



# Strategic Visioning and Planning



RFP 04-2020 | April 30, 2020



800 Hearst Avenue | Berkeley, CA 94710





800 Hearst Avenue



**Kate Joncas**, a skilled facilitator with deep experience in both the local private and public sectors will serve as Deputy Project Manager.

MIG will provide Green River College with:

- » A thorough knowledge of higher education planning and design, including strategic and educational master planning, space programming, and facilities planning, which will enable us to focus on the strategic issues facing the college during the life of the Strategic Plan
- » Extensive experience with community college systems in the states of WA, CO, ID, and CA including a wide range of community colleges
- » Expert visioning, facilitation, strategic planning, consensus-building, and public process skills to bring groups together in collaborative and inclusive work efforts to develop strategic pillars (mission, vision and values) that are supported by the college community
- » An integrated planning approach that ties Green River College's vision, mission, and strategies to financial realities, while identifying new partnerships
- » Qualitative and quantitative research and analysis skills that support data-driven decision-making and continuous learning
- » A team-oriented, collaborative approach that responds efficiently to project needs to best leverage District resources to obtain timely, positive results
- » In depth knowledge of the Seattle region, drawing in on the experiences of our team member and past projects

I am authorized to represent MIG in contract negotiations and to commit MIG to the terms of the proposal. Our proposal is a firm and irrevocable offer, good for 180 days. We are willing to perform the services as described in the RFP. Our proposed staff are committed for the duration of this project, and we have all required resources necessary to perform the services and provide deliverables within the specified time frames. Our proposal includes all forms, certificates, and compliance requirements included in the RFP.

Sincerely,

MIG, Inc.

A handwritten signature in blue ink, appearing to read 'Daniel Iacofano', is written over a background of colorful horizontal lines (red, green, blue, yellow) and a black background.

Daniel Iacofano, PhD, FAICP, FASLA

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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

**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, educational programming, partnerships, finance, and creating synergistic opportunities for great strides forward. Our approach also incorporates creative and robust online engagement tools to accommodate any health requirements required by COVID 19 response and allow the project to move forward over the next year.

The MIG Team's proposed approach to the Strategic Plan integrates comprehensive technical analysis with engaging communication and experienced meeting facilitation. The plan will be developed with input from staff, the Strategic Planning Steering Committee, College Leadership and Green River College's many communities of interest to create a community supported plan that will guide College Leadership and position it for success for the next five years and beyond.

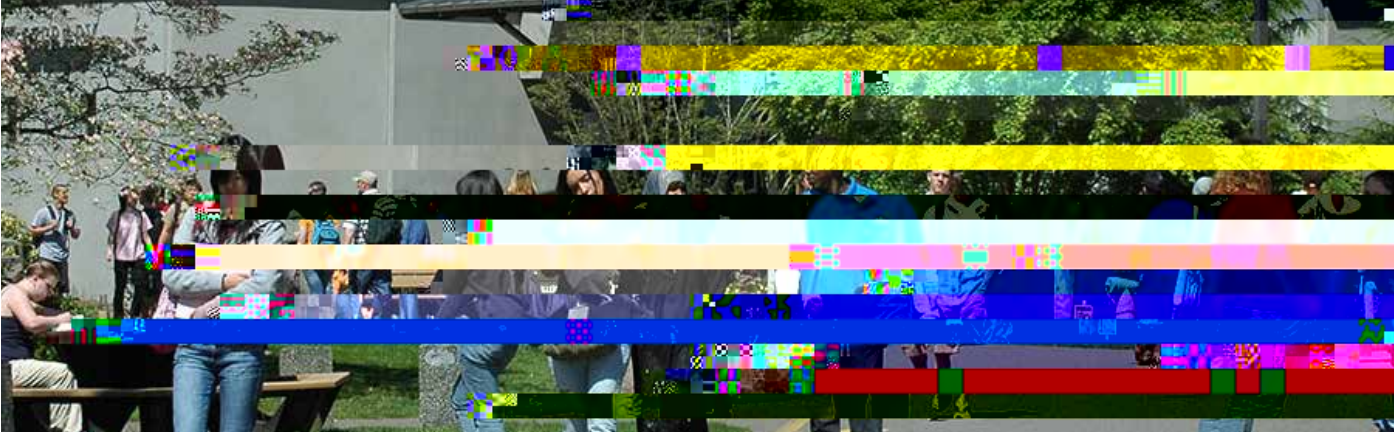
The Strategic Plan must represent the diverse views and needs of its administration and leadership, faculty, staff, students, and broader community. The MIG Team's work plan outlined below meets the requirements of your RFP and will accomplish your goals by actively involving communities of interest through traditional means as well as new approaches based on technology. It includes:

- » **Deep involvement with the President's Leadership Team**, the Strategic Planning Steering Committee through dynamic meetings and interactive workshops
- » **Organization and implementation of stakeholder interviews and focus group conversations** to provide opportunities for input from key stakeholders throughout the service area

- » **College-wide stakeholder involvement** through interviews, focus groups and two College-wide forums to explore future priorities and to review and shape the Strategic Plan
- » **Online tools** including a survey that provide a convenient way to provide input for hundreds of College stakeholders, especially those whose schedule or location make it difficult to attend meetings
- » **Draft and final reports**, with review by the Steering Committee and College -wide stakeholders

We look forward to presenting our ideas to you, and to refining the preliminary

## 1.6 Stakeholder Interviews (Virtual)



- » Aligning educational programs with the jobs available in the local and regional economy
- » Increasing partnership opportunities with business and industry
- » Finding ways to expand the range and scope of student support services
- » Strengthening professional development opportunities for faculty and classified staff
- » Increasing the use of technology to improve program delivery, systems, and processes
- » Improving public relations, communications, and marketing efforts by looking for new ways to “tell our story”

## 2.4 Strategic Plan Framework

Following the Charrette, MIG will summarize results and prepare the Strategic Plan Framework. The Strategic Plan Framework defines College’s core values, vision, mission, and strategic goals. It constitutes the guiding element of the Strategic Plan.

MIG will facilitate a meetings with the Strategic Planning Steering Committee to present the Strategic Plan Framework and identify performance measures and KPI’s. These meetings will be used to discuss the College’s strategic priorities for the five-year plan horizon, and identify timeframes for implementing tactics (short, medium, and long term), as well as a set of distinct performance measures specific to the vision, mission, and organizational culture of the College.

These organization-wide performance measures will provide the College with the means for setting, measuring, and evaluating progress on an annual basis against an agreed set of performance targets viewed as critical to achieving the organization’s vision, mission, and strategic goals. The system will include a graphic tool that staff can use to track key results, key measures, current status, analysis of achievements, and actions needed to improve results annually.

### 2.4.2 Strategic Planning Steering Committee Meetings

- » Strategic Planning Steering Committee Meetings #3, #4, #5
- » Meeting agendas and presentations for the Steering Committee meetings
- » College-Wide Forum event materials and displays
- » Formation of Strategic Plan Working Groups
- » Strategic Plan Framework (Draft and Final)

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

### 3.1 Administrative Draft Plan

In the final task of the project, the Administrative Draft Plan will be developed and reviewed by staff, the Steering Committee and the College stakeholder community. This attractive, high-quality document will be developed in three stages to allow time and opportunity for review and approval. The Draft Plan will be presented first to the College Strategic Planning Steering Committee for their review.

### **3.2 Steering Committee Meetings #6, #7, #8**

#### **3.3 College Online Comment Forums**

During the second stage, MIG will use feedback from the Draft Plan to develop a Public Review Draft Plan for broad review by the Steering Committee and stakeholders. Stakeholder review opportunities will include the campus-wide forum: a workshop which also will be simultaneously provided as a webinar. Stakeholders can participate in-person or online. In addition, the Public Review Draft Plan will be posted on the College website and an online comment form will be available for written comments.

