

R E Q U E S T F O R P R O P O S A L



Equity Visioning and Planning

for the College's Strategic Plan Development

RFP 05-2020 | April 30, 2020



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LEGAL STATUS

Moore Iacofano Goltsman,
 Inc. is a CA Corporation
 established in 1982

FEIN: 94-3116998

WA State UBI: 601 963 384

April 30, 2020

Attn: Jarrad Venegas, Purchasing Manager
 Green River College
 12401 S. E. 320th Street
 Auburn, WA 98092-3699

RE: RFP 05-2020 - Equity Visioning and Planning for the College's Strategic Plan Development

Dear Jarrad Venegas and Selection Committee Members,

MIG, Inc. is pleased to submit our proposal to provide Equity Visioning and Planning services to inform the development of Green River College's Strategic Plan.

Ensuring current and future generations have access to high quality, local higher education is critical to the long-term economic health of the state of Washington and the nation. Educational institutions across the country are **sharpening their strategic focus to apply an equity lens** to practices and policies and committing to inclusive excellence for all students.

Recently, the COVID-19 pandemic has exposed and exacerbated deep inequities in our communities. This crisis is also disrupting higher education, as students grapple with distance learning, access to technology, housing concerns and meeting their basic needs. In particular, first-generation, low-income, and students of color are disproportionately impacted by the current crisis. Given these circumstances, Green River College's strategic planning process takes on a **greater sense of urgency** and underscores the need for developing a clear strategic roadmap for the next five years and beyond.

MIG is a leader in building the collaborative capacity of educational institutions and public agencies to pursue equity and inclusion. Our work demonstrates the power of bringing diverse communities and perspectives together to create a shared vision for prosperity and well-being. **We excel at the design and facilitation of complex, multi-stakeholder initiatives focused on advancing equity** and achieving collective impact. At MIG, we challenge ourselves to think critically about equity, power, and privilege, with the goal of creating better outcomes for everyone. Drawing on both traditional and innovative approaches, we engage a broad range of stakeholders with an emphasis on building trust and elevating the voices of historically marginalized communities. Our experience engaging internal and external stakeholders is extensive, and characterized by cultural humility, respect, and deep listening.

We also bring over 35 years of experience and success in completing collaborative planning projects. MIG staff have designed and produced hundreds of organizational and strategic plans — at every scale and for many diverse client types. Our plans are rooted in a solid technical approach and a deep commitment to participatory planning. **Our strategic plans have momentum, buy-in, clarity of direction** and practical realism. These plans are used regularly and actively as roadmaps for change. We tailor each approach to the participants, readiness, context, culture and objectives at hand.



The MIG Team is best suited to work with Green River College and your Strategic Planning Consultant on this important effort based on the following qualifications:

- » **Extensive experience in community college systems.** We have a strong understanding of the value and impact of community colleges, with experience ranging from developing the California Community College System Statewide Strategic Plan to developing master plans at a wide range of community colleges and other higher education institutions throughout the nation.
- » **Deep experience in applying equity-centered frameworks and approaches.** We seed transformative change within our client organizations by building collaborative culture, systems, and skills to dismantle systemic barriers and pursue racial equity. We assist higher education institutions in examining equity at personal, interpersonal, institutional, and structural levels to achieve sustainable change.
- » **Expert visioning, facilitation, consensus-building, and public process skills.** We bring groups together in collaborative work efforts that are open, transparent, and inclusive. Our nationally-recognized process of facilitation and consensus building are rooted in creative engagement strategies that use a broad set of traditional and cutting-edge tools.
- » **Robust expertise in inclusive and equitable community engagement.** We prioritize engaging the communities most impacted by planning processes, especially those who have been historically left out of civic conversations, such as low-income communities, immigrants, limited-English proficient individuals, and communities of color. Our team also has full-capabilities to conduct this process in a virtual environment should Covid-19-related restrictions continue to limit in-person gatherings.
- » **Proven track record.** MIG offers a proven record of equity visioning and strategic planning success that increases decision-making capacity and secures stakeholder commitment for organizations and networks of all types and sizes.

Key MIG staff and task leaders are committed to supporting this project from inception to completion. We understand the opportunities and challenges facing Green River College and will function as your partner to give you access to the diverse skills, experience and problem-solving knowledge of the more than 260 professionals at MIG. I, **Daniel Iacofano, PhD**, will serve as the Principal-In-Charge, and **Jamillah Jordan** will serve as the Project Manager. Please do not hesitate to contact either myself or Jamillah if you need any additional information or have any questions.

The MIG Team is truly passionate about facilitating equitable access to higher education and supporting community colleges in pursuing their vision for equity. We would be honored to work with you on this important undertaking.

Sincerely,

MIG, Inc.

Daniel Iacofano, PhD, FAICP, FASLA
President, CEO
(510) 845-7549 | danieli@migcom.com

Jamillah Jordan
Project Manager/Equity Studio Director
(510) 845-7549 | jamillahj@migcom.com



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April 30, 2020

Attn: Jarrad Venegas, Purchasing Manager
Green River College
12401 S. E. 320th Street
Auburn, WA 98092-3699

Dear Jarrad Venegas and Selection Committee Members,

The State Board of Community and Technical Colleges (SBCTC) has established a bold Vision Statement for its 34 Colleges: "Leading with racial equity, our Colleges maximize student potential and transform lives within a culture of belonging that advances racial, social and economic justice in service to our diverse communities."

As we note in our Equity Visioning and Planning proposal, persistent educational disparities play a significant role in preventing individuals from achieving economic mobility, finding fulfilling careers and reaching their full potential. Entrenched practices at all levels of U.S. education reinforce inequities and lead to drastically different outcomes for first-generation, low-income, and students of color. MIG assists colleges and universities in fully integrating equity throughout their institutional policies, processes, and practices to improve student success, close equity gaps and increase educational attainment.

MIG considers equity a foundational element of all its plans. MIG defines equity as the just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Considering our company philosophy and the SBCTC's vision, we are simultaneously submitting separate proposals for the Strategic Visioning and Planning project and the Equity Visioning and Planning component of the strategic plan. In order to achieve the SBCTC's Vision we strongly believe the two plans need to be done simultaneously and be inextricably linked with equity as a priority.

We believe cost savings and efficiencies can be found by having the same team involved in both efforts.

We look forward to the opportunity and possibility of working with you and the College communities to prepare these critical planning documents.

Sincerely,

MIG, Inc.

Daniel Iacofano, PhD, FAICP, FASLA
President, CEO
(510) 845-7549
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1. Technical Proposal



MIG proposes a sophisticated, integrated approach that combines elements of strategic planning, results-based accountability, stakeholder collaboration and organizational development. It builds on our understanding of college and university planning, partnerships, government finance, and creating synergistic opportunities for great strides forward.

Project Approach and Methodology

The MIG Team defines equity as the just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Across the nation, persistent educational disparities play a significant role in preventing individuals from achieving economic mobility, finding fulfilling careers and reaching their full potential.

For many students, the path to college completion is often a difficult journey. In addition to financial challenges, many students are under-prepared for college-level coursework. At the same time, entrenched practices at all levels of U.S. education reinforce inequities and lead to drastically different outcomes for first-generation, low-income, and students of color. MIG assists colleges and universities in fully integrating equity throughout their institutional policies, processes, and practices to improve student success, close equity gaps and increase educational attainment.

The MIG Team has designed a tailored, interactive Equity Visioning and Planning process that taps into the talents and knowledge of Green River College stakeholders—including the President, the Board of Trustees, the President’s Executive Leadership Team, faculty, staff, students and external stakeholders—to infuse equity within the Strategic Plan.

MIG will guide these stakeholders through the planning process using our carefully crafted methods to build consensus by engaging participants in a systematic process, with each step building toward the next until agreements are forged. We believe in listening, honoring, and collaborating to bring out the best ideas and most successful approaches. Having been heard, this process creates an authentic sense of ownership among participants

We bring the process to life, using our interactive strategy sessions, hands-on community forums, and dynamic facilitation techniques that engage all stakeholders.

