

City of  
Golden

# Racial Equity Plan

PROPOSAL | APRIL 2, 2021



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*In association with:* COLLECTIVE PURPOSE





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April 2, 2021

Carly Lorentz, Deputy City Manager  
City of Golden  
1000 10th Street  
Golden, CO 80401

**RE: City of Golden Racial Equity Plan Proposal**

Dear Carly Lorentz and Selection Committee Members,

Thank you for considering MIG as your consultant to assist with the City of Golden's Racial Equity Plan. For nearly four decades, **MIG** has worked with public, private, and nonprofit agencies and policymakers throughout the United States to effectively address complex social needs and social justice issues with their clients, constituents and colleagues. We, like you, continue to challenge ourselves to think critically about equity, power and privilege, with the goal of creating better outcomes for everyone.

Sparked by the current pandemic and racial justice protests, and a long time coming, many cities are grappling with how to advance equity, promote fully inclusive work environments, and better serve diverse communities. These conversations require us to stretch outside of our comfort zones, to be brave and honest, and to take decisive actions to end structural racism and oppression in all its forms. With our expertise in equity-centered, anti-racist organizational development, and our knowledge of the City of Golden, MIG is well-positioned to partner with you to embed and infuse racial equity, diversity and belonging in your organizational culture and practices.

Our experience working with staff on these issues, including internally at MIG for the last several years, is extensive, and characterized by cultural humility, respect, understanding without judgement and deep listening. MIG approaches each project as a strengths-based, capacity building opportunity with products, tangible and intangible, that go well beyond the plan document itself—clarity, cohesion, and momentum for action and change. MIG, in partnership with **Collective Purpose**, brings significant expertise and strengths to this effort, including:

- » **Significant expertise in embedding racial equity** in interdepartmental city functions, services, programs, policies, and budgetary decisions.
- » **A collaborative approach** that builds and deepens partnerships and support for implementation—from start to finish.
- » **Proven experience in assisting organizations to establish a shared vocabulary** and shared foundation to operationalize racial equity, diversity, inclusion and anti-racism.
- » **Existing relationships, knowledge and experience** with diverse communities throughout Golden and the Denver Metropolitan Area.
- » Broad and **deep experience in 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.



- » **Strong facilitation and consensus-building skills** to help groups discuss and navigate complex processes and deepen their understanding of equity, diversity, and inclusion, leading to personal and professional growth, and collective culture shifts.
- » **Qualitative and quantitative research and analysis skills** that support data-driven decision-making and continuous learning.
- » Strong, robust skills in **clearly documenting the results** of stakeholder engagement activities to support informed decision-making.
- » Full-capabilities to conduct this process in a **virtual environment** should Covid-19- related restrictions continue to limit in-person gatherings.
- » **A strong personal commitment of team members** to use our passion and professional capabilities to assist the City of Golden in deepening your ability to operationalize racial equity, diversity and inclusion for all staff, community members and partner organizations.

Key MIG staff and task leaders are committed to supporting this project from inception to completion. We understand the challenges facing communities and will function as your partner to give you access to the diverse skills, experience and problem-solving knowledge of the more than 240 professionals at MIG. I, **Carolyn Verheyen**, will serve as the Principal-In- Charge, and I am authorized to sign contracts on the firm's behalf. **Jamillah Jordan** will serve as the Project Manager. The information and data submitted in this proposal are true and complete. Please do not hesitate to contact either myself or Jamillah if you need any additional information or have any questions.

Sincerely,

A blue ink signature of Carolyn Verheyen, written in a cursive style.

Carolyn Verheyen, *Principal-In-Charge*  
Phone (510) 845-7549  
E-mail: carolynv@migcom.com

A blue ink signature of Jamillah Jordan, written in a cursive style.

Jamillah Jordan, *Project Manager*  
Phone (510) 845-7549  
E-mail: jamillahj@migcom.com



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Equitable Community Engagement

# 1. Project Team and Scope of Services

Inclusive and equitable planning is a part of our DNA at MIG. For nearly four decades, 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.

## About MIG, Inc.

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 everyone.
- » Elegant design inspires new thinking.
- » Every project presents an opportunity to advance racial and social equity.
- » All work must be context driven.

**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.

Our dedicated staff has the background and experience in designing and implementing planning and engagement programs to ensure that policy frameworks, practice changes, organizational supports, and cross-agency systems are informed by and reflect the needs, aspirations and values of the constituencies served, leading to better outcomes for all.

