this step, FTA trained MEDB staff and other nonprofit leaders to implement the model, analyzed the cumulative and specific results, drafted a plan for dissemination, and handled media for the project. The firm is currently working with a community committee composed of diverse constituents to determine measurable benchmarks of success and to maintain community interest and involvement.

Though 2,300 miles from the Hawaiian islands, FTA knew Maui from prior work with the countywide nonprofit MEDB – focused on diversification of the primary economic drivers: agriculture and tourism. To reach the islands' diverse populations, FTA created *Focus Maui Nui*, a process of facilitated, interactive small group sessions. Groups developed “messages” to be delivered to opinion leaders; “voted” on priorities; and discussed trade-offs necessitated by conflicting priorities. The sessions were designed to be held anywhere, – in homes, work sites, classrooms, fire stations, on beaches – with any group (youth, seniors; engaged, uninformed).

Though 92% of Maui County residents live on the island of Maui, inclusion of residents from Molokai and Lanai was critical, especially for a visioning project that emphasized consensus. The project's name and tagline incorporated the notion of Maui Nui (Native Hawaiian for “Greater Maui”). Government officials went door-to-door to recruit participants on all three islands. In the end, Lanai and Molokai (just 8% of the county population) made up 13% of all participants in Focus Maui Nui – setting a precedent for community involvement and participation.

The 25-year-old MAUI ECONOMIC DEVELOPMENT BOARD (MEDB), a public/private partnership that seeks to create quality jobs in Maui County, has worked with FTA since 1996 on projects including a strategic plan, an economic literacy initiative, and an economic summit.

FTA promoted the process and participation using strong graphics, clear messages, and traditional media, as well as innovative grassroots outreach, such as door-to-door canvassing, where elected officials “spread the word.” “*Legislators and city council members are campaigning door-to-door, but it’s not election season,*” noted one TV news teaser. FTA also trained 65 community-based leaders to recruit their constituents – Head Start parents, the homeless, seniors, youth, and others – to ensure participation from traditionally-under-represented groups. Roughly 1,700 people participated in 167 sessions over a short 12-week period. The results, analyzed by FTA, became the guiding philosophy for the county’s General Plan, economic development strategy, and “vision” for the next decade. Following on the heels of the well-branded Focus Maui Nui, the county sought to expand the traditional avenues for participation in the new General Plan and FTA developed *WalkStory* and *PlanStory* community workshops to invite residents to become more knowledgeable of critical land use issues driving the comprehensive General Plan and to give opinions about key themes.

To expand participation in this county-wide planning process, FTA’s tasks included:

Strategy Development

- Reviewed prior visioning processes and available information from previous efforts to engage Maui residents; met with leaders of those processes to understand why these programs were not sustained and implemented;
- Convened Advisory Committee, comprised of diverse civic, community, business, and environmental leaders, to help guide and promote the planning process;
- Secured up-front commitment from policymakers that the results of the community process would be used to guide future county decisionmaking;
- Carefully selected project name and tagline to represent all three inhabited islands of Maui County – Maui, Lana’i, and Moloka’i. [*Maui Nui* is Hawaiian, referring to “all of Maui.” Thus, *Focus Maui Nui* included all the islands; the tagline, *Our Islands, Our Future*, reinforced the project’s purpose and encouraged ownership of the vision. A secondary tagline – *The future of Maui rests with us* – conveyed the importance of participating.];
- Created a strong “look” for the project, using bold colors and images that reminded residents of the project’s people-focused nature. Participant sessions used an innovative set of tools: a visual ballot; a 3’ x 5’ magnetic “game board” (carried in a black canvas artist’s bag with the logo emblazoned on it to create a moving billboard-style advertisement) with movable graphic pieces to display the tallied results; and decks of “issue cards” for participants to organize themes;
- Designed process to link Focus Maui Nui goals and approach to upcoming General Plan process to ensure continuity and participation of broad community;
- Analyzed the results of 1,700 participants and 167 independent sessions; prepared comprehensive report, executive summary, single page results; wrote goals and strategies for dissemination and for press;
- Developed annual update tabloid inserted into *Maui News* to keep messages and information flowing to community.

Community Engagement

- Interviewed opinion makers and community leaders to understand results and challenges of previous county-wide processes and to confirm key local issues;
- Developed four possible processes to achieve goals;
- Designed process: a unique, small-group participatory process to be led by facilitators, trained by FTA, and hosted by residents in their homes or in public facilities. [The process was designed to engage community members in discussions of issues (economic development, environment, social services, culture, tradition, sustainability) where residents could identify pressing issues, prioritize

concerns, review potential conflicts and trade-offs, recommend actions, and develop messages to send to those responsible for carrying out the vision. (Each session convened 10+/- people and lasted two hours);

- Trained 70 representatives of churches, nonprofit organizations, schools, and community groups who agreed to host sessions that would include their constituents (youth, homeless, single parents, etc.) representing broad target populations;
- Created process to maximize participation in nearly 170 sessions over a 12-week time frame to increase press attention and build interest in the process. [Goal: engage up to one thousand residents. Result: 1,700+ participants.];
- Built broad-based interest in the community by engaging government officials to walk in neighborhoods on a kick-off weekend morning, wearing FMN T-shirts and distributing flyers which asked residents to host sessions.

Strategic Communications

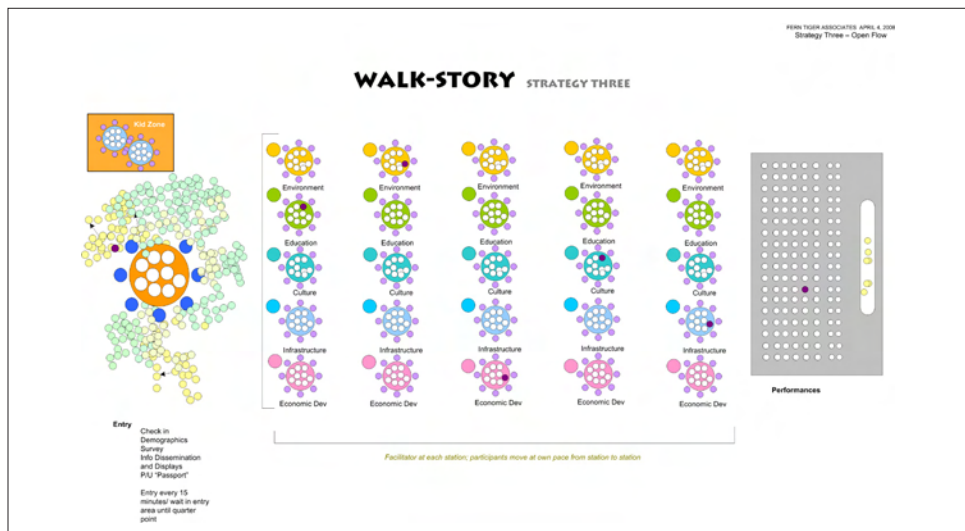
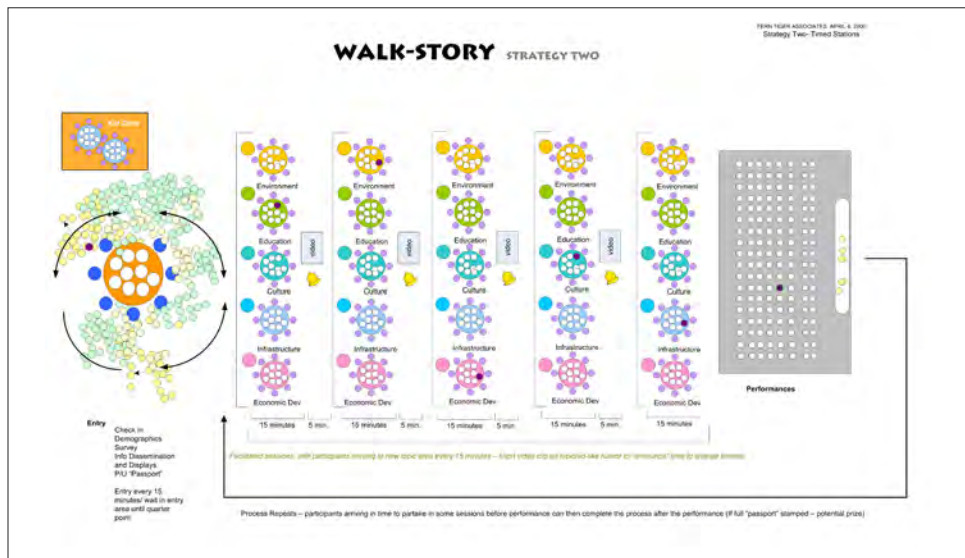
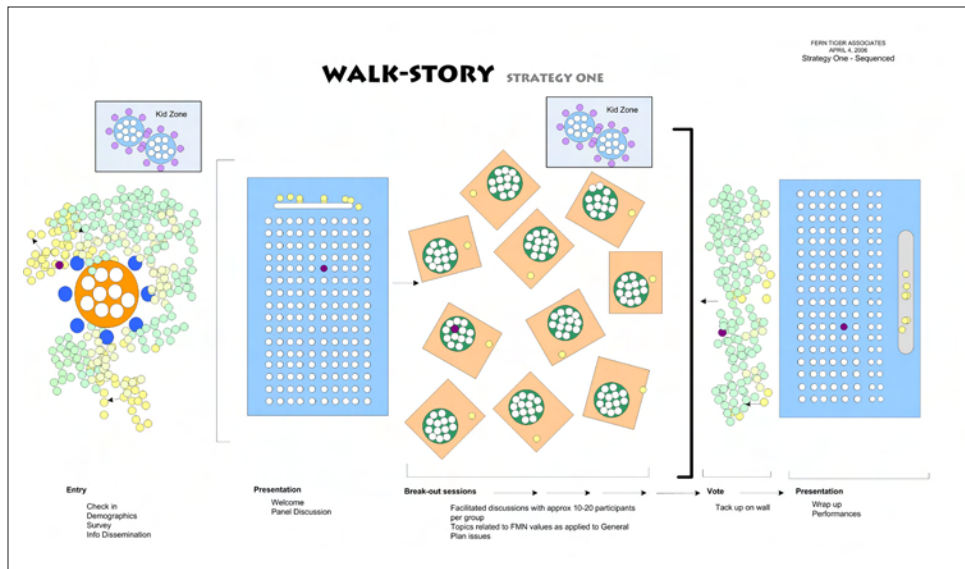
- Guided the development of a website to keep residents apprised of the FMN project status; sent periodic emails and notes to participants;
- Reached all 30,000 households in Maui County through an eye-catching card, placed inside monthly water bills, which explained the project;
- Requested and received donated ad space in *The Maui News*; developed and placed stories leading up to the FMN launch.