Our approach promotes an informed decision-making process that is directly linked to the goals identified during project initiation. We carry out our assignments rigorously and interactively, recognizing that a strategic, innovative, rational, and well-documented process leads to the best planning and implementation possible.

Building on our extensive experience in producing equity-centered strategic plans that reflect the needs and values of our clients and their communities, the MIG Team will work collaboratively with the Strategic Planning Consultant to create a clear roadmap for Green River College's future that links aspirations to impacts. The final Strategic Plan will lay the foundation to ensure that the policies, practices and culture are equity-minded and focused on improving outcomes for all students.

Facilitation and Consensus Building

MIG will bring a wealth of experience promoting collaboration and facilitating consensus among multiple stakeholders. MIG is internationally known for our facilitative leadership approach, documented and shared in our book, *Meeting of the Minds*, published in 2001. MIG specializes in meeting management techniques that help participants think conceptually and work collaboratively toward a common purpose.

We develop and use innovative techniques to create an open atmosphere in which different viewpoints can be heard, acknowledged, addressed, and reconciled. We have helped diverse groups of stakeholders to resolve conflicts and make progress together.

At our core, we practice and teach facilitative leadership – a model rooted in shared power and decision-making, consensus building, and collaborative skill. MIG uses a signature technique called "facilitation graphics," which combines the leadership skills of a professional facilitator with graphic note taking.



Comments, questions, and key points are recorded on large wall-sized sheets of paper (wallgraphics) that help to establish the group's memory of both the flow and the content of discussions.

Strategic Planning and Organizational Development

MIG specializes in strategic and organizational development plans for public agencies, nonprofits, and policy makers. Our plans are rooted in a commitment to equity, inclusion, and participatory decision-making.

Using racial equity frameworks, we work closely with clients to assess organizational culture and operations, and developing strategic action plans for change and improvement, particularly in the education and workforce development arenas.

MIG's approach to equity planning is driven by deep listening, research, strategy development, evidence-based practices, and evaluation. We emphasize collaborative thinking and problem solving; linking resource allocation to organizational values, goals and objectives; and developing effective performance and progress measures. Working with all levels of management, staff, advocates, and decision-makers,

MIG strives to ensure that everyone in the organization assists in operationalizing the tools in the equity-centered strategic plans.

Stakeholder Engagement and Feedback

MIG believes in people and what people can do together when given the opportunity to share their needs, aspirations, and strengths, identify their obstacles, and engage in both visioning and practical problem solving.

Many people and communities are left out of this discussion, and we need to ensure that those voices are included. We are committed to facilitating opportunity and inclusivity.

Our team brings a proven ability to meaningfully involve all key stakeholders—often with diverse perspectives—in creating a shared vision and strategies for concerted action to achieve that vision. Our efforts are anchored by close collaborative work with planning teams with multi-stakeholder representation, informed by authentic and inclusive stakeholder engagement. MIG has helped diverse groups work toward common goals and resolve conflicts in a variety of settings, including community advisory groups, task forces, board sessions, management workshops, team coordination meetings, multiparty stakeholder meetings, and strategic planning retreats.

Equity Capacity-Building

We are a recognized leader in building the collaborative capacity of municipal and social sector leaders to engage, speak out, bring people together, and participate fully in processes that affect their lives, their organizations, and their communities. Our capacity-building sessions will be led by professional facilitators with decades of experience in active listening, participatory planning and co-creation of solutions for a variety of content areas.



Through exercises, discussions and presentations, participants will strengthen their knowledge of strategies and tools to achieve equity. We will explore a framework for racial justice efforts that moves beyond merely valuing racial diversity to achieving racial equity. We will explore how leading with a racial equity lens is an essential component of a strategy for structural transformation to create equity for all.

Evaluation

At the start, we work with clients to identify goals and outcomes of the process. Using approaches such as the Results-Based Accountability framework, we assist clients in articulating the desired endpoint and working backwards. MIG develops data-driven, decision-making tools to analyze and transform policies and practices to support the achievement of equity. The MIG Team works with clients to monitor and evaluate changes in norms, behaviors, and culture over the course of a change process and we support networks and organizations that are able to develop more robust evaluation processes.



Decision-Making Support

MIG provides comprehensive decision-making support, including developing defensible criteria and tools, and a systematic procedure to make decisions related to governance, service models, infrastructure, resource allocations, and other priorities into the future. The decision-making support tools are necessary for the successful implementation of core strategies and are critical to establishing accountability for outcomes.

Work Plan

The following section outlines our proposed work plan for the Equity Visioning process in detail. The year-long planning process will take place from June 2020 through June 2021. While this scope of work provides a framework for the process, there is flexibility built-in to accommodate emerging needs and opportunities. This scope assumes that the Strategic Planning Steering Committee and Strategic Planning Consultant are close collaborators with the MIG Team, providing input and feedback on key documents and products.

Our scope is organized into three phases, including:

- » Phase 1: Understanding the Context
- » Phase 2: Shaping the Vision for the Future
- » Phase 3: Developing the Strategic Plan

PHASE 1: UNDERSTANDING THE CONTEXT (JUNE – OCTOBER 2020)

1.1 Kickoff Meeting (Steering Committee Meeting #1)

MIG will meet with the Strategic Planning Steering Committee (Steering Committee) and the College's Strategic Planning Consultant (Consultant Team) via video conference to initiate the equity visioning and planning process. During the meeting, MIG will facilitate a discussion to confirm project objectives and review and refine the project scope, budget and timeline.

MIG will share a proposed approach to center and embed equity in the Strategic Plan process and to align with the planning activities of the Consultant Team. The Steering Committee will share their perspectives on Green River College's vision for equity, as well as opportunities and issues related to raising educational attainment, addressing the impacts of COVID-19, and closing equity gaps.

Working closely with Consultant Team, MIG will co-develop handouts for this and subsequent Steering Committee meetings, including an agenda and presentation materials. The MIG Team will also co-develop brief summary notes for all Steering Committee meetings.

1.2 Coordination with the Strategic Planning Consultant Team (ongoing)

To promote alignment and integration with the Strategic Planning processes, MIG will regularly engage, plan and communicate with the Strategic Planning Consultant Team. We will conduct meetings in-person and virtually to discuss strategies and frameworks for applying an equity lens to every dimension of the Strategic Plan. The MIG Team will share strategic guidance and direction on ways to collect stakeholder input on equity, diversity and inclusion at the College. These meetings will be designed to prioritize equity in the development of the College's strategic priorities and actions. MIG will draft brief summary notes for these meetings.

1.3 Background Research and Document Review

The MIG Team will conduct a high-level background review of related planning efforts and initiatives focused on equity, diversity and inclusion at Green River College. The goal of this review is to mine the common priorities and input collected from recent planning processes and initiatives, if any. This synthesis of community data and priorities will be used to not only inform the Equity Visioning process, but also the overall Strategic Plan.

1.4 Key Informant Interviews (6)

MIG will conduct six individual interviews with key stakeholders to collect input on the equity-focused issues and opportunities facing the College. Potential interviewees may include students, faculty, members of the of the President's Executive Leadership Team, the Board of Trustees, staff from the Office of Diversity, Equity and Inclusion, and external College partners in the broader community.

Interviewees will also share critical insights on how to create a culture of belonging and improve outcomes for all students, especially first-generation, low-income, and students of color.

The interviews will surface assumptions, hopes, expectations, potential roadblocks, and perceptions of what will be needed to infuse equity throughout the Strategic Plan. Each of these interviews provides an opportunity for key individuals to discuss concerns or priorities in a more intimate environment than that afforded by larger scale meetings. The results from each interview will be shared in aggregate.

MIG will work with staff to identify the appropriate interviewees. Each of these six interviews is expected to take approximately one hour. Ideally, each interview will be conducted in person, but can be done by phone or video conference, if required. MIG will document the interview results in a summary memorandum.