### Our Subconsultant

#### COLLECTIVE PURPOSE

**Collective Purpose (CP)** are an interdisciplinary community engagement firm that collaborates with neighborhoods and city developers to support vibrant and inclusive community revitalization and planning—guided by purposeful assessment, planning, communication, and implementation. Rooted in equity, they practice asset-based community development with their civic engagement process - to ensure every stakeholder has a place at the table.

### Team Introduction

We are proud to present an experienced and deeply motivated team for the Racial Equity Plan. Our team members have been selected for their strong expertise in their fields of work as well as for their passion for this project.

**Carolyn Verheyen** will serve as Principal-in-Charge, providing project direction, ensure adequate resources are allocated to the project, and maintain adherence to the contractual requirements. Carolyn is an expert in facilitation and outreach, social policy planning, community service delivery, strategic planning, and organizational development.

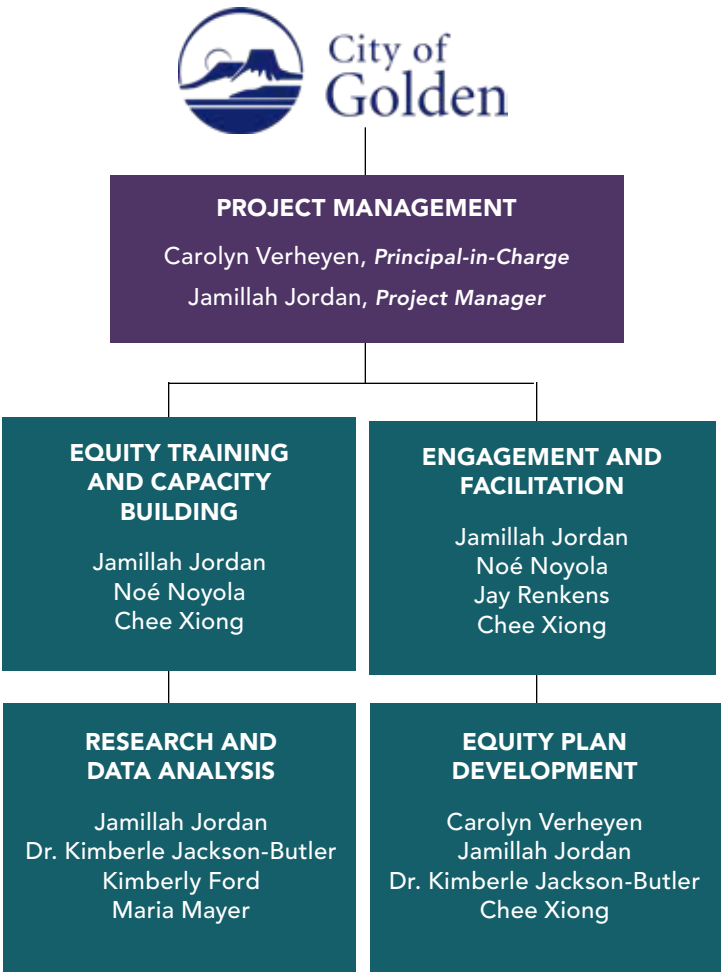
Project Manager/Equity Specialist **Jamillah Jordan** specializes in equity centered strategic planning, public outreach and facilitation. Jamillah manages large-scale qualitative research efforts using surveys, focus groups and key informant interviews. Jamillah will serve as the day-to-day client contact and will be responsible for overseeing deliverables, reviewing draft work products, and allocating project resources.

#### TECHNICAL SUPPORT

- » **Jay Renkens, AICP**, Consulting Principal/Facilitator
- » **Noé Noyola**, Senior Facilitator/Engagement Specialist
- » **Maria Mayer**, Project Associate
- » **Dr Kimberle Jackson-Butler**, Impact Assessment Research (CP)
- » **Chee Xiong**, Facilitation and Community Engagement (CP)
- » **Kimberly Ford**, Transit Equity Specialist (CP)

### Organizational Chart

Our team organization is illustrated below, followed by resumes for all MIG Team members.