Results

- Participation far exceeded goals (active participation of approximately two percent of population - 1,700 people - of whom 40% had never previously attended a public meeting);
- Four years later, branding and identification with FMN goals remains strong with 80% of population surveyed (at recent County Fair) indicating they have heard of Focus Maui Nui;
- Regular attention in press and media; FMN goals referred to by elected officials;
- Ongoing advisory committee working on benchmarks and data points and detailed action plan to confirm achievement of goals over 20 year period.

Follow up

- County decision to utilize FMN goals as basis for General Plan Update;
- Design of community strategy for engagement in General Plan Update through two programs (*WalkStory* and *PlanStory*) which were offered at sessions throughout the County [FTA designed these processes and facilitated them; developed all graphic materials and tools necessary to attract participation];
- Launch of the Youth Alliance;
- *Stepping Forward* reports;
- Guiding advisory committee and facilitation of annual community retreats to set and evaluate goals and benchmarks.



BRIDGING THE BERKELEY/BAYER DIVIDE



CLIENT:	Bayer Biotechnology (Formerly Miles/Cutter, Bayer Corp.)
LOCATION:	Berkeley, CA
STRATEGY/GOAL:	To ensure company's ability to build out its 30-acre site over a 30-year period; to build long term relationship with city and community
OUTCOME:	Unanimous council approval of first-ever Development Agreement in the city of Berkeley; company awarded Best Berkeley Employer Award; 15 years of conflict-free relations between company, community, and city in anti-corporate Berkeley; nearly complete development of 30-acre site and newly acquired adjacent property
REFERENCES:	Rick Srigley, former Senior V.P. of Engineering and Production: 408 779 4533, ext 17; (h) 831 643 1823; Max Anderson, former chair Berkeley Planning Commission; current member Berkeley City Council: 510 981 7130 Wilson Wendt, JD, Miller Starr Regalia 925 935 9400 Dr. Karl Duchardt, former Site Manager/Executive V.P. Engineering and Production: (Germany) 49 214 305 3434
SELECT AWARDS:	AIA National Award for Urban Design Excellence; PRSA; Crystal Compass for Best Campaign; PRSA for best company speech to outside audience
TIME PERIOD:	Development Agreement process - 1991-92; Implementation of numerous strategies resulting from Agreement - 1992-94; Ongoing strategic implementation and community involvement - 1994-97

In 1990, Bayer Corp. (formerly Miles Inc.) – the largest industrial employer in the city of Berkeley and a nearly 90-year occupant – discovered the problem of invisibility when the company's plans for total redevelopment of its nearly 30-acre site needed city approval of an unprecedented development agreement. To move forward in identifying and addressing the concerns of a generally “anti-corporate” community and city council, Bayer contacted Fern Tiger Associates. Initially reluctant to work (for the first time) with a large corporate client – rather than the nonprofit and public agencies with whom the firm had built its reputation -- FTA's concerns dissipated as it became clear that the city and the community had much to gain from a true partnership with Bayer. But understanding the benefits and building trust among all sectors would take a good deal of work.

After several preliminary meetings, research into the biotech field, and a meeting with Bayer's union, FTA agreed to assess city and community concerns and apprehensions about the company and about the emerging field of biotech. From there, the consultants would coach Bayer staff on community relations and

The night of the City Council decision on the landmark Development Agreement, a list was rolled down the aisle - red-carpet style - of more than 100 public and community meetings Bayer attended in an effort to understand local needs (with FTA at every meeting). After the successful vote on the issue, that night, residents (some of whom had been extremely vocal opponents of the project), local nonprofit leaders, city staff, and Bayer officials went for a beer to celebrate the win-win outcome for all parties.

BAYER CORP. (formerly Miles Inc. and Cutter Biological) is a \$9.3 billion company with headquarters in Pittsburgh, PA, and is a subsidiary of Germany's Bayer AG, a \$30.6 billion pharmaceutical and chemical company. Bayer employs more than 140,000 people in 150 countries worldwide. Its 30-year Development Agreement with the city of Berkeley awarded Bayer certain zoning and permitting rights for its site, while providing Berkeley residents more than \$12 million toward specific community projects.

produce a bullet-proof outreach strategy stressing accuracy, openness, and sensitivity to Berkeley's needs. In reality, the project became much larger – an eight-year endeavor producing one of the most innovative and recognized business community-city collaborations in Bay Area history.

On the path to a landmark Development Agreement, FTA established roundtable discussions between Bayer management and a broad range of community organizations, ensuring the company would understand local issues and the context for its long-range plan – while enabling nonprofit leaders to meet Bayer leadership and to establish relationships with the company. Bayer and FTA attended more than 100 public meetings in just one year. In addition, they met with city staff and community leaders repeatedly to assess the company's and the city's capacities to meet halfway on issues ranging from the potential to train local residents for lucrative jobs in biotech to insuring an environmentally safe facility. Weekly meetings with the company provided updates based on what had been learned about community concerns and needs. FTA also encouraged the company to keep its then-750 employees informed about the process, with regular presentations at site meetings.

Getting press attention proved difficult as reporters pegged the Bayer story “an unending saga” that they would cover at its conclusion (which they predicted would be the ultimate relocation of the company, after being worn thin by Berkeley's city and community processes). To attract media interest, FTA developed a list that depicted “the Development Agreement process,” noting more than 50 steps. Each week a copy of the list was sent to the media with check marks showing the current status of the effort.

Researching options to enable Bayer to think about how it might use its resources to help the community, producing communications materials, handling media relations, and overseeing a multifaceted public information and community outreach campaign, FTA was instrumental in the negotiation of the Development Agreement and in changing the public image of Bayer. In one notable case, FTA enlisted Bayer staff volunteers to go door-to-door for a postcard-signing campaign, where neighborhood residents living closest to the Bayer site demonstrated their support for Bayer and its plans. In 1991, the City Council voted unanimously in favor of the project, with hundreds of speakers attempting to voice support at the final council meeting. FTA's job was technically complete.

But FTA was asked by the company to continue to monitor community concerns, assisting with implementation of community programs, establishing ongoing neighborhood and citywide communications about Bayer's activities, evaluating results of the company's external community relations efforts, and providing ongoing consulting and technical assistance.

In the end, FTA's experience with its one corporate mega-client proved infinitely rewarding, helping a company recognize its potential to be socially-responsible in an extremely demanding community, and helping a community learn the potential benefits it could gain from a large company.

To achieve these successful outcomes, FTA designed and implemented a short- and long-term strategy with four central components:

Background Research and Due Diligence

- Assessed Berkeley community knowledge, perceptions, and concerns about the company, the biotech industry, and the company's proposed development plans;
- Reviewed/assessed all preliminary materials and documents related to the project sent from the city to Bayer and from Bayer to the city (including correspondence, proposed building and site plans, etc.);
- Researched “best practices” and challenges regarding employer/city relations and economic development;
- Moved what was seen by some opponents as a “neighborhood issue” to a citywide issue, recognizing the economic issues at stake and the potential image repercussions for the city if the project was not approved.