1.5 Best and Promising Practices Memorandum

The MIG Team will draw on its experience and involvement with other community college planning efforts to conduct a focused review of successful practices for advancing equity, diversity and inclusion. The MIG Team will research and assess promising practices for 1) hiring and retaining a diverse workforce, and 2) eliminating inequities in transitions to college, retention, completion, wage and transfer outcomes for students historically underrepresented in higher education.

MIG will provide a brief memo highlighting equity-centered trends and impactful strategies from colleges of comparable sizes, educational offerings and student profiles. We will summarize the findings in a concise memorandum submitted electronically in Word format for review by the Steering Committee. Key findings will be presented during the stakeholder engagement process.

1.6 Community Survey

The MIG Team will develop an online survey to collect input on issues and priorities to advance equity, diversity and inclusion at Green River College. The survey will solicit qualitative information from a broad range of college-wide stakeholders, including students, faculty, administrative staff, interest groups and external College partners in the broader community. The survey instrument will allow us to test the prevalence of attitudes and trends detected via other research methods. The MIG Team will provide summary documentation of the survey results.

The survey will supplement the other outreach activities by collecting important input from community members who are not able to attend in-person engagement activities. The survey design and methodology will be tested and informed by research, interviews, and feedback from the Steering Committee. We anticipate having the Steering Committee and College staff (e.g., the Office of Equity, Diversity and Inclusion) assist in public outreach, promotion, and distribution of the survey.

Outreach channels to promote the survey may include the college website, social media, campus newsletters and other established communication channels. Print copies of the survey will also be distributed at campus hubs, libraries and other popular gathering places on campus, as the COVID-19 circumstances dictate.

Phase 1 Deliverables:

- » Meeting agendas, presentations and summary documentation for Steering Committee meetings
- » Action minutes from Consultant Team meetings
- » Summary of background research
- » Guiding questions for stakeholder interviews; Compilation of stakeholder interview notes
- » Memo of best and promising practices
- » Survey instrument and summary analysis

PHASE 2: SHAPING THE VISION FOR THE FUTURE (NOVEMBER 2020 - MARCH 2021)

2.1 Steering Committee Meeting #2

The MIG Team will design and facilitate an interactive discussion with the Steering Committee. Discussion topics will include key themes and findings from the interviews, survey and research conducted during Phase 1. Steering Committee members will also identify and discuss emerging strategies to embed and operationalize equity in the College's practices, policies, and decision-making. Potential strategies will be chosen and designed based on evidence-based practices, perceived effectiveness, feasibility of implementation, priority needs and other criteria to be developed.

2.2 Equity Visioning Forum

The Equity Visioning Forum is a half-day, college-wide event that will bring together faculty, staff, classified professionals, Steering Committee members and other college partners who will be involved in implementation. Participants will review key findings from the stakeholder interviews, survey, and research conducted during Phase 1.

In addition, participants will share their vision for equity, diversity and inclusion at Green River College. Participants will discuss draft strategies to advance equity across campus policies, practices and decision-making, and weigh in on which they think have potential and should be explored further in the process.

As the facilitator of the forum, MIG will develop an agenda and a highly interactive process to keep the discussion focused and to ensure all participants have an opportunity to provide input and comments. As described in the approach, MIG will use graphic recording to document and focus the discussion. The Forum will be scheduled on a day when all participants can conveniently attend and commit at least 2-3 hours of their time to the event. The MIG Team will summarize the results of the forum for distribution to attendees and other interested stakeholders.

2.3 Equity Framework

Building on input collected from the Equity Visioning Forum, MIG will develop a draft Equity Framework, which will include the definition of what equity means at Green River College, the vision statement, and core equity concepts. Steering Committees will provide one round of input on the draft Equity Framework prior to MIG finalizing the Framework.

Phase 2 Deliverables:

- » Steering Committee agenda, presentation materials and summary notes
- » Agenda, presentation materials and summary of Equity Visioning Forum
- » Draft and Final Equity Framework



PHASE 3: DEVELOPING THE STRATEGIC PLAN (APRIL - JUNE 2021)

3.1 Draft Strategic Plan

MIG will provide input and feedback on the Draft Strategic Plan developed by the Consultant Team to ensure that an equity lens is applied to the strategic pillars, actions and implementation approach. MIG will provide clear direction on how to strengthen the equity focus, monitor activities to help close equity gaps, and enhance the Steering Committee's efforts to transform the college's institutional practices.

3.2 Steering Committee Meeting #3

In collaboration with the Consultant Team, MIG will co-design and facilitate the third Steering Committee meeting. The discussion will focus on the providing input on the Draft Strategic Plan and implementation recommendations.

MIG will also lead a discussion on the action learning approaches and capacity-building trainings to deepen the College's efforts to infuse equity in all that it does and deliver the desired outcomes.

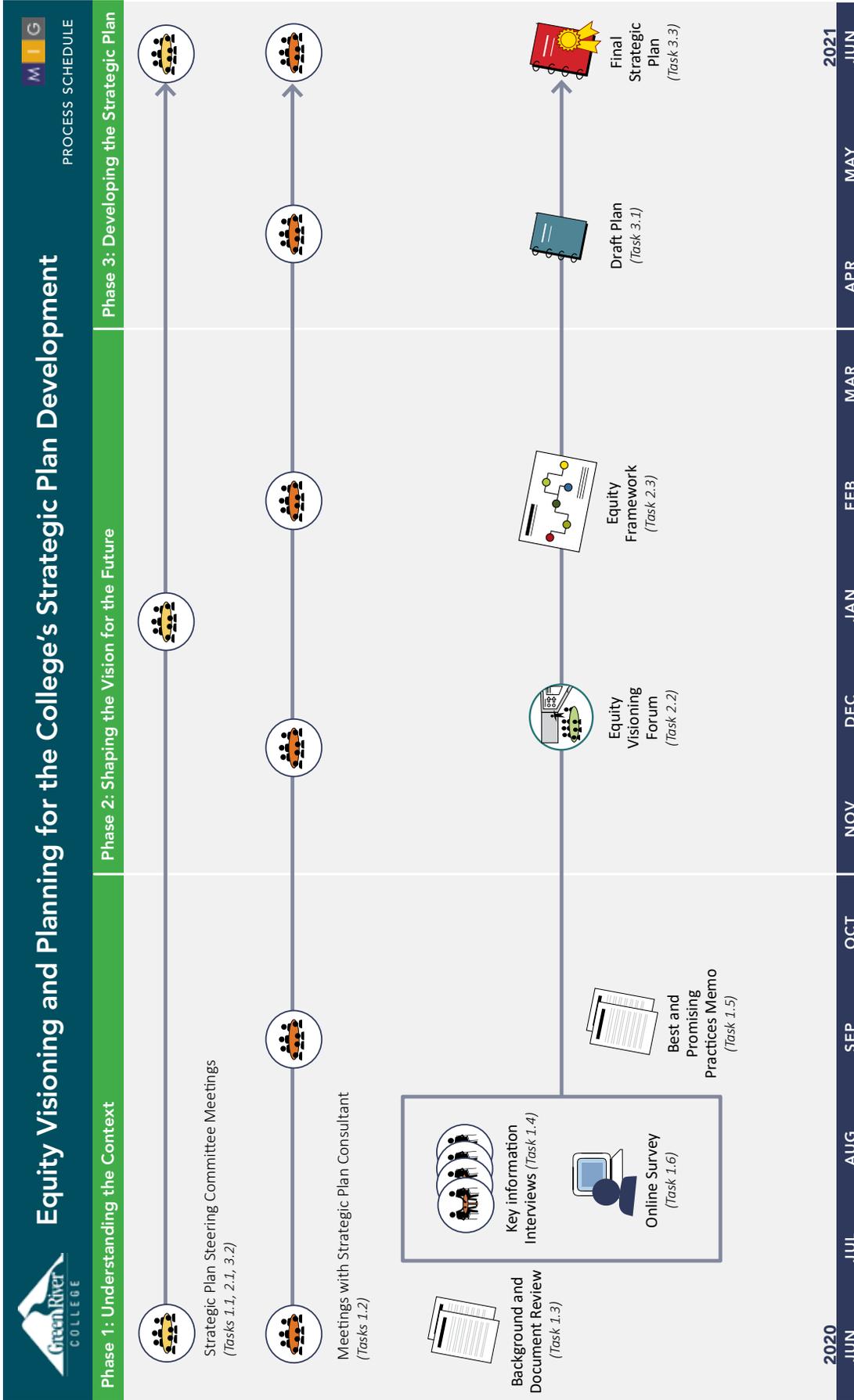
3.3 Final Strategic Plan

MIG will review and provide final input on the Strategic Plan. MIG will work closely with the Consultant Team to incorporate input from the Steering committee and other stakeholders. The Final Strategic Plan will be presented to the President and College Board of Trustees for adoption.