## Carolyn Verheyen

### PRINCIPAL-IN-CHARGE

Carolyn Verheyen is a regional and statewide 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 often transformative change in improving the lives of the people they serve. When she began her career 30 years ago, environmental psychology was a little-known field of study. Today, 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 range of content knowledge encompasses every area of community and social services including, but not limited to: public and behavioral health, child development, child and family services, homelessness, parks and recreation, education, transportation, and land use. As a facilitator and strategic planner, Carolyn is known for her ability to apply sensitive listening, objective assessment, tactful advice, peer-oriented coaching, intuitive communication, and an equity lens. She recognizes that the long-term impacts of her work can be life-changing for people in need. Because many of her projects involve multiple agencies and communities of interest, she strives to foster collaboration with a strategic focus that overrides ego, competition, and organizational or jurisdictional boundaries, which translates into better experiences and outcomes for everyone.

#### AREAS OF EXPERTISE

- » Strategic Planning
- » Organizational Development
- » Policy Planning
- » Stakeholder Engagement
- » Collaboration Support
- » Facilitation

#### EDUCATION

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

#### SELECTED PROJECT EXPERIENCE

- » Forest Grove Diversity, Equity and Inclusion Plan and Training, Forest Grove, OR
- » Jewish Family Service of San Diego Blueprint, San Diego, CA
- » Si Se Puede Collective Strategic Plan, San Jose, CA
- » Cross Agency Service Team County-wide Trauma Informed System of Care Framework, Santa Clara County, CA
- » Moorland Healthy Neighborhood Plan, Sonoma County, CA
- » First 5 Los Angeles Best Start Initiative Community Assessment, Los Angeles County, CA
- » Oakland Fund for Children and Youth Strategic Plan, City of Oakland, CA
- » Santa Clara County School-Linked Services Theory of Change and Strategic Plan, Santa Clara County, CA
- » Eastern Coachella Valley Building Healthy Communities Ten Year Plan, Coachella Valley, CA
- » City of Hillsboro Strategic Plan, Hillsboro, OR
- » Palo Alto Project Safety Net, Santa Clara County, CA
- » San Francisco Office of Early Care and Education Organizational Development Plan, San Francisco, CA



## Jamillah Jordan

PROJECT MANAGER / EQUITY SPECIALIST

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 public health initiatives. Recognized as a skilled facilitator, Jamillah has led numerous stakeholder engagement processes that build consensus, organizational capacity, and a vision for the future.

Drawing on both traditional and innovative techniques, she has assisted organizations such as Caltrans, the Bay Area Air Quality Management District, and the San Francisco Office of Early Care and Education in implementing successful community engagement programs that secure stakeholder support and inform decision-making. Fluent in Spanish, Jamillah is adept at engaging diverse and limited-English proficient communities.

Recently, Jamillah facilitated the Berkeley Global Campus Community Benefits Agreement. Jamillah worked with several ad-hoc committees to build equity goals and action plans, 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 each committee.

### AREAS OF EXPERTISE

- » Equity-Centered Strategic Planning
- » Training and Capacity-Building
- » Stakeholder Facilitation
- » Equitable Community Outreach and Public Involvement
- » Spanish Fluency

### EDUCATION

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

### PROFESSIONAL AFFILIATIONS

- » Robert Wood Johnson Foundation Culture of Health Leader
- » American Planning Association (APA)

### SELECTED PROJECT EXPERIENCE

- » Marin County Race Equity Planning Committee, Marin CA
- » Forest Grove Diversity, Equity and Inclusion Plan and Training, Forest Grove, OR
- » Green River College Equity-Centered Strategic Plan, Auburn, WA
- » Si Se Puede Collective Strategic Plan, San Jose, CA
- » Engage Moval: Outreach Toolkit for Disadvantaged Communities, Moreno Valley, CA
- » San Francisco Office of Early Care and Education Organizational Development Plan, San Francisco, CA
- » Cross Agency Service Team Trauma- Informed System of Care Workforce Development Project, Santa Clara, CA
- » Berkeley Global Campus Community Benefits Agreement Facilitation, Berkeley, CA
- » San Francisco Office of Economic and Workforce Development All-Staff Strategic Planning Retreat, San Francisco, CA
- » Santa Clara County Consortium, 2015-2020 Housing and Community Development Needs Assessment and Consolidated Plan, Santa Clara, CA



## Jay Renkens, AICP

CONSULTING PRINCIPAL / FACILITATOR

Jay Renkens is a planning and design leader with national experience in downtowns, transit-oriented development, streetscapes, land use, and higher education. While researching health and motivational theory, he was struck by the significant influence that the environment has on people's choices and behavior, and he has sought to shape environments for the better ever since. Although his original studies are behind him, they still form the lens that Jay uses in taking a holistic approach to optimizing social, economic, and physical wellness for the greatest number of people. He strives to integrate equity into planning and design and to address the unintended consequences of gentrification such as displacement and the losses of culture and authenticity. Jay can distill concepts and articulate complex ideas in written, verbal, and visual communications that provide a common foundation for decision-making. He has successfully led projects from high-level vision to implementation by facilitating client, community, and stakeholder collaboration, consensus, and engagement. Jay's management, design, and planning skills have contributed to transformational change in communities throughout the country from Boston to San Antonio, Portland to Charlotte, and Spokane to Denver.