Community Engagement

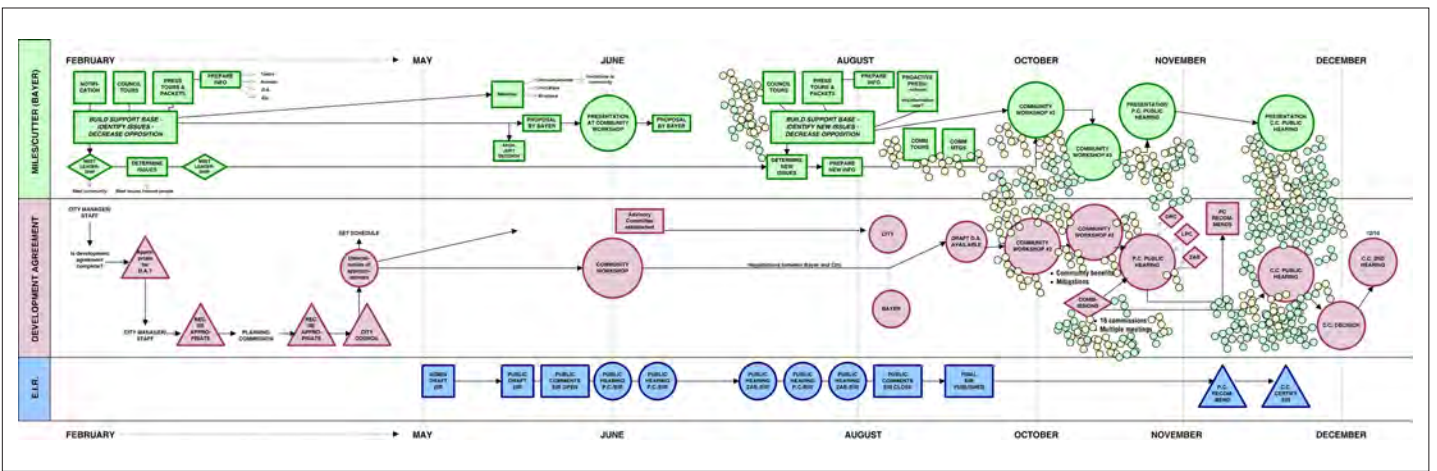
- Planned and conducted an initial series of 10 roundtable discussions between Bayer management and more than 60 Berkeley-based nonprofit organizations dealing with particular issues of concern in the community (e.g. education, labor, child care, youth development, housing, homelessness, and workforce and economic development). The roundtable sessions were designed to enable Bayer staff to better understand local issues; to sensitize management to the Berkeley community; to familiarize local nonprofit leaders with corporate executives; and to provide Bayer leadership with the background information necessary to plan negotiations and mitigation options;
- Participated in all public meetings (more than 100 commissions, hearings, committees, and smaller meetings with community leaders and elected officials, etc.) over a 12-month period;
- Guided mobilization of community support and increased awareness of project;
- Planned community and company presentations at eight citywide workshops, hearings and council meetings and at more than 100 commission and community meetings.

Corporate Strategy Development

- Introduced company officials to key Berkeley leaders and elected officials;
- Facilitated weekly “strategy” sessions with highest level of company management to discuss, debate, and update plans;
- Facilitated meetings with leaders of job training and education programs to assess potential for biotech education program in the schools as a component of Bayer’s mitigation strategy;
- Conceived and facilitated a public architectural design competition to select the architect for the first new Bayer building and for the master plan and design guidelines;
- Assisted with negotiations and review of proposed Bayer mitigations related to community interests;
- Provided ongoing assistance to Bayer senior management in identifying and addressing key issues and major roadblocks.

Strategic Communications

- Prepared and publicly disseminated all project-related materials (including conception, creative design, writing, photography, production, and printing);
- Participated in all meetings with city staff to assess city needs, process, “hot button” issues, and Bayer’s capacity to respond;
- Provided regular briefings throughout the Bayer corporation (local company officials; division managers - Connecticut; and corporate leadership - Indiana and Pennsylvania; and written reports to global leadership - Germany) with regard to process, strategy, status, and communications efforts;
- Facilitated site-based staff meetings (of 600+ employees) to provide updates on the project;
- Hosted regular meetings with Bayer union officials to remain alert to labor concerns;
- Acted as a liaison between Bayer, the City, and the residents of Berkeley, by providing ongoing interpretation of the concerns of each party;
- Prepared status reports for Bayer Board of Directors with analysis of potential success or failure to achieve necessary Development Agreement;
- Planned and implemented all local and national media strategies (both short and long term);
- Participated in all press interviews and inquiries;
- Wrote all presentations for Bayer management and coached on presentations (especially for non-American managers with minimum experience in community processes);
- Worked with city officials on design of city-sponsored workshops.



KEEPING THE PEACE FOR THE LARGER COMMUNITY



CLIENT: Alta Bates Medical Center, Berkeley, CA
LOCATION: Berkeley, CA
STRATEGY/GOAL: City approval to open new maternity wing and neonatal intensive care unit; resolution of neighborhood opposition to hospital plans for the future
OUTCOME: Mechanisms established to ensure hospital's compliance with specific community concerns; expansion and renovation of maternity/NICU (and ultimately ER); FTA resigned due to ongoing changes in ABMC leadership and structure
TIME PERIOD: 1996 - 1998
REFERENCES: Gil Kelley, former Planning Director, city of Berkeley; currently Planning Director, city of Portland, OR: 503 823 7700

There was a palpable strain between Berkeley's Alta Bates Medical Center (ABMC) and its residential neighbors by the time Fern Tiger Associates (FTA) was asked to assist the hospital with community relations and the potential to develop a plan for a Master Use Permit for site development. Already mistrustful and angry about traffic and noise, neighbors opposed ABMC's plan to increase the number of maternity rooms, and the city had banned work on the construction. In 1995, FTA agreed to work with the hospital to help negotiate the expansion, on the condition that Alta Bates pursue long-term strategies to improve communication with the community, where it had been based for nearly 90 years.

FTA recognized that the hospital could help fulfill a number of community needs if it could build relationships with residents. Taking into consideration the specific needs of various parties affected by this decision, FTA worked to shape a dialogue with the greater Berkeley community.

At the same time, the firm helped the hospital establish a number of initiatives intended to be inclusive of, and sensitive to, nearby residents: weekly tours of the hospital, community meetings, and a "warm line" where residents could call in any and all complaints. While the efforts never completely mended relations between the hospital and its neighbors, FTA successfully negotiated an eleventh-hour compromise with the city that led to the construction of a top-notch maternity department, including one of the best neonatal intensive care units in California. But FTA was not convinced the hospital was committed to a new way of working with its neighbors and the community – an essential ingredient for successful development for all cities, especially ones with vocal and engaged citizens. FTA resigned from the subsequent phase of the project and did its best to train hospital staff in the importance of understanding not only the hospital's needs, but those of its neighbors as well.

The "warm line" where neighbors of the hospital could call with complaints rang in the FTA office. No matter how seemingly small the complaint, FTA or a hospital staff member worked to address it – picking up a medical shoe cover that had blown onto a resident's lawn, hiring traffic and sound engineers to monitor car flow and noise levels, working to minimize car alarms going off in the garage, monitoring employee car pool usage, and discouraging employees from parking in the neighborhood. Still, pleasing everyone was not possible: one caller demanded that ambulances silence their sirens; another wanted double-paned windows for his apartment.

Founded by nurse Alta Alice Miner Bates as an eight-bed hospital for new mothers, the nearly century-old ALTA BATES MEDICAL CENTER is now part of the Sutter Health Network which includes 23 hospitals and healthcare facilities.

A COMMUNITY DRIVES ONE SCHOOL DISTRICT'S DIRECTION



CLIENT:	Berkeley Unified School District
LOCATION:	Berkeley, CA
STRATEGY/GOAL:	Broad-based community support for rebuilding and reconfiguration plan (implementation of Measure A)
OUTCOME:	Participation by more than 1,000 Berkeley residents, resulting in unanimously-approved school restructuring and construction plan with broad-based community support
TIME PERIOD:	1993 - 1994
REFERENCES:	Miriam Rokeach, former School Board Member: 510 658 3805
SELECT AWARDS:	Public Relations Society of America's Crystal Compass for Community Relations Planning, Award of Merit for External Publication for "Measure A+ News;" Women in Communication Clarion and IABC Bay Area Best

The first school district in the country to voluntarily integrate, Berkeley Unified had been busing children for more than 25 years. But the system – which was built on an unusual grade configuration that split elementary schools after the third grade – needed re-examining by the time a multimillion-dollar bond measure (Measure A - to retrofit schools following Loma Prieta earthquake) passed in 1992, opening the door for potential school reconfiguration. Fern Tiger Associates proposed and conducted a unique, grassroots planning process, designed to maximize participation from Berkeley's multi-ethnic population.