Phase 3 Deliverables:

- » Steering Committee agenda, presentation materials and summary notes
- » Review and refinement of Draft Strategic Plan
- » Final Strategic Plan

Project Schedule



Diversity, Equity, and Inclusion Statement

Inclusive and equitable planning is a part of our DNA at MIG. For nearly four decades years, MIG has developed holistic approaches to embedding and advancing equity in all our projects. We believe in bringing diverse communities and diverse perspectives together to plan for inclusive prosperity, resiliency, and well-being. We challenge ourselves to **think critically about equity, power, and privilege**, with the goal of creating better outcomes for everyone.

At MIG, we work with people and systems to break down the profound inequities that persist and to address the symptoms and root causes of the problem. **Our goal is impact: transformative change that creates equitable outcomes** in the communities where we live, work and play.

In 2018, we officially established our MIG Equity Studio. The Equity Studio is an extension of MIG's deep commitment to creating healthy and thriving communities for everyone.

The Equity Studio is a cross-firm collaborative of MIG thought leaders and practitioners committed to advancing cross-discipline approaches to embed equity in our projects and planning processes, and to infuse equity across all MIG service areas.

Project Deliverables

Green River Community College will receive clear and defensible information to base decision making and to monitor and measure outcomes. Our plans are data-driven which ultimately supports performance measurements and plan progress. Results from the interactive group discussions, including engaging graphics and support materials, will be used to identify realistic and quantifiable goals and specific performance measures to effectively track and monitor progress during the lifespan of the strategic plan.

The plan will include clear implementation timelines and oversight accountability, and an annual plan for measuring progress.

Our proposed work plan provides a description of all deliverables that will be included for the Green River College Equity Visioning and Planning process as requested in the RFP.

The following list outlines specific deliverables as described in the Work Plan section.

Phase 1 Deliverables:

- » Meeting agendas, presentations and summary documentation for Steering Committee meetings
- » Action minutes from Consultant Team meetings
- » Summary of background research
- » Guiding questions for stakeholder interviews; Compilation of stakeholder interview notes
- » Memo of best and promising practices
- » Survey instrument and summary analysis

Phase 2 Deliverables:

- » Steering Committee agenda, presentation materials and summary notes
- » Agenda, presentation materials and summary of Equity Visioning Forum
- » Draft and Final Equity Framework

Phase 3 Deliverables:

- » Steering Committee agenda, presentation materials and summary notes
- » Review and refinement of Draft Strategic Plan
- » Final Strategic Plan



2. Management Proposal



We are proud to present an experienced and deeply motivated team for the Green River College Equity Visioning and Planning project. Our team members have been selected for their strong expertise in their fields of work as well as for their passion for this project. Our team organization is illustrated on the following page. This chart outlines the overall MIG Team structure and how the consultant team will interact with Green River College staff. It also illustrates key task responsibilities by person.

Firm Qualifications

MIG, Inc., improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everybody.
- » Elegant design inspires new thinking.
- » All work should be context driven.
- » Accessibility is always a given.

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; **engage, educate, and empower people through participatory processes; facilitate strategy development for social change;** create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

For nearly four decades, MIG has worked closely with clients throughout the United States to develop and implement organizational strategy. We co-create effective strategic action plans to improve organizational health and functioning, build problem-solving capacity and manage future change. Our dedicated staff has the background and experience to help any organization assess structure, operations, programs and processes—based on a thorough examination of organizational function, climate and culture, and informed by best practices and trends.

Our experience cuts across a wide range of public, nonprofit, and private sector contexts, which contributes to our breadth of knowledge, creativity and contextual understanding. Working with all levels of management and staff, MIG strives to ensure that everyone in the organization understands the how and why of organizational change and strategic planning.

Team Introduction

MIG is excited to propose a team with passion for the Equity Visioning and Planning Project. The MIG Team includes key team members with direct experience with Community Colleges and representing the full range of expertise needed. MIG will guide the entire effort with the Green River College. We know that this work is getting ready for the next transformation with the Green River College and bring a team that understands all facets of a complex strategic planning and advisory group process that is needed for the project to be a success.

PROJECT MANAGEMENT

Principal-in-Charge/Project Director **Daniel Iacofano, PhD, FAICP, FASLA**, will lead our team, oversee the contract and direct all work. He will also provide quality assurance and quality control. Consulting Principal **Carolyn Verheyen** is an expert in facilitation and outreach, social policy planning, community service delivery, strategic planning, and organizational development. She will provide strategic guidance and advice throughout the project.

Jamillah Jordan will be the Project Manager/Equity Studio Director and the day-to-day contact plus providing urban design services and assist with any project facilitation and management. Jamillah combines subject-area and policy expertise with strategic planning and process skills to help clients identify and meet their goals.

TECHNICAL SUPPORT

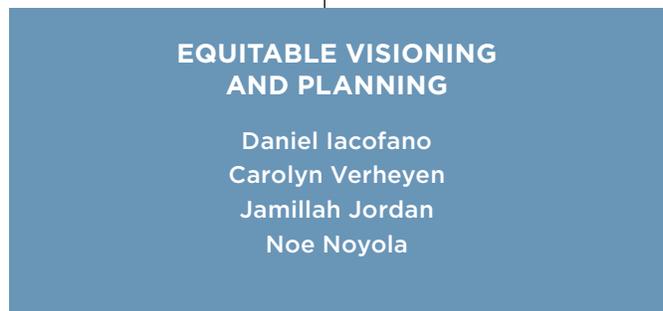
Additionally, MIG has assembled a multidisciplinary team that will provide specific support in the following areas:

Noé Noyola, Community Engagement Specialist. Noé is a highly skilled and dedicated community engagement specialist and facilitator whose projects have addressed the full range of community planning issues—from education and housing to economic development and recreation.

Maria Mayer, Project Associate. Maria is experienced in a broad range of skills, including research and database management, client and stakeholder communications.

Organizational Chart

The chart below outlines the overall MIG Team structure and how the consultant team will interact with College staff and stakeholders.



AREAS OF EXPERTISE

- » Strategic Planning
- » Campus Community Engagement
- » Urban Design

EDUCATION

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

PROFESSIONAL AFFILIATIONS

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

Daniel Iacofano, PHD, FAICP, FASLA

PRINCIPAL-IN-CHARGE / PROJECT DIRECTOR

Daniel Iacofano is an internationally recognized innovator and thought leader in urban planning and design, strategic planning, organizational development, facilitation, and consensus building. His nearly 40-year career is as multifaceted as the field he chose to pursue and the firm he helped co-found. The breadth of planning enables him to do what he does best – engage others in creative problem-solving to improve people’s lives. From policy- and place-making to systems and structures, Daniel has worked with hundreds of communities and organizations around the world to think strategically and critically about achieving desired change. Whether it’s restoring a river, developing a downtown, or repurposing a public agency, his comfort with complexity and his dexterity with details enables him to guide clients through the process of evaluation, decision-making, and implementation. With his skills and experience, Daniel delivers the best possible outcomes within given constraints and against sometimes opposing forces. Clients and communities across the nation often find that his impact lasts well beyond his involvement.