### AREAS OF EXPERTISE

- » Public Engagement
- » Urban Design and Planning
- » Master Planning
- » Neighborhood Planning
- » Streetscapes and Corridors

### EDUCATION

- » MURP, Portland State University
- » Master of Psychology of Health and Exercise, Purdue University
- » BS, Health Promotion and Wellness, University of Wisconsin, Stevens Point

### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » American Certified Institute of Planners (AICP)
- » International Downtown Association
- » Urban Land Institute

### SELECTED PROJECT EXPERIENCE

- » Heart of Golden Civic Campus Master Plan, Golden, CO
- » Civic Center Master Plan, Northglenn, CO
- » RidgeGate City Center and Station Area Subarea Plan and Design Guidelines, Lone Tree, CO
- » National Western Center Campus Placemaking Study, Denver, CO
- » Far Northeast NPI Plan, Denver, CO
- » Blueprint Denver Update, Denver, CO
- » Superior Town Center Main Street Design, Superior, CO
- » Peoria Station Catalytic Project, Aurora, CO
- » North Tryon Vision and Implementation Plan, Charlotte, NC
- » Square Lake Subarea Plan, Arvada, CO
- » Anderson Park Master Plan, Wheat Ridge, CO
- » Regis University Campus Master Plan Update, Denver, CO
- » Medical District Station Area Master Plan, Las Vegas, NV
- » 55th and Arapahoe Station Area Master Plan, Boulder, CO
- » CCC-DPAC Urban Design Framework, Denver, CO
- » San Antonio Medical District Regional Center Plan, San Antonio, TX



## Noé Noyola

SENIOR FACILITATOR / 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 transportation 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.

### AREAS OF EXPERTISE

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

### EDUCATION

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

### PROFESSIONAL AFFILIATIONS

- » American Planning Association

### AWARDS

- » City of Salinas 2014-2016 Housing and Community Initiatives Public Outreach Program, APA Northern CA Section Merit Award for Public Outreach, 2017

### SELECTED PROJECT EXPERIENCE

- » Forest Grove Diversity, Equity and Inclusion Plan and Training, Forest Grove, OR
- » Green River College Equity-Centered Strategic Plan, Auburn, WA
- » 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
- » Berkeley Global Campus, Community Benefits Facilitation, Richmond, CA



## Maria Mayer

### PROJECT ASSOCIATE

Maria Mayer has more than 20 years organizational experience and a broad range of skills, including research and database management, client and stakeholder communications, writing and editing as well as graphic design. This combination of skills has made Maria highly effective in supporting all aspects of MIG outreach efforts. She is known for her attention to detail and follow-through, calm demeanor, and problem-solving abilities.

Maria 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.

#### 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

#### SELECTED PROJECT EXPERIENCE

- » Forest Grove Diversity, Equity and Inclusion Plan and Training, Forest Grove, OR
- » Green River College Equity-Centered Strategic Plan, Auburn, WA
- » Richmond General Plan Health Policy Element, Richmond, CA
- » Santa Clara County Mental Health Services Planning, Santa Clara County, CA
- » Santa Clara Valley Hospital Behavioral Health Integration Project, and Other Special Projects, Santa Clara County, CA
- » First 5 Early Childhood Mental Health, CA
- » County Health Clinic Community Workshop, Richmond, CA
- » Live Healthy Napa County Community Health Assessment and Improvement Plan, Napa County, CA
- » Solano County Strategic Plan, Solano County, CA
- » Caltrans District 3-SACOG MTP 2035 Update Environmental Justice Focus Groups, *El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties, California*



## Dr. Kimberle Jackson-Butler

IMPACT ASSESSMENT RESEARCH | COLLECTIVE PURPOSE

Dr. Kimberle leads the impact assessment research for Collective Purpose. She previously served as board and chair member for Catholic Communities Services, Washington Housing Equity Alliance, LAW CASA, United Way, and Life Wire. As a founding member of the Washington Housing Equity Alliance, Dr. Kimberle developed a pipeline system and outreach plan that advances and supports low-income African American families in King County through her research expertise in educational outcomes, affordable housing and wrap-around services in newly developed mixed-use projects. Dr. Kimberle is a member and holds a certificate from the Colorado Urban Land Institute's Real Estate Diversity Initiative Program.