#### **3.4 Final Draft Plan**

In the third iteration, consolidated comments from the Public Review Draft Plan will be used to prepare the Final Strategic Plan. MIG will provide an electronic copy of the Strategic Plan to the Steering Committee. The



# Project Schedule



Campus/Community Interviews (Task 1.6)

Online Survey (Task 1.7)

Campus/Community Focus Groups (Task 1.5)

Environmental Scan (Task 1.8)

Strategic Plan Charrette (Task 2.1)

Strategic Plan Framework (Task 2.2)

Administrative Draft Plan (Task 3.1)

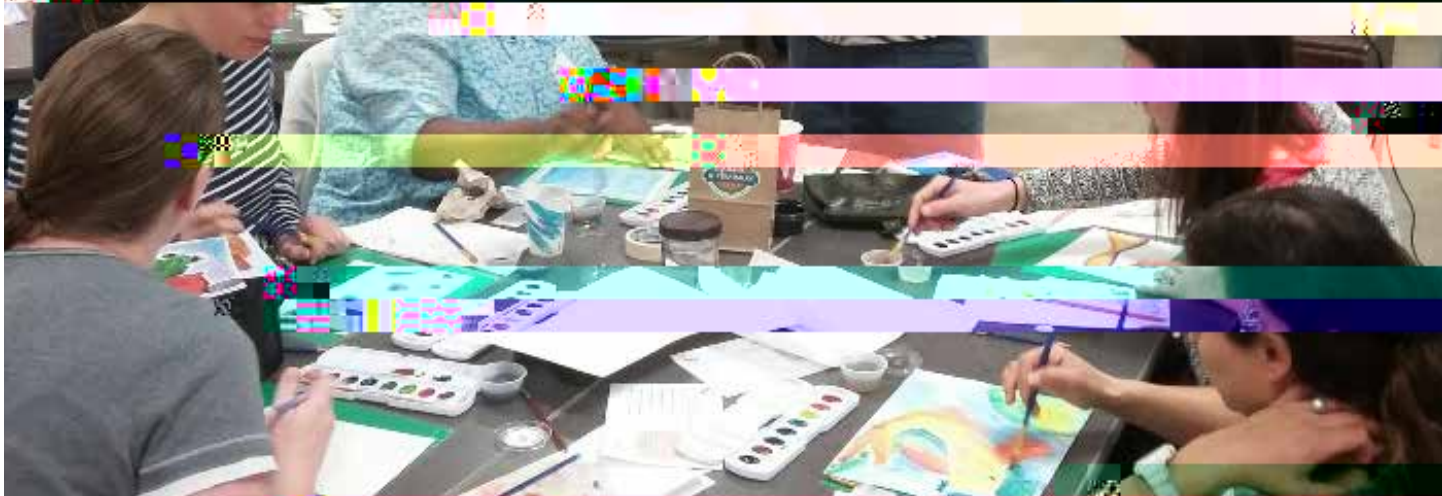
Final Draft Plan (Task 3.1)

College Board of Trustees (Optional Task)

Final Strategic Plan (Task 3.4)

College Online Comment Forums (Task 3.3)

Strategic Plan Working Groups (Task 2.3)





We are proud to present an experienced and deeply motivated team for the Green River College Strategic 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 0 -1.5 Td.5 Td.5u .8 (l(M.8 (l(M.8 (l(M.8 (l.9 (lo3 (l)-23 (l)-2.4 (e)-8.5





**AREAS OF EXPERTISE**

- » Project Management
- » Urban Development
- » Community Engagement

**EDUCATION**

- » BS, Community Sciences, University of Wisconsin-Green Bay, Cum Laude

**PROFESSIONAL AFFILIATIONS**

- » Bellwether Housing Board of Trustees (current)
- » Seattle Community Police Commission (2012 – 2014)
- » Seattle Colleges Chancellor’s Advisory Committee (2003 – 2008)

**SELECTED AWARDS**

- » MoneyBall for Government Scholar and Results for America Government Performance Fellow
- » International Downtown Association Award, Downtown Seattle Association Strategic Plan
- » Puget Sound Business Journal Woman of Influence
- » AIA Seattle Honorary Membership
- » King County Exemplary Public Service Award/ Regional Transit Task Force
- » Merit Award, Copley Square, Boston National Design Competition
- » Merit Award, St. Paul Cityscape National Design Competition