SELECTED PROJECT EXPERIENCE

- » University of Wyoming Long Range Development Plan, Laramie, WY
- » California Community College System Strategic Plan, Statewide, CA
- » Citrus College Educational Master Plan, Glendora, CA
- » University of California, San Francisco Long Range Development Plan, San Francisco, CA
- » South Orange County Community College District Strategic Plan and Master Plan, Orange County, CA
- » Los Rios Community College District Strategic Plan, Sacramento, CA
- » Cerritos College Educational Master Plan, Norwalk, CA
- » UC Davis Long-Range Development Plan and Neighborhood Master Plan, Davis, CA
- » Solano Community College District Education Master Plan, Solano County, CA
- » San Mateo Community College District Strategic Plan, San Mateo County, CA
- » Colorado Mountain College Strategic Plan, Glenwood Springs, CO
- » California State University Systemwide Library Strategic Plan, Statewide, CA
- » Chabot-Las Positas Community College District, EMP, SP, and FMP, Dublin, CA

AREAS OF EXPERTISE

- » Community Involvement
- » Public Outreach
- » Facilitation
- » Organizational Development
- » Strategic Planning

EDUCATION

- » MA, Environmental Psychology, San Francisco State University
- » BA, Theology, Magna Cum Laude, University of San Francisco

AWARD

- » APA, APTA and the California Transportation Foundation

PAPERS AND PRESENTATIONS

- » “Community Participation in Planning” Seminar, University of California at Davis
- » “Engaging Non-Traditional Participants in Planning and Design Projects,” Great Valley Center’s Annual Conference

Carolyn Verheyen

CONSULTING PRINCIPAL

Carolyn Verheyen is an expert in facilitation and outreach, social policy planning, community service delivery, strategic planning, and organizational development. Public, private, and nonprofit clients seek her guidance as an agent of positive and transformative change in improving the lives of the people they serve. Her work is informed by a deep understanding of how an environment—physical and social—not only shapes human behavior, but also contributes to opportunity, well-being, connection, and sense of purpose. Carolyn’s content knowledge encompasses every area of community and social services. She has worked at every organizational level with line staff, managers, CEOs, and Board members. As a facilitator and strategic planner, Carolyn is known for her sensitive listening, objective assessment, peer-oriented coaching, and equity lens. Because many of her projects involve multiple parties of interest, she strives to foster collaboration with a strategic focus that overrides ego, competition, and organizational or jurisdictional boundaries, resulting in better experiences and outcomes for everyone.

SELECTED PROJECT EXPERIENCE

- » Eastern Coachella Valley Building Healthy Communities Ten-Year Strategic Plan, Eastern Coachella Valley, CA
- » Berkeley Global Campus Community Working Group Process Facilitation, University of California Berkeley, CA
- » California Mental Health Directors Association Statewide Summary of MHSA Community Services and Supports Plans, Statewide
- » California Connected by 25 Initiative Strategic Planning and Organizational Development, Statewide
- » Si Se Puede Collective Strategic Plan 2017-2020, San Jose, CA
- » Santa Clara County Cross Systems Evaluation Initiative, Santa Clara County, CA
- » Los Angeles County Substance Abuse Prevention and Control Department Strategic Plan, Los Angeles, CA
- » First 5 Santa Clara County “A Chance for Every Child” Strategic Plan, Santa Clara County, CA
- » San Francisco Improving Outcomes for Youth with Disabilities Strategic Plan, San Francisco, CA
- » San Francisco Department of Human Services, Family to Family Implementation Plan, San Francisco, CA
- » Early Childhood Socio-Emotional Health Statewide System Development Plan, First 5 Association, Statewide

AREAS OF EXPERTISE

- » Equity-Centered Strategic Planning
- » Diverse Community Outreach and Public Involvement
- » Stakeholder Facilitation
- » Spanish Fluency
- » Strategic Communications

EDUCATION

- » MA, Urban Planning, University of California, Los Angeles
- » BA, Psychology and Community Studies, University of California, Santa Cruz

Jamillah Jordan

PROJECT MANAGER / EQUITY STUDIO DIRECTOR

Jamillah Jordan is an accomplished planner and project manager with a strong background in strategic planning, community engagement and process design. As Director of the Equity Studio at MIG, Jamillah works with a wide range of public and private sector partners to apply an equity lens to social policies, community development projects and educational initiatives. Recognized as a skilled facilitator, Jamillah has led numerous stakeholder engagement processes that build consensus, organizational capacity and a vision for the future. Jamillah possesses a strong background in facilitative leadership, conflict resolution and planning expertise to ensure that viewpoints can be heard, acknowledged, addressed and reconciled.

Drawing on both traditional and innovative techniques, she has assisted organizations such as the San Francisco Office of Early Care and Education, Caltrans, the Bay Area Air Quality Management District in embedding and infusing equity within projects, practices and policies. She is particularly skilled at implementing equitable community engagement programs that secure stakeholder support and inform decision-making. Fluent in Spanish, Ms. Jordan is adept at engaging diverse and limited-English proficient communities. Recently, Jamillah facilitated the Berkeley Global Campus Community Working Group (CWG) process. Jamillah worked with the CWG and several ad-hoc committees to establish equity goals, refine their decision-making process and to resolve the inevitable conflicts that arose as U.C. Berkeley worked to address multiple community needs. The culmination of her work is a set of consensus recommendations and a narrative report that was unanimously approved by the CWG.

SELECTED PROJECT EXPERIENCE

- » Berkeley Global Campus Community Working Group Process Facilitation, University of California Berkeley, CA
- » Concord Blue Ribbon Committee Campus District Visioning Project, Concord CA
- » San Francisco Office of Early Care and Education Organizational Development Plan, San Francisco, CA
- » Solano Community College Educational Master Plan, Solano, CA
- » Si Se Puede Collective Strategic Plan 2017-2020, San Jose, CA
- » First 5 San Francisco 2016-2021 Strategic Plan, San Francisco County, CA
- » California Institute of Behavioral Health Solutions: Leadership Institute Trainings, CA
- » Belle Haven Community Visioning and Action Plan, Menlo Park, CA

AREAS OF EXPERTISE

- » Community Planning
- » Diverse Community Outreach and Public Involvement
- » Strategic Communication
- » Spanish Fluency
- » Policy Analysis

EDUCATION

- » MCP, University of California, Berkeley
- » BA, Political Science and Spanish, Sonoma State University

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)

AWARDS

- » City of Salinas 2014-16 Housing and Community Initiatives Public Outreach Program, APA Northern California Section Merit Award for Public Outreach, 2017

Noé Noyola

COMMUNITY ENGAGEMENT SPECIALIST

Noé Noyola is a highly skilled and dedicated community planner and project manager whose projects have addressed the full range of urban planning and design issues—from education and housing to economic development and recreation. During a college-year abroad in Denmark, Noé lived in an urban environment that was ‘healthy’; not just in physical fitness, but in social interaction and connection—which led him to his chosen field. He is keenly aware of the emotional ties that people have to their communities and strives to acknowledge this so that people will engage more productively and authentically in his projects. Noé’s cultural competency, fluency in Spanish, and mastery of process and meeting facilitation enable him to effectively bridge technical content with impacted, and often under-served, stakeholder communities. A creative communicator and facilitator, he ensures an open and balanced exchange of information and ideas that paves the way for collective decision-making and results in positive outcomes.