## Chee Xiong

FACILITATION/COMMUNITY ENGAGEMENT | COLLECTIVE PURPOSE

Chee leads the facilitation and communications work for Collective Purpose. He has experience working with Communities of Color towards the planning and updates of public parks, public-serving spaces, and assets. Prior to Collective Purpose, he worked for the Minneapolis Parks Foundation and Ackerberg Group. Chee was a member of the Generation Listen Advisory Council at American Public Media and served the Board of Directors for the Minneapolis Art Lending Library. He is active in healing justice work and is a member of the BIPOC Meditation Collective in Boulder, CO. Chee holds a certificate from the Colorado Urban Land Institute's Real Estate Diversity Initiative Program.



## Kimberly Ford

TRANSIT EQUITY SPECIALIST | COLLECTIVE PURPOSE

Kimberly currently serves as the Transit Equity Specialist at the Regional Transportation District (RTD) in the Denver Metro and has over 13 years of experience implementing diversity and inclusion initiatives. Prior to RTD she worked with numerous nonprofit agencies committed to social justice organizing strategies to advance equity. In 2020 Kimberly served as an equity planner for the Colorado Women Leading Government (CWLG) conference and now leads the CWLG monthly "lunch and equity" series to better equip government employees with tools to advance equity.

## Our Approach

Rich in culture, the City of Golden boasts many assets including a robust economy, safe communities, scenic beauty and a positive quality of life for residents and families. The City is west of Denver at the foot of the Rocky Mountains and serves a population of nearly 20,000 residents. The City provides a wide range of services including parks and recreation, police services, fire safety, environmental services, and planning and zoning, to name a few.

The City of Golden has already begun its journey of embedding and infusing equity into its operations with the creation of the **Justice, Equity, Diversity, and Inclusion (JEDI)** City Council subcommittee, several resolutions on anti-racism and community conversations on advancing racial equity.

The MIG Team, in collaboration with Collective Purpose, is ideally suited to support the City of Golden in striving for racial equity. We bring deep experience in partnering with cities, counties and organizations to:

- » Establish shared language and shared JEDI frameworks
- » Set JEDI goals and priorities
- » Lead with a racial equity lens
- » Assess current practices and policies
- » Build staff and organizational capacity to understand and advance JEDI

Using interviews, surveys, focus groups and other input activities, we will assess community perspectives related to racial equity, diversity and belonging and barriers to accessing city services. Through exercises, discussions, and presentations, we will help staff strengthen their knowledge of strategies and tools to achieve equity. We will explore frameworks 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.



We believe there are some essential success factors in this work:

- » **Inclusion** – The process itself must include all staff, welcome diverse viewpoints, and provide multiple avenues for accessing the conversation.
- » **Centering Equity in All of the Work** – The plan must provide a practical blueprint for specific changes to fully embody and activate a clear focus on equity.
- » **Articulation** – The resulting plan and strategies must be clear, understandable and reflective of the diversity of the organization and its constituencies.
- » **Data-Driven** – The plan must be guided by information about the organization and the communities served, fully tailored to the City of Golden, and include measurable goals.
- » **Motivation** – Both the process and plan must be educative, engaging, and inspiring, acknowledging various starting points along the journey and facilitating growth and new insights on an individual and collective level.
- » **Commitment to Implementation** – The plan must be workable and doable, supported and resourced by the City's leadership.

## Scope of Work

### PHASE 1: LISTENING AND LEARNING: KEY ISSUES, OPPORTUNITIES, AND PRIORITIES

#### Task 1.1: Project Kickoff Meeting (virtual)

MIG and the City of Golden Project Team (Project Team or City) will meet virtually to initiate the planning process, confirm the project approach and objectives, refine the project scope and timeline, and determine communication protocols. This meeting will be designed to accomplish the following objectives:

- » Discuss the project schedule
- » Confirm key outreach activities and inputs
- » Confirm training and education goals
- » Confirm team member roles and responsibilities
- » Confirm review process for project materials

MIG staff will design the meeting agenda and provide a brief electronic summary.