FTA designed and conducted a series of small meetings, where hundreds of Berkeley families could discuss the highly-charged issues of school reorganization comfortably, in their own homes among friends and neighbors, in sessions convened on weekends or evenings. Town hall meetings and additional small meetings followed, until a clear, workable plan for a "controlled choice" system of K-5 schools within the district emerged. To ensure that communication between parents and the district remained clear and open, FTA designed a special newsletter, *Measure A+ News*, that was mailed citywide so that all Berkeley residents could be kept abreast of progress, of the philosophical dynamics of school change, and the various impacts school and district reorganization would have on education. To ensure support for both grade reconfiguration and the rebuilding of Berkeley schools, Fern Tiger Associates developed a broad-based plan that included engagement and implementation:

Community Engagement

– Interviewed more than 80 teachers, parents, civic leaders, and students to determine their concerns about the district and to evaluate their understanding of the complex issues involved in restructuring and rebuilding schools;

As BUSD was considering reorganizing its elementary schools, PBS' "Frontline" ran a documentary blasting Berkeley High School as a failed experiment in integration. To show that Frontline had missed the mark, FTA helped the district mobilize to talk to the media about ways in which the documentary got it wrong. Widespread coverage in regional and national print and broadcast outlets put an effective end to a potentially drawn-out communications crisis and renewed the morale of the Berkeley High community.

BERKELEY UNIFIED SCHOOL DISTRICT enrolled a total of nearly 8,000 students in 1993, in grades K-12. The student population reflects the diversity of the Berkeley community.

- Set up and facilitated a series of more than 60 house meetings where groups of neighbors met to informally discuss various options for grade restructuring and offer their own suggestions for improving the schools;
- Organized three city-wide, Saturday, community workshops and several follow-up School Board roundtable discussions over a three-month period aimed at encouraging broad community involvement while winnowing down the proposed options.

Strategy Development

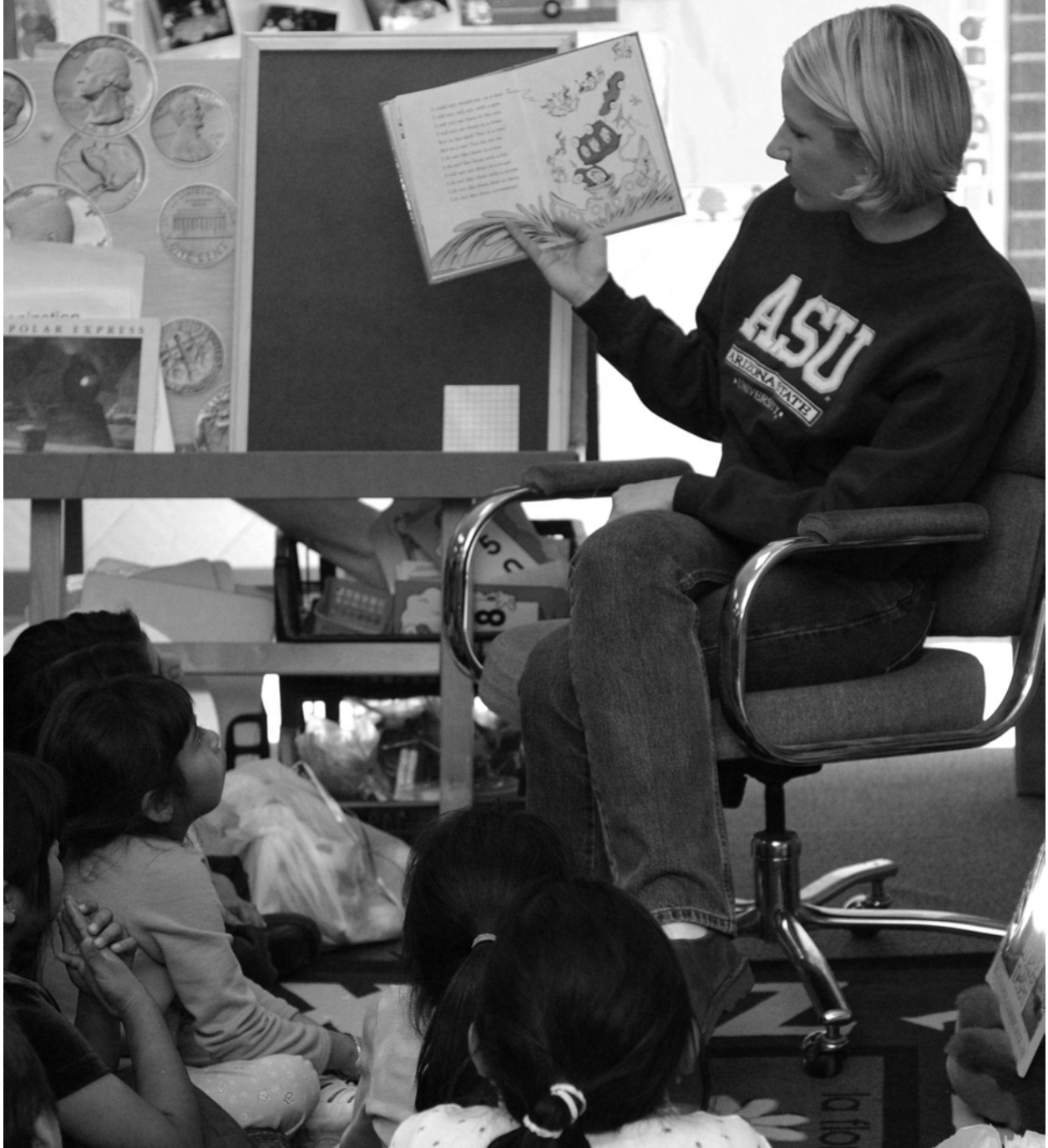
- Met regularly with the District administration and, as appropriate, with the School Board to determine goals and to understand what was known about restructuring;
- Developed a process and timeline to enable community participation of all interested parties, and publicly established a deadline by which board members would finally make a decision about a restructuring plan (which assured the community that action would be forthcoming);
- Prepared a detailed report for the School Board regarding a phased construction and decisionmaking timeline;
- Strategized with BUSD staff to establish workable guidelines for grade configuration and integration;
- Met frequently with BUSD staff to help them frame and compile necessary information for workshops, press, and parents.

Strategic Communications

- Acted as the “public information office” for the District on all related matters;
- Wrote speeches for the Superintendent to deliver at workshops and before civic, business, and church groups in the community;
- Met frequently with principals; made presentations to teachers/staff at each school;
- Developed charts, graphs, and other visual materials for meetings, workshops, and presentations to civic groups;
- Produced and distributed a tabloid newsletter about the Board’s considerations;
- Developed a press strategy to promote involvement in process and to bring visibility to school construction issues and challenges, and to increase involvement;
- Handled press queries and prepped administration for responses to media.

Following the extensive community participation process (which included more than 1,000 Berkeley residents), FTA proposed a school restructuring plan which received broad-based community support and was unanimously approved by the School Board. The plan incorporated a degree of parental choice combined with a strong integration mandate and was successfully put into place within six months of approval. Following adoption of FTA’s proposal, more than 85% of students were enrolled in their first-choice school, and school enrollment overall increased by 8%.

TRANSFORMING A UNIVERSITY AND A COMMUNITY



CLIENT:	Arizona State University
LOCATION:	Greater Phoenix (Maricopa County), AZ
STRATEGY/GOAL:	Create a university-wide vision and plan to strategically integrate ASU into its surrounding communities (and vice versa) and to transform a large, bureaucratic institution into one that is a partner with the rapidly growing Phoenix community
OUTCOME:	Development of a comprehensive Plan for Social Embeddedness
TIME PERIOD:	2004 - 2007
REFERENCES:	Dr. Debra Friedman, Dean, College of Public Programs: 480 965 1040 Dr. Michael Crow, President ASU (assistant - 480 965 8972)

Founded in 1885 with 33 students as the Arizona Normal School, Arizona State University (ASU) grew to more than 55,000 students enrolled in 12 colleges on four campuses in the greater Phoenix region by the time Michael Crow was inaugurated 16th president in 2002. Troubled by the view of ASU as a second-tier university, President Crow arrived with a vision to create the “new American university” which comprised a set of eight integrated “design imperatives.” A central tenet of the design imperatives was the concept of social embeddedness, a notion that the University should be integrated into the fabric of the regional community in a symbiotic relationship such that each transformed the other to create positive social change. Though ASU’s new president had a revolutionary new concept for university/community relations, he did not know how to make the concept a reality and was also highly cognizant that university and community stakeholders would be integral to crafting the vision and subsequent plan. Fern Tiger Associates was introduced to ASU through mutual university connections and was selected for the project through a public RFP process.