SELECTED PROJECT EXPERIENCE

- » Berkeley Global Campus, Community Benefits Facilitation, Richmond, CA
- » Salinas Housing and Community Development Needs Assessment, Salinas, CA
- » Visión Salinas, Integrated Outreach and Project Identity, Salinas, CA
- » Downtown Specific Plan Grants Toolkit, Watsonville, CA
- » Chinatown Neighborhood Revitalization Plan, Stakeholder Engagement, Salinas, CA
- » Farmworker Housing Summit, Facilitation, Salinas, CA
- » Union City General Plan Update, Decoto Neighborhood Outreach, Union City, CA
- » Cherryland Community Center Development, Outreach and Facilitation, Hayward Area Recreation and Parks District, CA
- » Franklin Blvd Complete Streets Planning and Community Outreach, Sacramento, CA
- » Highway 17 Access Management Plan, Community Outreach and Education, Santa Cruz County, CA
- » Caltrans District 5 Bicycle and Pedestrian Plan, Community Engagement Strategy, Central Coast, CA

AREAS OF EXPERTISE

- » Public Involvement and Outreach
- » Community Visioning
- » Graphic Design
- » Communications

EDUCATION

- » Liberal Arts, University of Illinois, Urbana-Champaign
- » Graphic Design, Columbia College, Chicago, Illinois

Maria Mayer

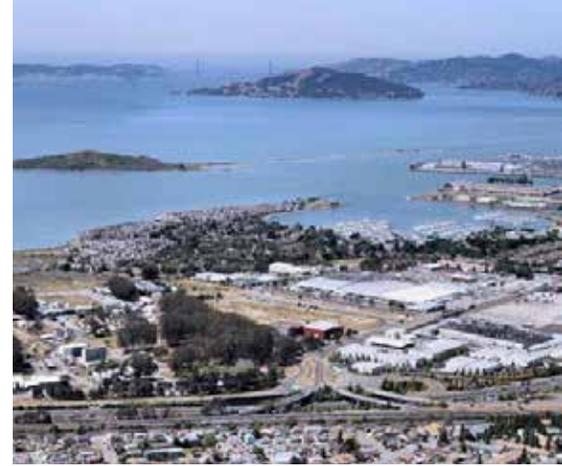
PROJECT ASSOCIATE

Maria Mayer brings over 25 years organizational experience and a broad range of skills, including client and stakeholder communications, outreach coordination, graphic recording, research and database management, writing and editing, and graphic design, to MIG. This combination of skills has made her highly effective in supporting all aspects of MIG outreach efforts. Ms. Mayer is known for her attention to detail and follow-through, calm demeanor and problem-solving abilities.

Ms. Mayer has facilitated all phases of meeting organization; administered and arranged a wide variety of public outreach processes ranging from small-scale local efforts to statewide campaigns; assisted with the development and revision of public participation plans, including BART's Title VI participation plan; recruited and organized focus groups to obtain community feedback; assisted with the editing and maintenance of project websites; analyzed public survey data and comments; written, edited and designed final summary reports. She has supported multiple projects for public and private sector organizations and agencies on the city, county, state and federal level.

SELECTED PROJECT EXPERIENCE

- » Si Se Puede Collective Strategic Plan 2017-2020, San Jose, CA
- » First Five Early Childhood Mental Health System Development, Statewide, CA
- » Bay Area Children in Nature Collaborative Strategic Plan Implementation Assistance, Bay Area, CA
- » Santa Clara County Health & Hospital System Mental Health Services Planning Support, Santa Clara County, CA
- » San Francisco Arts Commission Strategic Plan 2014-2019, San Francisco, CA
- » Pleasanton Youth Master Plan Update, Pleasanton, CA
- » California Department of Transportation (Caltrans) On-Call Public Outreach and Engagement Services, Statewide, CA
- » BART Title VI Public Participation Plan and Community Meetings, San Francisco Bay Area, CA
- » Caltrans Strategy Development for the Public Participation Plan, Statewide, CA
- » Caltrans District 3–SACOG MTP 2035 Update Environmental Justice Focus Groups, El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties, CA
- » Plum Creek Envision Alachua Public Outreach and Consensus Building Process, Gainesville, FL



Berkeley Global Campus Community Benefits Agreement Facilitation

BERKELEY AND RICHMOND, CA

The new Berkeley Global Campus in Richmond Bay was suggested to be a focal point for an international coalition of leading academic institutions, private sector businesses, and community partners. The Richmond Community Working Group (CWG) enlisted MIG to develop a dynamic and equitable group process across multiple ad hoc subcommittees to develop a set of recommendations around housing, local hiring, procurement and education that would form the core of Community Benefit Agreement. MIG designed a process to engage a wide range of stakeholders, while maximizing transparency in communication and decision-making.

The MIG Team assembled a diverse team of expert process facilitators who successfully engaged and built trust between UC Berkeley, the Lawrence Berkeley National Laboratory (LBNL), and the City of Richmond's community leaders, nonprofit organizations, business, labor, philanthropy, city and education system partners. The MIG Team worked with the CWG to establish equity goals and action plans, refine its decision-making process, and to resolve conflicts that arose throughout the process as the University worked to address multiple community needs.

MIG facilitated the CWG monthly meetings, a large-scale community Open House, and numerous subcommittee meetings to draft core recommendations. MIG also recommended new consensus-building tools. In recognition that full agreement on every recommendation might not be possible, MIG developed a process for capturing minority opinion so that all viewpoints could be acknowledged and considered.

The culmination of our team's work is a set of consensus recommendations and a narrative report that was unanimously approved by the Community Working Group and submitted to the University and LBNL in April of 2016. The CWG process will inform and strengthen existing and new partnerships between UC Berkeley, LBNL, and the Richmond community for many years to come.

Movimiento: Si Se Puede!

The Si Se Puede! Collective (SSPC) is comprised of four established and respected organizations led by women of color: Amigos de Guadalupe, Grail Family Services, the School of Arts & Culture and Somos Mayfair. SSPC is an attempt to formalize the union of these organizations for the benefit of low-income families living in the Mayfair community. By coordinating the work of our organizations, the Collective hopes to produce a much greater positive impact in the community than any one organization can do alone.

ABOUT THE MAYFAIR COMMUNITY

Located in east San Jose, Mayfair is a vibrant and historical neighborhood that has a legacy of social services, community organizing, and social justice movements. Mayfair was home to the renowned labor leader Cesar Chavez and a birthplace for the Mexican-American civil rights movement. Today, the Mayfair neighborhood is a working class, cultural hub drawing immigrants from Latin America and Asian countries. Mayfair is both a community of traditions and new beginnings, where immigrants come and families settle to pursue their dreams.

OUR COLLECTIVE

MISSION & VISION

MISSION
Together, we leverage our creativity, services and advocacy to create opportunities and access to basic needs, education, literacy and community engagement in the Mayfair community.

VISION
Mayfair is a respected and thriving community where resident families have confidence in their gifts, choices and dreams.

FOCUS AREAS

SSPC's mission incorporates four focus areas:

- Basic needs:** access to clean, healthy food, health care and wellness, adequate housing, transportation and economic stability.
- Education:** for children, to cover literacy, numeracy, and oral language development.
- Arts & culture:** to cover universal access to arts and culture that fosters its pride, place and cultural identity; all reciprocal exchange and multicultural perspectives; and life understanding of social, historical and political context.

IMPACT STRATEGIES

- STRATEGY 1:** Promote a shared vision and sense of belonging that honors the artistic and cultural identity of Mayfair and empowers the community.
- STRATEGY 2:** Promote quality learning opportunities for all children with a focus on student success.
- STRATEGY 3:** Ensure youth are culturally competent to navigate and experience the broader world.
- STRATEGY 4:** Provide culturally competent, respectful and coordinated services and resource referrals to meet the needs of families.
- STRATEGY 5:** Promote community-led advocacy and organizing efforts for policy and systems change.
- STRATEGY 6:** Promote smart development without displacement in the Mayfair community.

CALL TO ACTION
We hope that our Collective



Si Se Puede! Collective Strategic Plan

EAST SAN JOSE, CA

MIG developed an action-oriented strategic plan for the Si Se Puede! Collective, which is a focused collaboration of four established and respected organizations led by women of color in the Mayfair neighborhood of East San Jose. Mayfair is a vibrant and historical working-class cultural hub drawing immigrants from Latin American and Asian countries.

The MIG Team partnered with the Si Se Puede! Collective to develop strategies to formalize their union using a model of organizational collaboration and interdependence. MIG brought to the planning effort both our extensive experience in collaboration support and research in best and promising practices for collective impact. The effort was also informed by MIG's deep understanding of the intentionality, brave self-analysis, and constant vigilance required to advance equity—a practice extending far beyond simply having all parties present at the table.

Through regular meetings with the Collective's Steering Committee, plus a day-long retreat including key staff and Board members, MIG applied the principles of collective impact to help the Collective self-assess their collaborative functioning and make clear agreements for accountability, communication, conflict resolution, and operational protocols.