**Deliverable:** Meeting agenda, brief summary documentation and project schedule.

#### Task 1.2: Equitable Engagement Plan

MIG will develop an Equitable Engagement Plan (EEP) that serves as a roadmap and guide to the overall planning process. The EEP will be designed to ensure an inclusive and equitable engagement process that intentionally reaches a diverse cross-section of the community, with a particular emphasis on empowering historically marginalized communities. The MIG Team will build on its framework for equitable engagement, which includes the following pillars:

- I. Define and Plan
- II. Listen and Learn
- III. Collaborate and Empower
- IV. Measure and Evaluate
- V. Inform and Communicate



MIG will identify strategies and tools to meaningfully engage a wide range of stakeholders, including but not limited to residents, parents and families, businesses, community partners and under-represented groups. The EEP will outline major outreach activities and events, how each set of stakeholders will participate in the planning process, when each planned activity will occur, as well as key participation metrics (both qualitative and quantitative) to measure and benchmark success.

As part of the EEP, the MIG Team will identify key organizations and community leaders in the stakeholder ecosystem and develop an initial stakeholder database. The database is intended to serve as a “living list” of key stakeholders and will be regularly updated throughout the engagement process.

**Deliverable:** Draft and final Equitable Engagement Plan.

#### Task 1.3: Key Informant Interviews (virtual)

MIG will conduct seven one-on-one interviews virtually with key stakeholders and community partners to share critical insights into the racial equity needs and emerging opportunities for Golden.

Each of these interviews provides an opportunity for key individuals to discuss concerns or issues in a more intimate environment than that afforded by larger scale meetings. Individual results from each interview will be reported in aggregate.

Interviewees may include key representatives from City departments (e.g., Police, Community and Neighborhood Planning, Library, etc) and local organizations including Golden Cultural Alliance, Neighborhood Rehab Project, Golden Chamber of Commerce, Community First Foundation, Jeffco Economic Development Corporation, and local businesses, among others. MIG will work with the Project Team to identify potential interviewees.

Each interview will be conducted by phone and/or online video conference (e.g., Zoom). The interviews are expected to take approximately one hour each. A list of questions will be developed to guide the interviews to ensure that consistency is maintained among each of the parties and interviewers, and that information is gathered in the most efficient way possible.

**Deliverable:** Interview questions; summary of interview findings.

#### Task 1.4: Community Focus Groups (virtual)

The community focus groups are an opportunity to collect input from a diverse and targeted set of community members. MIG will design and lead four (4) focus groups. Potential participants may include Black, Indigenous, and People of Color (BIPOC), limited-English proficient individuals, low-income residents, LGBTQIA+ individuals, youth and seniors. The MIG Team will present the demographics of Golden, the purpose and goals of the Racial Equity Plan and the timeline. Participants will be invited to share their perspectives, attitudes, and experiences related to diversity, racial equity, belonging and anti-racism in the City of Golden. Participants will also explore barriers to access for city functions, services and programs, such as linguistic or cultural barriers.



These sessions will be conducted virtually and will include facilitated discussion with 8-12 participants and open with remarks to provide context and framing for the discussion. MIG will provide a draft version of the focus group questions for one round of client review before finalizing. We expect these sessions to be about 90 minutes long and held on the same day or consecutive days. We recommend providing stipends (e.g., transit passes, cash, or grocery store cards) to certain community audiences to incentivize their participation.

**Deliverable:** List of focus group questions; presentation materials; virtual facilitation; summary documentation in PowerPoint.

#### Task 1.5: Community Survey

Building on best practices, MIG will develop a community survey to assess perspectives, attitudes, and experiences related to racial equity, diversity, and belonging in Golden. Using an online survey platform, such as Limesurvey, the MIG Team will develop nuanced questions to assess community member's sense of belonging, their perceptions of racial equity and diversity in Golden, and barriers to accessing city services and programs.



Participants will also share input on the key equity issues to address including housing affordability, transportation access and education, among many other topics. MIG will share a draft version of the questionnaire with the City Project Team for feedback and input before finalizing.

MIG will test the survey to ensure its functionality on mobile, tablet and computer devices. Additionally, we recommend preparing a simplified paper version of the survey to reach community members who do not have access to or are uncomfortable with online technology. The final survey will be available online and via print copies. The survey can be translated to other languages based on the linguistic needs of community members.