An initial phase of the project entailed understanding the project scope for community engagement at Arizona’s largest public university through a first round of interviews of community leaders and university stakeholders, along with extensive background document review. Subsequent to determining the project scope and the university’s readiness to undertake such a project, FTA agreed with President Crow to create a core “working group” consisting of the president and his senior advisors. This group would be kept abreast of issues related to the project and advise on direction at key moments. FTA then worked closely with this core group to identify and recruit a 35-member steering committee drawn from across the university to help guide the project.

Over the course of 12 months, FTA conducted more than 200 interviews of ASU and community stakeholders, including faculty,

The newly appointed president of ASU arrived on campus with a NYC-style (speed, urgency; can-do attitude), to find a more laid back, collegial atmosphere with a large percent of tenured faculty comfortable with the status quo. Coming from Columbia University, the new president was anxious to make major changes at a rapid pace. Quickly articulating eight key initiatives, he hired FTA to tackle one that defied quick results because it involved changing the ethos of the institution, through the involvement of community.

ARIZONA STATE UNIVERSITY (ASU), with campuses in Tempe, Phoenix, Glendale, and Mesa, AZ, is one of the largest universities in the US. Phoenix is the 5th largest city in the nation, recently eclipsing Philadelphia which now ranks 6th in population.

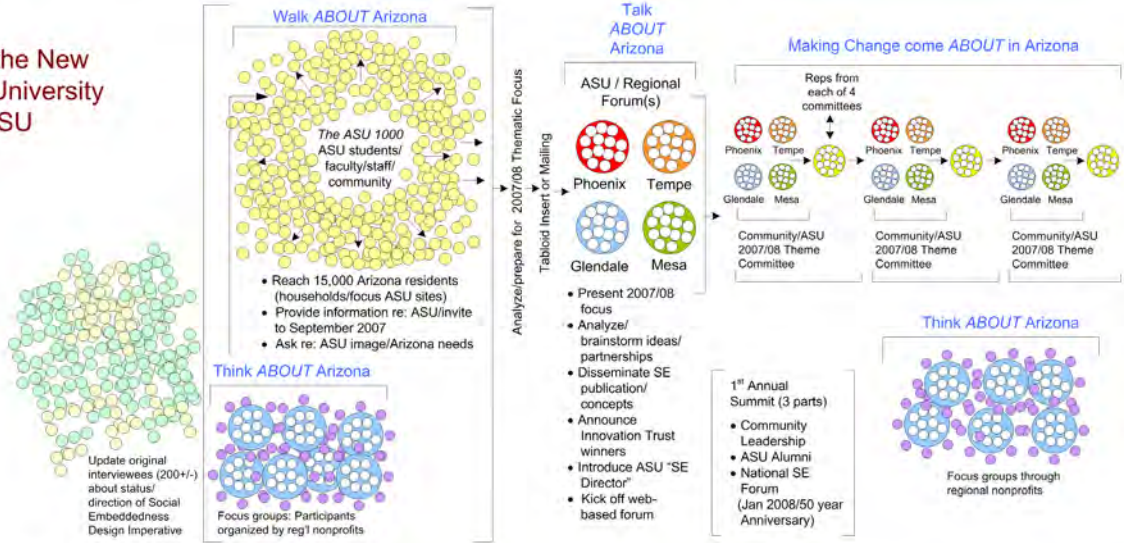
administration, elected officials, business, community, and neighborhood leaders, students, Regents, etc. FTA attended and observed numerous university/community events and meetings; conducted a comprehensive evaluation of the University's image, materials, website, and press coverage. To learn how ASU's existing and proposed community engagement efforts compared to other educational institutions, FTA conducted a study of best practices at 175 colleges and universities nationwide, including extensive background research, and in-depth site visits and interviews at more than 15 selected academic institutions located in urban areas across the US.

Following the interviews and research phases, the second year of the process included leading numerous meetings of generally academically-rooted faculty; steering committees; developing thematic goals and strategies to address social embeddedness; writing a comprehensive and defensible plan; gaining buy-in and approval from core group and steering committee.

To create a plan appropriate for ASU and the greater Phoenix community, FTA designed a scope of work that included the following tasks:

- Assessment of ASU's readiness to undertake major community engagement project through a range of background research, including preliminary interviews with 40 university and community stakeholders, press search and review, and analysis of internal university documents;
- Management, selection and formation of a 35-person Steering Committee – comprised of university faculty, administrators, and students – to guide the process; led subsequent monthly meetings of a sub-committee (the G-9, named for the number of people on the committee and the months of work involved);
- Interviews with more than 200 university and community stakeholders, including the university president and provost, department chairs, other faculty members, university administrators, community activists, business leaders, heads of regional nonprofit organizations, funders, city and state elected officials, and civic leaders, funders, and others;
- Multiple site visits at all four ASU campuses; attended numerous university/community meetings to observe ASU officials present information about campus growth and upcoming construction;
- Evaluation of ASU's website particularly in relation to community access, navigability, and range of information presented;
- Review and evaluation of a comprehensive list of more than 125 community engagement activities undertaken by various schools, departments, and other units at ASU;
- Study of best practices in university/community relations at 170 colleges and universities throughout the country, including more than 75 in-depth interviews and site visits at 15 institutions nationwide;
- Ongoing meetings and prepared regular reports to core "working group" (4-person top-level committee, including ASU president);
- Presentation of vision and concepts to Academic Chairs and Department Heads Council;
- In conjunction with the Steering Committee, development of a definition and five-pronged approach for social embeddedness. The five areas of impact are: 1) teaching and learning; 2) economic investment and development; 3) research and evaluation; 4) community capacity-building; and 5) social development;
- Development of four thematic goals to guide university/community engagement: 1) Foster a university-wide culture which embraces the community; 2) Develop internal and external structures and reward systems to support and encourage the value of social embeddedness; 3) Work in partnership with Arizona's communities; and 4) Become a national model;
- Development of comprehensive Social Embeddedness Plan for ASU. The plan was approved and adopted by the President and the Steering Committee. The plan and all related materials were placed on the ASU website and prominently linked to the president's web page.

Creating the New American University at ASU



Establish committees with members from ASU (faculty/staff/ students at 4 campuses) and community

• Planning and Oversight	• Create "Working Plan" for Social Embeddedness	• Participate in hiring & review of SE Director	• Ongoing oversight of Social Embeddedness
• "SE in Action" Review Team	• Assess programs & curriculum	• Provide guidance to units	• Oversee "Curriculum Innovation Trust", Community Leaders Fellowship; Case Studies Publication
• SE Evaluation Committee	• Develop metrics	• Create documentation standards	• Oversee interim and 5-year evaluations of SE at ASU
• Curriculum Task Force	• Determine feasibility of capstone requirement		
• Journal Task Force (Faculty only)	• Develop plan to advocate for change in journal requirements to reflect Social Embeddedness		

DGT 2006 FEB/MARCH 2007 AUG/ SEPT 2007 AUG 2008

c. Fern Tiger Associates 2006

CLIENTS

18th Street Arts Center	East Bay Community Foundation	National Podiatry Association
AC Transit	Ecumenical Association for Housing	Oakland Chamber of Commerce
Alameda County Maternal/Child Health	Eden Housing, Inc.	Oakland Convention Center Management
Alliance for Technology Access	Family Builders by Adoption	Oakland Domestic Violence Prevention Collaborative
Alliance Health Care Foundation	Family Finders	Oakland Public Library
Alta Bates Medical Center	Family Health Education Center	Oakland Unified School District
Arizona State University	Family Stress Center	Oakland YouthWorks
The Athenian School	Family Violence Law Center	Partners for Livable Places
Baptist Medical Center of Birmingham, AL	FamilyWorks	People's Self-Help Housing Corporation
Bay Area Black United Fund	First Unitarian Church/Oakland	Prevention Institute
Bay Area Catholic Homes	Florence Crittenton Services	Prevention Research Center
Bay Area Partnership	Focus Maui Nui	The Public Health Trust
Bayer Corporation/Biotechnology	Food and Nutrition Services	Queen of the Valley Hospital Foundation
Bayshore Child Care Services	Future Families	Queen of the Valley Hospital
Berkeley Biotechnology Education, Inc.	Galleria Woods	Richmond Children's Foundation
Berkeley Housing Authority	Girls Inc./Urban Girls Initiative	Rural Community Assistance Corporation
Berkeley Unified School District	Girls Inc. of Alameda County	Saint Patrick's Park
BOSS	Girls Research Project (Girls Inc.)	Saint Vincent's Day Home
California Assoc. of Services for Children	Go Kids!	S.F. Dept. of Children, Youth, and Families
California Center for Land Recycling	Graduate Theological Union	San Francisco Education Fund
California Child Care Initiative Project	Human Resources Council, Calaveras	San Francisco Friends of the Urban Forest
California Child Care Resource & Referral Network	Information Services on Latin America	San Leandro Unified School District
California Children's Council	Institute for Human and Social Development (IHSD)	San Mateo County Office of Education
California Department of Forestry	James Irvine Foundation	San Rafael City Schools
The California Wellness Foundation	Kinship Center	Santa Catalina Villas
Catholic Charities	Labor Project for Working Families	Shelter Network of San Mateo County
Center for Child and Family Studies	Lead Solutions	Sierra Health Foundation
Child and Family Services (CFS)	Los Niños	Sonoma Child Care Planning Council
Child Care Coordinating Council	Marguerite Casey Foundation	Spanish Speaking Unity Council
Child Haven, Inc.	Marin Child Care Council	Sports4Kids
Children's Network of Solano County	Marin Community Foundation	Therapeutic Nursery School
Children's Services International	Marin County School-Linked Services	TreePeople
City of Berkeley	The Marin Early Care and Education Strategy Alliance	Trust for Public Land
City of Oakland	Maui County Planning Department	U.S. Department of the Interior
City of Oakland Greenstreets	Maui Economic Development Board	United Way of the Bay Area
CNYD	Maui Economic Summit	Urban Resources, Inc.
Cogswell College	Monterey County Child Care Planning Council	Villa Alegre
Communities for a Better Environment	MPC Children's Center	Volunteers in Parole
Continuing Development, Inc.	Museum of Children's Art (MOCHA)	Washington State Child Care R & R
Contra Costa County Health Department	Napa County Dept. of HHS	William and Flora Hewlett Foundation
The DataCenter	National Association of Child Care Resource and Referral Agencies	World College West
The David and Lucile Packard Foundation		Wu Yee Children's Services
Destiny Arts		YMCA of Alameda County
The Dowelling Jig		