The strategies were accompanied by a detailed implementation plan including evaluation and performance measures. To ensure that the implementation process adheres to the Collective's vision throughout any personnel changes, the plan included development of MOU Agreements for the Collective and for external partners. The Si Se Puede! Collective Strategic Plan was completed in July 2018 and the Collective continues to work together to achieve community sovereignty, challenge existing systems and shift power back to the hands of the community.



CASE STUDY CU-ICAR

CU-ICAR is a partnership between Clemson University, BMW, and other automotive industry partners to create the premier automotive research, innovation, and educational enterprise in the world. Started in the early 2000s, the campus will eventually include five technology neighborhoods, each designed for optimizing a collaborative environment.

At the core of the campus is the CU-ICAR Autopark and Innovation Place, a four-story multi-tenant facility, including classrooms/labs for Clemson University.

How did it get started?

The campus started as a large family-owned parcel of land that was gifted to Greenville County under the condition that a technology center be created. The County worked with Clemson University to identify a development plan for the campus. Once a plan was in place, BMW approached the County and Clemson University with a partnership concept.



Concord Campus District Vision Framework

CONCORD, CA

The economy in the United States and throughout the world is constantly evolving. Traditional academic and career pathways no longer bear the same fruit they did even a generation ago. And the competitiveness for industries to be innovative and attract talented people has never been higher.

MIG and the City of Concord led a Blue Ribbon Committee made up of community leaders to thoughtfully discuss the new realities. The Committee analyzed regional and national trends, studied campuses and innovation districts throughout the nation, and formulated a clear vision to strategically support regional economic and higher education through a new campus model—one that combines multiple academic intuitions at various grade levels, research and development, and manufacturing opportunities.

Based on this Vision, the City and local/regional partners will work together to create a campus district that is impactful on the region, nation, and beyond. Building from the Bay Area’s culture of innovation, world-class human capital, and unmatched institutional prestige, the project provides a truly unique and once-in-a-lifetime opportunity to create the next generation of academic and industry partnerships. One that is custom designed to serve the needs of the primary users, while also being self-governed to allow for the free flow of ideas, education, and innovation.

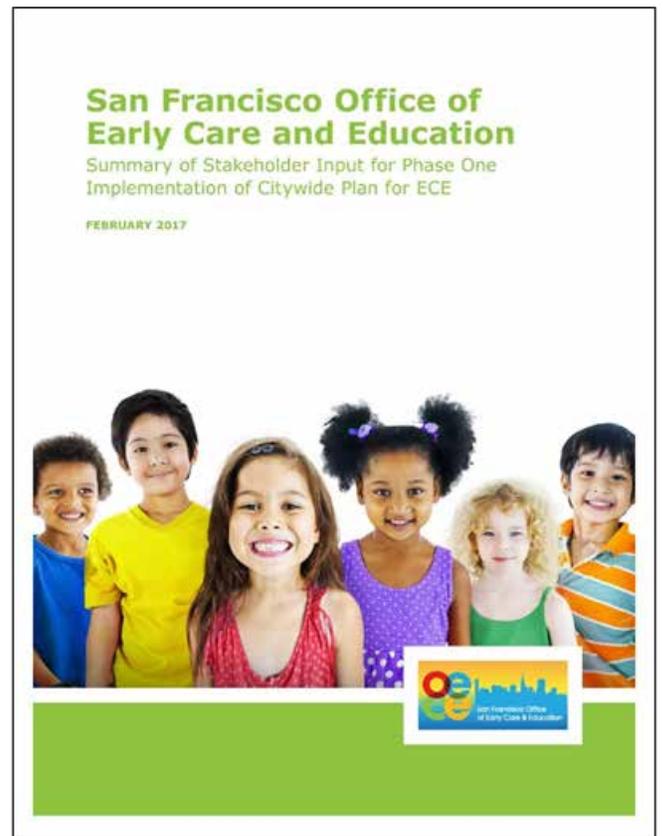
Stakeholder Involvement for the Early Care and Education Plan and Organizational Development Plan

SAN FRANCISCO, CA

The San Francisco Office of Early Care and Education (OECE) coordinates federal, state and local funding to: improve access to high quality early care and education for children 0-5; address the needs of the early care workforce; and build the early care system capacity. OECE manages a large portfolio of over \$100 million dollars in federal, state and local funding.

After releasing the San Francisco Citywide Plan for Early Care and Education in 2016, OECE engaged MIG to involve stakeholders in determining implementation strategies for Phase I. MIG initiated an extensive community outreach process from August through December 2016. The input process focused on developing strategies in two core system improvement areas: providing early learning scholarships and equitably improving family and provider experience. MIG conducted stakeholder meetings to obtain input from partners, providers and parents' groups; facilitated partner input sessions at various agencies; designed and conducted an online partner survey in three languages; and facilitated a Citizen Advisory Committee that provided ongoing input and oversight.

MIG summarized the results of the outreach efforts in a report that included refinements to preliminary strategies and recommendations for future community engagement. Some key equity-minded improvements to the Early Learning Scholarship program were identified that assisted OECE in achieving fairer pay for providers and continuity of care for families.



In 2017, OECE again engaged MIG to create an organizational development plan for the agency. MIG worked with OECE leadership, the Citizens Advisory Committee and the Organizational Planning Committee to identify prioritized goals and objectives, draft strategies and performance measures, as well as communications strategies and tools to enhance the organization and improve its service delivery.



South Orange County Community College District Education Master and Strategic Plan

ORANGE COUNTY, CA

Established in 1967, the South Orange County Community College District (SOCCCD) is a multi-campus district comprised of Saddleback College, Irvine Valley College, and the Advanced Technology & Education Park (ATEP). Student headcount in fall 2018 was nearly 42,000 students.

The Education Master and Strategic Plan (EMSP) is a long-range plan consisting of three distinct but wholly aligned documents: the SOCCCD District-Wide Strategic Plan, the Irvine Valley College Education Master Plan, and the Saddleback College Education Master Plan. The SOCCCD District-Wide Strategic Plan (DWSP) provides an overarching strategic framework for the District and its two community colleges. Complementing the DWSP, the two Education Master Plans provide guidelines for programmatic decision-making based on the education needs of their students.

To develop the EMSP, MIG facilitated an extensive public engagement process that generated robust input from faculty, staff, students, and community stakeholders; outreach enriched by in-depth research and quantitative data analysis carried out by MIG.

Public engagement included two days of workshops on both campuses, an online questionnaire, and a district-wide planning charrette.

MIG staff also developed program assessment data and growth projections, enabling divisional leadership to develop analytical overviews of the current state and future direction of their respective programs.

3. Cost Proposal



The MIG Team has prepared the following cost estimate for the services described in the Work Plan presented in the Technical Proposal. Our team works hard to provide our clients with value throughout the planning process and to alleviate the burdens on staff throughout the effort. With that said, we are happy to work with you to custom-tailor our efforts to best fit your needs.

The scope of work and budget, provided on the next page, reflects MIG's extensive experience with community colleges and the need for in depth, authentic campus community engagement to ensure ownership and support of the final product.