Given the highly sensitive nature of the survey topics, the results of the survey will only be reported in aggregate and names will not be attached to any data. The MIG team will thoroughly analyze the survey results and identify key themes and findings.

**Deliverable:** Draft and final questionnaire; summary documentation in PowerPoint.

### Task 1.6: Staff Listening Sessions

MIG will conduct two listening sessions with staff to collect input on the issues and opportunities facing City employees from a justice, equity, diversity and inclusion (JEDI) lens. We will discuss their JEDI needs and ideas on how to equitably deliver city services and operations. MIG will work with the City to identify participants, including representatives from City departments such as Parks and Recreation, Police, Planning, Community Development, Library, and Economic Development, among many others. Participants will be invited to share their perspectives, attitudes, and experiences related to racial equity, belonging, diversity, and anti-racism in the workplace.

These sessions will be conducted virtually and will include facilitated discussion with up to 10-20 participants each. We expect these sessions to be about two hours. MIG will design the approach for the listening sessions, including the length, meeting, and the discussion questions.

**Deliverable:** List of questions; presentation materials; virtual facilitation; summary documentation in PowerPoint.

### Task 1.7: Baseline Equity Assessment and Inventory

We will conduct a baseline assessment of the City's demographics, as well as the extent of current racial, economic, educational and health disparities. The MIG Team will also conduct an inventory of the City's policies, procedures and practices related to equitable delivery of city services and community function, as well as workforce hiring. The inventory will examine current policies in priority areas such as affordable housing, homelessness, policing and criminal justice, health and transportation that advance or hinder equity.

For the baseline assessment and inventory, MIG will extract key challenges, gaps, and opportunities related to racial equity, diversity, inclusion, and belonging, and document these for use throughout the planning process.

**Deliverable:** Draft and final assessment and inventory.

### Task 1.8: Phase 1 Engagement Summary

The MIG team will thoroughly analyze the interview, survey, focus group, listening session and town hall results, identifying key themes and findings. The summary document will also include an executive summary infographic to provide an illustrative, at-a-glance recap of the results. The MIG Team will ensure that all data is available and transferred to the City for storage or archival purposes. The Project Team will provide one round of consolidated comments before the summary is finalized by MIG.

**Deliverable:** Draft and final summary of Phase 1 engagement.

## PHASE 2: TAKING ACTION: DEVELOPING THE RACIAL EQUITY PLAN

### Task 2.1: Draft Goals and Strategies

The trainings, survey results and other input activities described in Phase I will lead to the development of a set of draft prioritized Plan goals and strategies. Potential strategies will be chosen and designed based on anticipated effectiveness, feasibility of implementation, meeting community needs, addressing service and program gaps and other criteria to be developed. Project Team staff will be asked to provide one condensed set of written edits and comments.

**Deliverable:** Draft goals and strategies.

### Task 2.2: Staff Forum (virtual)

The staff forum is a two-hour event that will bring together staff from across the City. Staff will review the key findings from the Phase 1 engagement activities. Participants will discuss the draft goals and strategies.

During the interactive session, staff will also discuss policies and procedures that promote an inclusive work environment and equitable delivery of services.

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. MIG will use graphic recording to document and focus the discussion. The Project Team will schedule the forum in coordination with the staff to ensure it is on a day when all participants can conveniently attend.

**Deliverable:** Forum design, agenda, materials and graphic summary in PowerPoint. MIG will provide a draft version of these deliverables for one round of client review before finalizing.

### Task 2.3: Community Workshops (virtual)

MIG will design and facilitate two (2) community workshops to collect input from a broad and diverse array of community members on the draft goals and strategies including the key informant interviewees. MIG will present the findings from the Phase 1 engagement and participants will discuss the draft goals and strategies. The workshops will be highly interactive and inspire hands-on collaboration.

The workshops may be held virtually or at a central location in order to be accessible to the most participants. If conducted in-person, the Project Team will secure the workshop venues and assist with outreach and logistics. If the meeting is conducted virtually, participants can engage via their smart phones or computers, which is often more convenient for working professionals, families with children and people with limited mobility.

The MIG team 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. MIG will use graphic recording to document and focus the discussion.

**Deliverable:** Workshop design, agenda, materials, virtual facilitation and graphic summary in PowerPoint. MIG will provide a draft version of these deliverables for one round of client review before finalizing.