FERN TIGER ASSOCIATES

Staff

FTA'S PROFESSIONAL STAFF works collaboratively on all complex projects. In varying capacities, the FTA team members will all be engaged with the project for the city of Albany. Fern Tiger, principal and founder, and Liz Newman, Senior Associate will lead the team, supervise the activities of the firm, and interact with city staff and commissioners in the administration of the project.



FERN TIGER

Principal and Creative Director

Education

B.F.A., M.S., Pratt Institute, Brooklyn, NY

M.F.A., The Pennsylvania State University, University Park, PA

Post Graduate Work

The Pennsylvania State University, University Park, PA

(Man-Environment Relations/Psychology of Art; emphasis: impact of visual form on audiences; politics and sociology of media; potential for participation in the arts)

Carnegie Mellon University, Pittsburgh, PA: Doctoral Program in Art and Cognition

Employment

2004-present Professor of Practice, Arizona State University

1978-present President and Creative Director, Fern Tiger Associates

1978 Visiting Faculty, University of California at Davis

1977-1978 Editorial Board, *Left Curve*: art and popular culture periodical

1975 Project Director, City Spaces, Missouri State Council on the Arts

1973-1977 Assistant Professor, Washington University in St. Louis

1971-1973 Instructor, The Pennsylvania State University

Professional Background

Following completion of graduate work and assisted by a grant from the Finnish American Society, Fern began to research the relationship between audiences and artwork and the role of participation in design and media. Upon returning to the states, her postgraduate work focused on how people perceive and handle complex information and the role of media on information dissemination.

Prior to founding Fern Tiger Associates, Fern was on the faculties of Pennsylvania State University and Washington University in St. Louis. During these years she was simultaneously active in community and academic affairs; administered several grants from state and federal agencies; exhibited multi-media art works; and lectured and published on issues related to visual cognition, gaming theory, and the commodification of art. Her teaching responsibilities included interdisciplinary graduate courses on the means by which art and media can and do influence public opinion and engagement.

Recognizing the need for strong and understandable public information that could address and inform local concerns and public policy issues, as well as the emerging role of nonprofits struggling to engage communities in critical issues, she founded Fern Tiger Associates (FTA) in Oakland, CA.

Fern serves as director for all complex projects at FTA. She brings to each a thorough and unusual understanding of the role and potential of community involvement and a commitment to educating as well as disseminating information in appropriate, well-thought-out, and highly visual formats for each audience. The firm's scope includes the conceptual development, management, and implementation of

civic engagement and communication programs that address complex and sometimes controversial issues, and ongoing organizational and governance assistance. Staff has handled numerous technical and management assistance projects for diverse organizations ranging from small but strong children's organizations to fledgling arts organizations and family health centers; from the start-up of an innovative biotech education and training program to the reorganization of a national consortium of resource centers for people with disabilities, from the need to engage community in land use planning to the need to engage a large public university in the community.

The firm designed and managed a citywide outreach and participation process to enable a California-based school district to revise their grade configuration and integration plan (following approval of a \$158 million voter-supported bond measure); managed crisis communication for the schools in anticipation of the PBS broadcast "School Colors;" and developed and managed the strategy needed by a global Fortune 50 biotech company situated in a contentious city with high public involvement, to gain community and government support to supercede existing zoning regulations. This project created innovative partnerships for the company with the local community and nonprofit sector which could benefit from the company's plans.

Following completion of a two-year study and preparation of a package of materials to increase the number, and impact the quality, of families seeking to adopt at-risk children, the firm produced "*Understanding Marketing: Strategies for Child Placement*," a 140-page publication to assist nonprofits to develop and plan marketing and outreach campaigns. The firm was instrumental in attracting national and statewide media attention to the paucity of facilities for child care programs and the need to understand the economic impact of welfare reform. Biennially, the firm produces an award-winning report on childcare supply and demand statewide.

In the last ten years, the firm has assessed welfare reform's impact on community-based health care, completed a comprehensive planning process to determine the issues impacting the development of brownfields in California, developed an economic literacy program for Maui County, conceived and created an innovative process to determine a vision and set of strategies for the future of Maui County which spurred the involvement of more than 1,700 residents and set the base for the County's General Plan, devised a plan for a science, math, and technology center in San Mateo County, and guided school districts, public agencies, and scores of nonprofit organizations in the development of appropriate strategies for sustainability and to advance critical ideas and issues.

In 2004, the firm was tapped by the President of Arizona State University to conceive and manage a 28-month study of the appropriate role of a large (65,000 student body) university in a rapidly growing community. The project culminated with a comprehensive set of recommendations intended to transform the institution into a socially embedded organization.

In addition to full time involvement with FTA, Fern is a Professor of Practice at ASU. She has served on numerous nonprofit boards of directors. She is currently on the Board of Advisors of University-Community Partnership for Social Action Research Network and the Downtown Opportunities Board. Fern is a frequent speaker on issues impacting nonprofits and on the role of professionals who work with nonprofit organizations. She is also an avid traveler, having visited more than 40 countries in North, South, and Central America, Europe, Africa, and Asia.



LIZ NEWMAN

Senior Associate

Education

B.S.C.E., Stanford University

M.Arch., University of California, Berkeley

Professional Background

Liz Newman joined Fern Tiger Associates in 1993, after having collaborated with the firm on numerous large-scale architecture and land use projects. Her unique background and experience as an architect and planner make her particularly adept at assessment and problem solving on complex issues, and sensitively strategizing plans and directions for diverse groups.

Liz's professional credentials include management of architectural and planning projects (as an associate with Lyndon/Buchanan Associates) for Bayer Corp. during the early years of its Development Agreement with the City of Berkeley, including the creation of a set of design guidelines (in coordination with the city of Berkeley Design Review Committee) encompassed in the Agreement, and the design of several pharmaceutical production buildings. At Lyndon/Buchanan Associates, Liz was also project manager for the Downtown Berkeley Public Improvements Plan and for the development of a series of public workshops to encourage citizen participation in the Stanford West project. Liz is licensed to practice architecture in the state of California.

Since joining Fern Tiger Associates, Liz has been involved with numerous projects, including: organizational assessment and strategic planning for the Monterey Peninsula College Children's Center, Monterey Local Child Care Planning Council, California Child Care Resource & Referral Network, Volunteers in Parole, Richmond Children's Foundation, Pathways (LA), and Maui Economic Development Board; capacity building, market assessment and communication strategies for Alliance for Technology Access, Institute for Human and Social Development (IHSD), Communities for a Better Environment (CBE), Children's Network of Solano County, first Unitarian Church of Oakland, and Pyatok Architects; targeted information and education campaigns for Public Health Trust and Oakland Domestic Violence Collaborative; crisis communication planning and intervention for Berkeley Unified School District; feasibility studies for the creation of a family resource center in Santa Cruz and a girl-focused youth development organization in San Jose; and consultation and assistance to Berkeley Biotechnology Education Inc. (renamed Biotech Partners), Museum of Children's Art (MOCHA), and a host of other clients. She has also contributed to the design of a broad range of print materials.

Liz utilized her planning and land use expertise when working with Alta Bates Medical Center to address community concerns related to the hospital's master plan. She also used these skills to contribute to the design of a range of civic engagement and participation efforts including workshops and other forums for the county of Maui's general plan process, San Leandro Unified School District, ASU, and Bayer Biotechnology.