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**SELECTED PROJECT EXPERIENCE**

- » Long Beach Development Corporation Strategic Plan
- » City of Seattle, Strategic Advisor, Business Improvement Districts
- » Central Houston, Future Priorities Presentation and Work Session
- » Strategic Advisory Services to JLL on implementation of the City of Napa/Civic Center Campus Project.
- » Results for America, Research on Performance Metrics for Workforce Development Programs
- » Downtown Kansas City 2030 Strategic Plan
- » Olympia Downtown Alliance Business District Strategy
- » Results for America, Strategic Advisor, Economic Mobility Catalogue

Lou Hexter has been a project manager of public involvement, community and organizational development and strategic planning projects for more than 20 years. He has served as a meeting facilitator, graphic recorder and outreach coordinator for a variety of community participation activities and programs, working with a number of community-based and non-profit organizations in addition to public and private sector clients.

Lou's projects have involved inter-agency collaboration, communications, public outreach, consensus building and strategic visioning. He has also designed and conducted strategic planning, team building, process management workshops and retreats for a wide range of clients at all levels from Board members to management executives to administration.

In addition, Lou has also conducted training in meeting facilitation, public outreach, graphic recording and management support systems for various public agencies and non-profit organizations.

#### SELECTED PROJECT EXPERIENCE

- » Caltrans Facilitation and Training for Strategic Planning and Performance Measures, Sacramento, CA
- » Santa Rosa Recreation and Parks Business and Strategic Action Plan, Santa Rosa, CA
- » Dublin Parks and Recreation Master Plan, Dublin, CA
- »
- » San Clemente Downtown Vision and Strategic Plan, San Clemente, CA
- » Downtown Phoenix Strategic Visioning Program, Phoenix, AZ
- » Sacramento Regional Transit District Strategic Planning and Organizational Development Program, Sacramento, CA
- » City of San Carlos Community Visioning Workshops, San Carlos, CA
- » Silicon Valley/San Jose Joint Venture Vision 2010 Regional Goal-Setting Project, San Jose, CA



## 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.



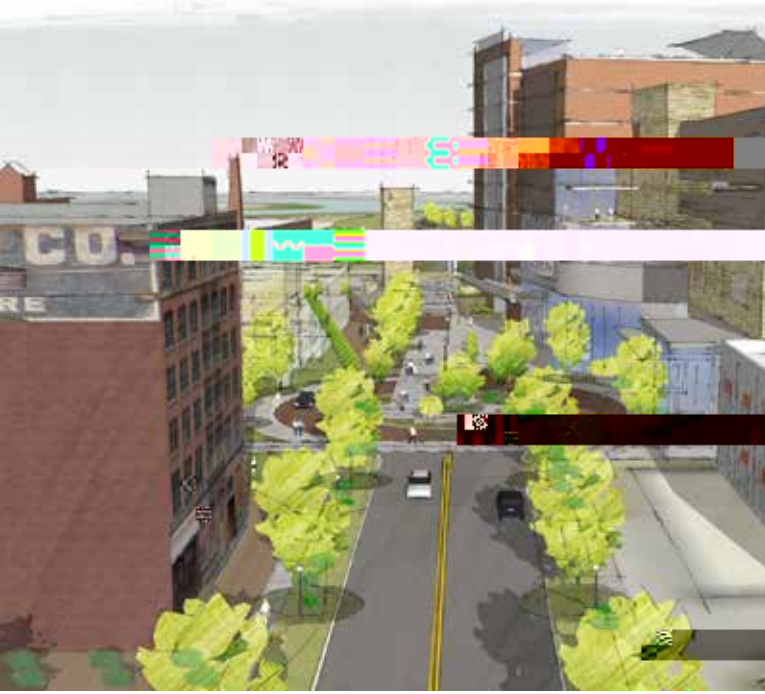


The economy in the United States and throughout the world is constantly evolving. Traditional academic and career pathways no longer bear the same fruit they did even a generation ago. And the competitiveness for industries to be innovative and attract talented people has never been higher.