LEGAL STATUS

Moore Iacofano Goltsman, Inc. is a CA Corporation established in 1982

FEIN: 94-3116998

WA State UBI: 601 963 384

Cost Proposal

	Daniel Iacofono Principal-in-Charge		Jamillah Jordan Project Manager / Equity Studio Director		Carolyn Verheyen Consulting Principal		Noe Noyola Community Engagement Specialist		Maria Mayer Project Associate		MIG Total	Direct Costs	Labor Fee Totals	
	Hours @	\$325	Hours @	\$150	Hours @	\$285	Hours @	\$140	Hours @	\$105				
Phase 1: Understanding the Context														
1.1	3	\$975	8	\$1,200	2	\$570	2	\$280	2	\$210	17	\$3,235	\$100	\$3,335
1.2	2	\$650	16	\$2,400	1	\$285	0	\$0	4	\$420	23	\$3,755	\$0	\$3,755
1.3	1	\$325	4	\$600	0	\$0	0	\$0	8	\$840	13	\$1,765	\$0	\$1,765
1.4	1	\$325	10	\$1,500	1	\$285	0	\$0	8	\$840	20	\$2,950	\$0	\$2,950
1.5	1	\$325	6	\$900	1	\$285	0	\$0	14	\$1,470	22	\$2,980	\$0	\$2,980
1.6	2	\$650	14	\$2,100	1	\$285	1	\$140	24	\$2,520	42	\$5,695	\$350	\$6,045
	10	\$3,250	58	\$8,700	6	\$1,710	3	\$420	60	\$6,300	137	\$20,380	\$450	\$20,830
Phase 2: Shaping the Vision for the Future														
2.1	2	\$650	10	\$1,500	1	\$285	1	\$140	4	\$420	18	\$2,995	\$750	\$3,745
2.2	6	\$1,950	20	\$3,000	2	\$570	6	\$840	20	\$2,100	54	\$8,460	\$1,000	\$9,460
2.3	2	\$650	12	\$1,800	2	\$570	0	\$0	6	\$630	22	\$3,650	\$0	\$3,650
	10	\$3,250	42	\$6,300	5	\$1,425	7	\$980	30	\$3,150	94	\$15,105	\$1,750	\$16,855
Phase 3: Developing the Strategic Plan														
3.1	2	\$650	16	\$2,400	2	\$570	0	\$0	12	\$1,260	32	\$4,880	\$0	\$4,880
3.2	2	\$650	10	\$1,500	2	\$570	1	\$140	10	\$1,050	25	\$3,910	\$750	\$4,660
3.3	2	\$650	8	\$1,200	1	\$285	0	\$0	6	\$630	17	\$2,765	\$0	\$2,765
	6	\$1,950	34	\$5,100	5	\$1,425	1	\$140	28	\$2,940	74	\$11,555	\$750	\$12,305
Phase 4: Project Management														
4.1	3	\$975	10	\$1,500	1	\$285	0	\$0	6	\$630	20	\$3,390	\$125	\$3,515
	3	\$975	10	\$1,500	1	\$285	0	\$0	6	\$630	20	\$3,390	\$125	\$3,515
Professional Time and Costs Subtotal	29	\$9,425	144	\$21,600	17	\$4,845	11	\$1,540	124	\$13,020	325	\$50,430	\$3,075	\$53,505
3% Administrative Mark Up													\$92	
Total Project Cost													\$53,597	

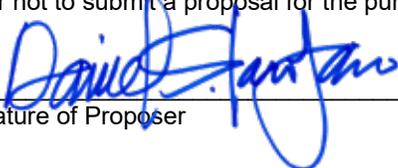
4. Required Attachments and Other Materials



ATTACHMENT A-CERTIFICATIONS AND ASSURANCES

I/we make the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 60 days following receipt, and it may be accepted by the AGENCY without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of the State of Washington, Green River College whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. I/we understand that the College will not reimburse me/us for any costs incurred in the preparation of this proposal. All proposals become the property of the College, and I/we claim no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by him/her prior to opening, directly or indirectly to any other Proposer or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the Proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

	MIG, Inc.
_____ Signature of Proposer	_____ Company Name
Daniel Iacofano, PhD, <i>President, CEO</i>	April 29, 2020
_____ Name and Title	_____ Date

Vendor Name MIG, Inc. RFP-05-2020 - Equity Visioning and Planning

Attachment B-References**REFERENCE 1**

1. University of California, Berkeley
2. Ruben Lizardo
3. Director of Local Government and Community Relations
4. Berkeley Global Campus Community Benefits Agreements Facilitation
5. (510) 643-5296
6. N/A
7. rlizardo@berkeley.edu
8. Facilitated the Berkeley Global Campus Community Working Group to develop an equitable Community Benefits Agreements. MIG has also worked with U.C. Berkeley on several other planning efforts including the Lawrence Berkeley National Lab Community Advisory Group.

REFERENCE 2

1. Somos Mayfair
2. Camille Erin Llanes-Fontanilla, MPA
3. Executive Director
4. Si Se Puede! Collective Strategic Plan
5. (408) 937-2576
6. N/A
7. cfontanilla@somosmayfair.org
8. Facilitated the development of the Si Se Puede! Collective Strategic Plan working with four women-led organizations to identify organizational development strategies using a collective impact approach.

REFERENCE 3

1. San Francisco Office of Early Care and Education
2. Graham Dobson
3. Senior Policy Analyst
4. San Francisco Proposition C – Early Care and Education for All Initiative
5. (415) 355-6764
6. (415) 557-5615
7. Graham.Dobson@sfgov.org
8. Created the proposed approach and design of the Five-Year Spending Plan for the Proposition C Early Care for All Initiative. MIG also developed OECE's Organizational Development Plan, which includes a strong focus on culturally-relevant hiring and retention, and equitable support to service providers.

REFERENCE 4

1. City of Concord
2. Kathleen Salguero Trepá
3. Assistant City Manager
4. Concord Campus District Vision Framework
5. (925) 671-3150
6. N/A
7. Kathleen.Trepá@cityofconcord.org
8. Facilitated the development of the Concord Blue Ribbon Committee Campus Visioning process. The Blue Ribbon Committee was comprised of regional stakeholders with expertise in national higher education trends, campus operations, regional workforce needs, Bay Area industries and economic development.



Form **W-9**
(Rev. January 2005)
Department of the Treasury
Internal Revenue Service

**Request for Taxpayer
Identification Number and Certification**

**Give form to the
requester. Do not
send to the IRS.**

Name (as shown on your income tax return)
Moore Iacofano Goltsman, Inc.

Business name, if different from above

Check appropriate box: Individual/
Sole proprietor Corporation Partnership Other Exempt from backup
withholding

Address (number, street, and apt. or suite no.)
800 Hearst Avenue

City, state, and ZIP code
Berkeley, CA 94710

List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

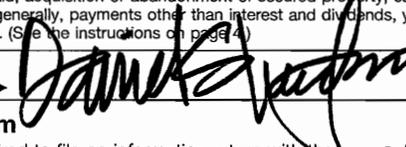
Social security number								
or								
Employer identification number								
9	4	3	1	1	6	9	9	8

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4)

Sign Here Signature of U.S. person  Date

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or
- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the recipient has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

- The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
- The treaty article addressing the income.
- The article number (or location) in the tax treaty that contains the saving clause and its exceptions.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
9/6/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Dealey, Renton & Associates P. O. Box 12675 Oakland CA 94604-2675	CONTACT NAME: PHONE (A/C, No, Ext): 510-465-3090 FAX (A/C, No): 510-452-2193 E-MAIL ADDRESS: certificates@dealeyrenton.com														
INSURED Moore Iacofano Goltsman, Incorporated dba MIG, Inc. 800 Hearst Ave. Berkeley CA 94710	MOOREIACO <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A : Berkley Insurance Company</td> <td style="text-align: center;">32603</td> </tr> <tr> <td>INSURER B : Travelers Property Casualty Company of America</td> <td style="text-align: center;">25674</td> </tr> <tr> <td>INSURER C : The Charter Oak Fire Insurance Company</td> <td style="text-align: center;">25615</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Berkley Insurance Company	32603	INSURER B : Travelers Property Casualty Company of America	25674	INSURER C : The Charter Oak Fire Insurance Company	25615	INSURER D :		INSURER E :		INSURER F :	
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INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES CERTIFICATE NUMBER: 1238474227 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y	6801H899998	8/31/2019	8/31/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	BA6K931299	8/31/2019	8/31/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	CUP0H758762	8/31/2019	8/31/2020	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	UB2L553909	8/31/2019	8/31/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability			AEC903162701	8/31/2019	8/31/2020	Per Claim \$3,000,000 Annual Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) FOR PROPOSALS. An Actual Certificate will be issued upon the request of the Named Insured.

CERTIFICATE HOLDER *SAMPLE*	CANCELLATION 30 Day Notice of Cancellation SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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