Liz has managed numerous comprehensive projects involving zoning issues, community outreach, and appropriate development for residential communities. She has worked on many child care and family service projects, including the assessment of seven child care organizations in four counties, as well as ongoing coordination of

their work as a “learning community” designed to allow for sharing of information as well as the development of a series of child care “leadership summits.”

Liz’s experience and ability to transfer complicated, technical information to lay audiences and to recognize the potential impact of strong and targeted communication for less-informed and less-motivated constituencies makes her an effective communicator and organizer. Her background in project management enables her to coordinate many different tasks, to address complex issues, meet deadlines, and create a context for the development of coherent and clear information.

In addition to her work with FTA, Liz is an active member of the board of her daughter’s public school PTA and volunteers regularly in the classroom and library.



JENNIFER FOSTER BULL

Senior Project Associate

Education

B.A., Comparative Literature, cum laude, Smith College

M.B.A., Finance & Management, Columbia Business School

Professional Background

Jennifer joined Fern Tiger Associates after six years in New York City where she earned her MBA and worked for Chase Manhattan Bank. At Chase, she spent two years in the Bank’s Community Development Group where she closed over \$25 million in real estate loans for new construction and rehabilitation projects in the New York neighborhoods of Harlem, the South Bronx, Bedford-Stuyvesant, and Staten Island. Projects funded by the loans included affordable housing, a transitional living facility for women, and a battered women’s shelter. Jennifer managed elements of each project, from loan underwriting and due diligence, to credit approval and loan closing, to construction management and loan conversion. Jennifer also spent time with Chase’s International Personal Banking group. After conducting a successful market research project for 60,000 international customers and managing elements of the Group’s strategic planning process, she was promoted to Vice President. As a Team Leader for the Europe, Middle East and Africa (EMEA) region, she managed a team of six account officers in the acquisition and growth of a \$250 million customer portfolio.

When she transitioned to the Bay Area in 1999, Jennifer opted for the nonprofit sector and joined the Bay Area Coalition of Essential Schools (BayCES), an Oakland-based organization focused on public school reform. While at BayCES, she worked closely with the Executive Director, the board of directors, and key program staff to develop a strategic plan and related programs, and to execute fundraising for the \$2.3 million organizational budget.

Since joining Fern Tiger Associates more than seven years ago, Jennifer has been involved with a range of organizations, including Berkeley Biotechnology Education, Inc. (BBEI), the Museum of Children’s Art (MOCHA), Girls Inc. of Alameda County, Arizona State University, and the 18th Street Arts Center in Santa Monica. She has written the “story” of the organizational growth of both BBEI and MOCHA from start-up to community institution. Jenn was instrumental in the conception and implementation of the Girls Research Project, a unique undertaking which documented the health and well-being of girls living in northern Alameda County. The project

included a training component to enable high school girls to understand research and advocacy techniques so that they could gather first-hand information from their peers.

Jennifer has also assessed the San Rafael School District's outreach strategies, completed a strategic plan for the Peer Resource Program of the San Francisco Education Fund and an analysis of an online adoption and foster care matching program instituted by the state of California. She worked on a marketing study focused on improving outreach and recruitment of foster families and on a social marketing program to encourage business interest in the child care needs of employees in Marin County. She was also key in developing a strategic and operational plan for a public/private partnership linking schools with organizations that could provide social, educational, and health services needed by families. Jennifer was also at the helm of the university/community partnership strategies conceived for Arizona State University.

She is currently working with 18th Street Arts Center assessing the feasibility and options related to redevelopment of a 1.25 acre parcel in Santa Monica that houses seven nonprofit arts organizations and 20 individual artists.

Jennifer assists clients by synthesizing strong writing and analytical skills with an understanding of organizational dynamics and other demands, including competitive market forces, resource deployment, strategic management, and growth opportunities.



RACHEL ESTRELLA

Senior Project Associate

Education

B.A., Psychology and Mass Communications, University of California, Berkeley
Ph.D., Education, University of California, Los Angeles

Professional Background

Rachel joined Fern Tiger Associates in 2007, after completing her Ph.D. in Education at UCLA. A Ford Fellow, Rachel's research interests center upon issues of educational access and equity in general and, more specifically, on the use of the arts as a tool for civic dialogue and social and political empowerment. While at UCLA, Rachel was a lead researcher on a joint project with Harvard University whose goal was to put together a comprehensive picture of arts education research over the past 30 years. Funded by the Arts Education Partnership and the NEA, this project culminated in a research compendium entitled *Critical Links: Learning in the Arts and Student Academic and Social Development*. Rachel was also a lead researcher for Out of the Loop, a project funded by the NSF that examines why so few African Americans, Latinos/as, and females study computer science at the high school level. Through a series of focus groups with students and one-on-one interviews with teachers, administrators, and students, this study examines high school segregation in a digital age, highlighting the gross inequities in education in general, and overturning the myths that the digital divide is "narrowing" and that technology is leveling the playing field for low-income students of color. Rachel is currently co-authoring *Stuck in the Shallow End*, a book based on these findings, which will be released by MIT Press in 2008.

Rachel also served as an education advisor for the Digital Coast Roundtable, a group of leaders in the New Media industry who were interested in the state of technology, education, and the arts in public schools in California. To that end, she studied the needs of the new media academies in the L. A. Unified School District.

Rachel's report, *Promising Partnerships: Progress in New Media Academies* led to the creation of a more structured relationship between new media educators and industry leaders. This includes quarterly meetings between teachers and industry leaders as well as the creation of a web-based forum through which teachers can communicate with each other and with industry leaders about successes as well as challenges. This resulted in more effective dealings with district bureaucracy, more dynamic teaching and curriculum development, increased internship opportunities within the media industry, and heightened teacher morale.

Since joining FTA, Rachel has worked on multiple projects, with a wide range of clients, including the California Child Care Resource & Referral Network, the Human Resources Council of Calaveras County, 18th Street Arts Center in Santa Monica, the Institute for Human and Social Development in San Mateo County, and Wu Yee Children's Services in San Francisco. Rachel is an effective communicator with strong writing and analytical skills. Her training and experience as a teacher and researcher, combined with her experience working with multiple, diverse communities and across disciplines, brings a unique and valuable skill set to the clients she serves.



ABIGAIL ROZEN GREBER

Project Associate

Education

B.A, Political Science and History, University of Wisconsin, Madison

M.P.A., Public Affairs, Lyndon B. Johnson School, University of Texas, Austin

Professional Background

Abigail Greber has more than 15 years of experience in issue research, analysis, and advocacy, and has spent most of her professional career developing and managing projects. Prior to joining Fern Tiger Associates in 2004, she was a Program Associate with The California Endowment, where she reviewed grant applications and monitored approximately \$11 million in awarded grants. She also assisted in the development and implementation of two new grantmaking programs.

Abby participated in the Coro Fellows Program in St. Louis, Missouri, a leadership-training program in public affairs. Following her Coro experience, Abby spent two years as a Project Director with Laszlo & Associates, Inc. where she coordinated issue advocacy and strategic communications efforts for nonprofit and other clients. Over the years, she has held internships with the U.S. House of Representatives, the British House of Commons, the District of Columbia, and the American Civil Liberties Union of Northern California, Howard A. Friedman First Amendment Education Project.

During her tenure with FTA, Abby has contributed her research, facilitation, analytical, and editing skills to a wide variety of clients and projects. She has worked with the Marin Community Foundation; ASU; San Francisco's Department of Children, Youth and Families; Oakland Unified School District; and the Richmond Children's Foundation. In addition, she has played key roles in helping to manage and successfully complete strategic communications, community engagement, and strategic planning projects with the Maui Economic Development Board, and the San Mateo County Office of Education. Finally, Abby is instrumental to the design and implementation of a graduate level course at ASU, taught by Fern Tiger on the intersection between the nonprofit,

private, and public sectors and the ways in which these sectors, and their intersections, create or impede the process of social change.

Abby's experience helps clients understand and take full advantage of funding, communications, engagement, and organizational development opportunities.



DOUG RAPHAEL

Senior Designer

Education

B.S., University of Wisconsin, Madison

B.F.A., Academy of Arts College, San Francisco

Professional Background

A native of the Bay Area, Doug Raphael joined FTA in 2007 after spending the previous two years in New York City. His experience includes working with numerous clients, both for-profit and not-for-profit. He has worked on projects through all phases of development including brand strategy, name development, collateral, interactive spaces, posters, ads, books, package design, signage, brochures, direct mail, newsletters, and websites.

While in New York, Doug worked as a graphic designer at Studio Red at the Rockwell Group, and at Pompei AD. While at Studio Red, Doug's work ranged from rethinking Coca Cola's Japanese vending channel to updating an interactive teen lounge inside malls. Doug also worked on branding concepts for sub-brands of Starwood and on new ways of thinking about Citibank's online presence.