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.

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MIG participated on a team led by NAC Architecture

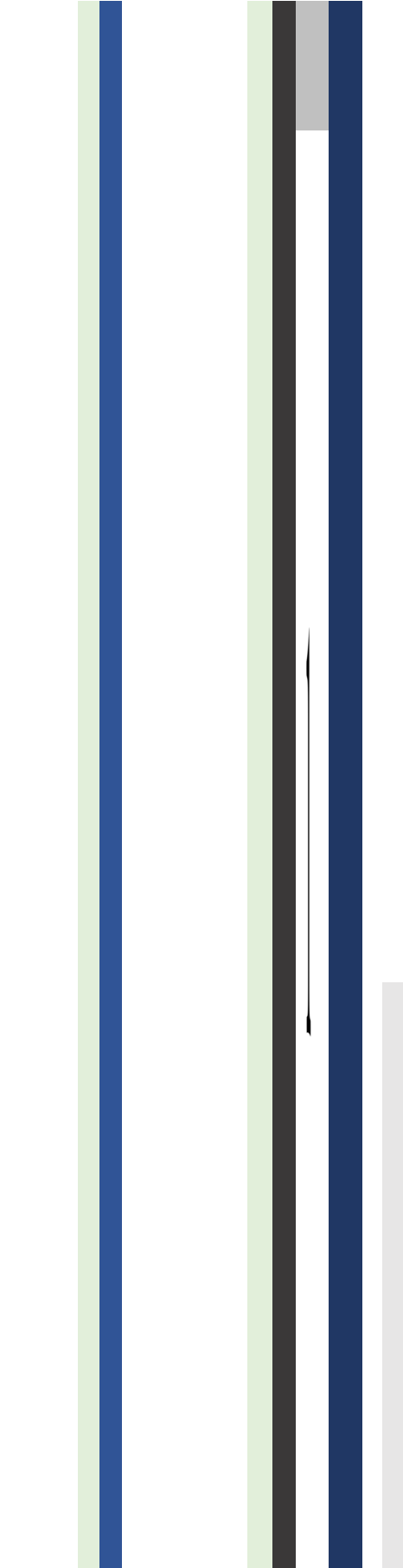


## Other Relevant Experience

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



Task 1: Understanding the Context: June - October 2020														
1.1	Project Initiation Meeting (Calculated as part of Task 1.2)	6	\$2,100	6	\$1,500	4	\$420	6	\$ 60	1	\$105	23	\$5,085	\$0
1.2	Strategic Planning Steering Committee meetings 1, 2 (Virtual)	2	\$700	4	\$1,000	6	\$630			1	\$105	13	\$2,435	\$3,085
1.3	Research and data Gathering	2	\$700	2	\$500	6	\$630					10	\$1,830	\$2,435
1.4	Communications Plan	8	\$2,800	12	\$3,000	4	\$420			1	\$105	25	\$6,325	\$1,830
1.5	Campus/Community Focus Groups (Virtual)	6	\$2,100	6	\$1,500	2	\$210					14	\$3,810	\$6,325
1.6	Stakeholder Interviews	1	\$350	4	\$1,000	20	\$2,100			1	\$105	26	\$3,535	\$3,810
1.7	On Line Survey	4	\$1,400	4	\$1,000	30	\$3,150					38	\$5,550	\$4,055
1.8	Environmental Scan	1	\$350	6	\$1,500	12	\$1,260		\$0	4	\$420	23	\$3,530	\$5,550
1.9	Project Management and Administration	30	\$10,500	44	\$11,000	84	\$8,820	6	\$ 60	8	\$840	172	\$32,120	\$200
Subtotal														\$32,820
Task 2: Shaping the Vision for the Future: November 2020 - March 2021														
2.1	Strategic Plan Charrette	10	\$3,500	12	\$3,000	16	\$1,680	4	\$640	4	\$420	46	\$ ,240	\$4,000
2.2	Steering Committee Meetings 3, 4, 5	10	\$3,500	6										



# 4. Required Attachments and Other Materials







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