As the graphic design director at Pompei AD, Doug worked with a team of architects, designers, and researchers to develop strategies for companies, from naming to the design of retail spaces. Projects ranged from helping bring new brands such as Té Casan and MaisonJoi to market to booth design for the nonprofit organization, Arzu. As a leader at Pompei AD, Doug managed, trained, and art directed a small team; worked on proposals and budgets for new clients; led internal initiatives; and was the liaison with printers and other manufacturers.

Since joining Fern Tiger Associates, Doug has been instrumental in coordinating all design projects and has worked with numerous client organizations including Pyatok Architects, California Child Care Resource & Referral Network, Institute for Human and Social Development, Maui Economic Development Board, Wu Yee Children's Services, and Human Resources Council (Calaveras County).



STEVE FISCH

Photographer

Education

B.A., International Relations, Carleton College

M.A., International Relations, University of Missouri

Professional Background

After completing apprenticeships in commercial, architectural, and editorial photography, Steve worked for six years as a professional photographer, primarily documenting organizations and activities in the nonprofit sector. His nonprofit clients included the San Francisco Public Library, the California Health Care Foundation, the

Lucile Packard Foundation for Children's Health, the San Francisco Foundation, Children Now, the Forum for Women Entrepreneurs, the Jewish Community Center, the San Francisco Conservatory of Music, and the Richard and Rhoda Goldman Fund. Steve's photographs were featured in a book celebrating the 10th anniversary of the Lucile Packard Children's Hospital at Stanford and have appeared in the *East Bay Express*, *Essence*, and *Newsweek*.

Since joining Fern Tiger Associates in 2000, Steve has documented the activities of numerous client organizations including Saint Vincent's Day Home, the Museum of Children's Art (MOCHA), California Child Care Resource & Referral Network, Berkeley Biotechnology Education Inc., Community Network for Youth Development, San Leandro and San Mateo schools, Richmond Children's Foundation, as well as partner organizations providing programs through San Francisco's Department of Children, Youth, and Their Families and numerous child development, after-school, and site-based activities. He has taught photography in the after-school arts program sponsored by MOCHA.

Steve quickly and easily connects with people of every background and in any circumstances because he has an inherent and genuine interest in people as individuals. As a photographer, he uses light in a natural way that casts attention on his subjects, not his technique. He has spent considerable time in Europe, living in Germany and the Czech Republic, and has trekked in Nepal and Bhutan.



FIDEL CONTRERAS

Project Assistant

Education

Architecture, University of California, Berkeley

Professional Background

Prior to joining Fern Tiger Associates, Fidel worked at the University of California, Berkeley in the events and ceremonies department where he helped coordinate numerous campus-wide events, including commencement, homecoming, and the inauguration of Chancellor Robert J. Birgeneau. While working toward a degree in Architecture at UC Berkeley, Fidel participated in many campus activities. As president of the student association, he organized cultural events for 300+ students, helped raise money for local charities, and mentored incoming freshman.

Fidel has been involved with many volunteer organizations including Habitat for Humanity and Project Read, a tutoring and mentor program that helps low-income children improve their performance in school. Fidel is fluent in Spanish.

At Fern Tiger Associates, Fidel handles project management and is often involved with project research, translation, photography, project logistics, and administrative support.

FERN TIGER ASSOCIATES

Approach



FTA APPROACH FOR ALBANY WATERFRONT VISION PLANNING PROCESS

Fern Tiger Associates prides itself on its creative and comprehensive approach to problem solving and its 29-year track record in civic engagement, as well as its skills in communication, graphics, writing, community facilitation, assessment, and analysis. Perhaps most important, the firm has the unusual ability to reach out to stakeholders with differing points of view and agendas – building trust through an open process, complemented by accurate, timely, and understandable information that invites participation and respects input accumulated throughout the process. This unique, multi-disciplinary approach, strengthened by the well-honed skills of an in-house team, makes FTA the ideal candidate to create and guide a process for the communities that comprise the city of Albany – to think, to argue, to understand, and ultimately to coalesce on a vision for the future of Albany’s waterfront.

In order to be successful in ensuring that the outcome of any civic engagement process is informed and then embraced by the broadest cross-section of a community, Fern Tiger Associates is committed to designing and following through with a process distinctly appropriate for individual communities. Thus, the processes described in the case studies included in this Statement of Qualifications reflect a sampling of methods that may be employed (or could be modified) in the implementation of a broad outreach and engagement effort with the residents, businesses, and other community institutions in the city of Albany.

FTA envisions a community process with five phases. While the process moves seamlessly from one phase to the next, for purposes of review, what follows are descriptions of the kinds of tasks that would likely be included in five somewhat distinct, but overlapping and interconnected phases.

It is during Phase One of FTA’s work that the actual process for outreach, engagement, communication, and participation will be conceived and designed. The work of figuring out the right process lays the groundwork for establishing a dialogue, building trust, understanding the issues, assessing perceptions and misperceptions, and for a productive community process. It is also during this phase that FTA establishes a realistic timeline for completion of the full project and meets the budget and schedule expectations.

Phase One: Gathering Information and Design of Appropriate and Effective Process

- Review any relevant visioning processes or community meetings focused on the Waterfront and adjacent lands, as well as other land use issues facing the city.
- Meet with city staff and commissioners engaged with land use, waterfront, and other topics that could be impacted by waterfront development.
- Interview a broad cross-section of opinion makers, identified and self-identified waterfront “activists,” community leaders, long time residents, elected officials, business leaders, and others to ensure full understanding of diverse points of view, other issues facing the city that could impact this process, etc.
- Interview landowner(s), if possible, as well as owners of adjacent properties and or owners of nearby properties as necessary.
- Assess need for community survey or other larger scale data collection tool to provide additional input on community views; design survey, disseminate, analyze results.



- Review relevant best practices related to waterfront development.
- Gather data to understand environmental, social, and economic impact of current and projected waterfront development based on status quo and also on new options derived from process and consultant recommendations.
- Observe public and city meetings related to relevant development topics.
- Analyze qualitative and quantitative information gathered.
- Develop “findings report” with recommendations related to the design of the engagement process and timeline.
- Develop and fine tune community outreach program and related strategies to ensure broad, meaningful, and engaged participation representing a diverse cross-section of Albany stakeholders.

Phase Two: Tools and Outreach

- Conceive, design, and produce graphically interesting, clearly written (based on needs of identified communities) and effective materials and tools to support the engagement process (e.g. announcements, press strategy and proactive messaging, brochures, website, interactive electronic communications, posters, newsletters, “session materials,” FAQs, backgrounders, etc).

Phase Three: Facilitation of Engagement Process

As noted above and in the case studies included in this Statement of Qualifications, the precise nature of the engagement process will be determined during Phase One. FTA will then prepare, train leaders (if necessary), coordinate and facilitate the actual process as designed. This might include elements such as:

- Series of informal, facilitated gatherings at homes or public venues (schools, libraries, cafes, etc.) where neighbors can meet to discuss their concerns and their visions.
- Weekend community workshops focused on specific themes or issues (e.g. FTA might design and implement interactive waterfront “game” in which community stakeholders determine and prioritize a range of development options and outcomes).
- Waterfront education program that might include group visits to the site, with possible outreach to engage youth through schools and after-school programs.
- Presentations/discussions at community meetings, commission hearings, business groups, environmental organizations, land use interest associations, realtors, etc.

Phase Four: Report, Recommendations, Dissemination

- Analyze results of engagement process and other information gleaned throughout project scope.
- Develop and design report-style document (format will be designed to maximize impact for broad audiences; could involve multiple formats as well as electronic and/or interactive versions) outlining results, next steps, ways to become and remain involved, etc.
- Determine effective dissemination strategy and support implementation as appropriate.

Phase Five: Ongoing Support to City and Community

FTA is committed to providing support as necessary to ensure a smooth transition between phases and to helping the city and the community meet the commitments necessary for successful and sustainable decisionmaking and implementation.

FERN TIGER ASSOCIATES

Compensation

FTA CURRENT RATE SCHEDULE

Fern Tiger Associates is typically contracted for work of a comprehensive nature with either a fixed fee structure or a “budget not to exceed,” allowing clients to plan and budget appropriately while allowing FTA to adapt its scope (within given budget constraints and the goals and timelines of the project) and to be flexible to respond to changing dynamics, realities of the emerging context, and the need for particular tools, materials, approaches, and tasks identified through the early phases of the project.

Work scope and budget for this project would be developed based on the following rate structure:

Principal and Senior Associates	\$ 1,080 day (\$135/hr)
Project Associates	\$ 800 day (\$100/hr)
Project Assistants	\$ 600 day (\$75/hr)

Reimbursable Expenses (including any necessary consultants)

Billed as incurred + 10% admin