### Task 2.4: Draft Racial Equity Plan

Building on the input from Phases 1 and 2, MIG Team will finalize the draft plan content, including goals, strategies and policy recommendations to advance equity in priority areas such as housing, transit and transportation, education and other topics. The Plan will also outline the implementation process and action steps, providing clear and high-level direction on staff responsibilities and timelines. In addition, the Plan will establish metrics and key benchmarks to determine the baseline and to measure progress and successes toward achieving the strategies. The Project Team, City staff, community members and other identified stakeholders will provide one set of consolidated comments.

**Deliverable:** Draft Plan.

### Task 2.5: Final Racial Equity Plan

MIG will finalize the Plan based on the input and feedback from City staff, community members and other partners. We will work with our graphics team to design the format and layout for the Plan, which will be presented in InDesign and be made available electronically. Staff will be responsible for providing photos, finished maps and graphics for incorporation into the Plan, and for ensuring that all needed files are shared in a timely fashion. MIG will provide the Final Plan as an electronic pdf file and original InDesign file.

**Deliverable:** Final Plan and appendices.



## PHASE 3: PROJECT MANAGEMENT

### Task 3.1: Ongoing Project Management and Coordination

The purpose of this task is to ensure a consistent basis for project management, including contract administration, invoicing, scheduling, and the timely delivery of all products and services. To ensure efficient project coordination and implementation, the MIG project manager will communicate regularly by phone, email and in-person with the designated Project Team staff to review progress, discuss emerging issues and plan for upcoming activities.

**Deliverable:** Monthly Progress Reports and Invoices

### Task 3.2: Team Meetings

MIG will conduct up to ten (10) meetings with the City Project Team. These meetings will be designed to prepare for staff and community input activities and events, review project milestones and deliverables, and discuss emerging issues and opportunities. Meetings will take place by conference call or online video conference and up to two MIG Team members will participate in the calls.

**Deliverable:** Participation in up to 10 Team meetings; brief e-mail summaries of team communications and action items.

## PHASE 4: ALTERNATIVE PROCESS AND OPTIONAL SERVICES

### Task 4.1: JEDI Capacity-Building Trainings (virtual)

MIG will conduct a 2-day joint training with the Project Team, Department Directors and selected staff. Participants will be asked to complete a justice, equity, diversity and inclusion (JEDI) self-assessment to identify current strengths and areas for improvement. Based on the results, MIG will develop and deliver a customized training. The training will be designed to establish shared language and common definitions, which allows participants to engage in honest and brave conversations. Our interactive JEDI trainings build knowledge, skills and capacity to challenge systemic racism, understand unconscious bias and practice equity in the day-to-day.

Through creative 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.

During the trainings, we will dive deep, focusing on best practices for operationalizing equity and shifting organizational culture, practices, programs and outcomes.

**Deliverable:** Training content and facilitation

### Task 4.2: Implementation Support

As an option at additional cost, MIG will develop customized tools to support the City's implementation and performance measurement of the Plan. The tools are anticipated to include the following:

- » Additional decision-making support and tools
- » Measurement tool for tracking progress on the objectives
- » Reporting tool or dashboard for communicating implementation progress at a summary level

MIG will coordinate with City staff to create the tools on platforms and editable formats that are manageable for City staff. All deliverables will be provided to City in electronic formats as drafts and, following comments, final versions.

**Deliverable:** Draft and final implementation tools and strategic guidance

### Task 4.3: Contingency for Additional Stakeholder and Community Engagement Activities

In anticipation of the City of Golden's desire for additional efforts to engage the community, MIG has resources to conduct further outreach upon the request. Additional community engagement can take the form of a maximum of four (4) key stakeholder interviews conducted by telephone, two focus groups, a staff listening session or an additional community workshop. The additional costs needed to summarize the findings from these input activities are included in the fee estimate.

**Deliverables:** Coordination, implementation and summary analysis of additional community engagement.

*Outline how the firm addresses confidentiality in terms of stakeholder input and work product.*

Given the complex and emotionally-charged nature of racial equity, diversity and anti-racism, MIG will ensure that all results from the input activities (e.g., survey, interviews, focus groups, listening sessions, workshops, etc), answers and personal information are kept confidential. The results of the input activities will only be reported in aggregate and names will not be attached to any data.

*Discuss if there is a potential opportunity for continued work between the firm and the city during the implementation phase of the Equity Plan.*

Please see Task 4.2 on Implementation Support for more details.

*Include the level of involvement and availability of key staff members within existing project workload.*

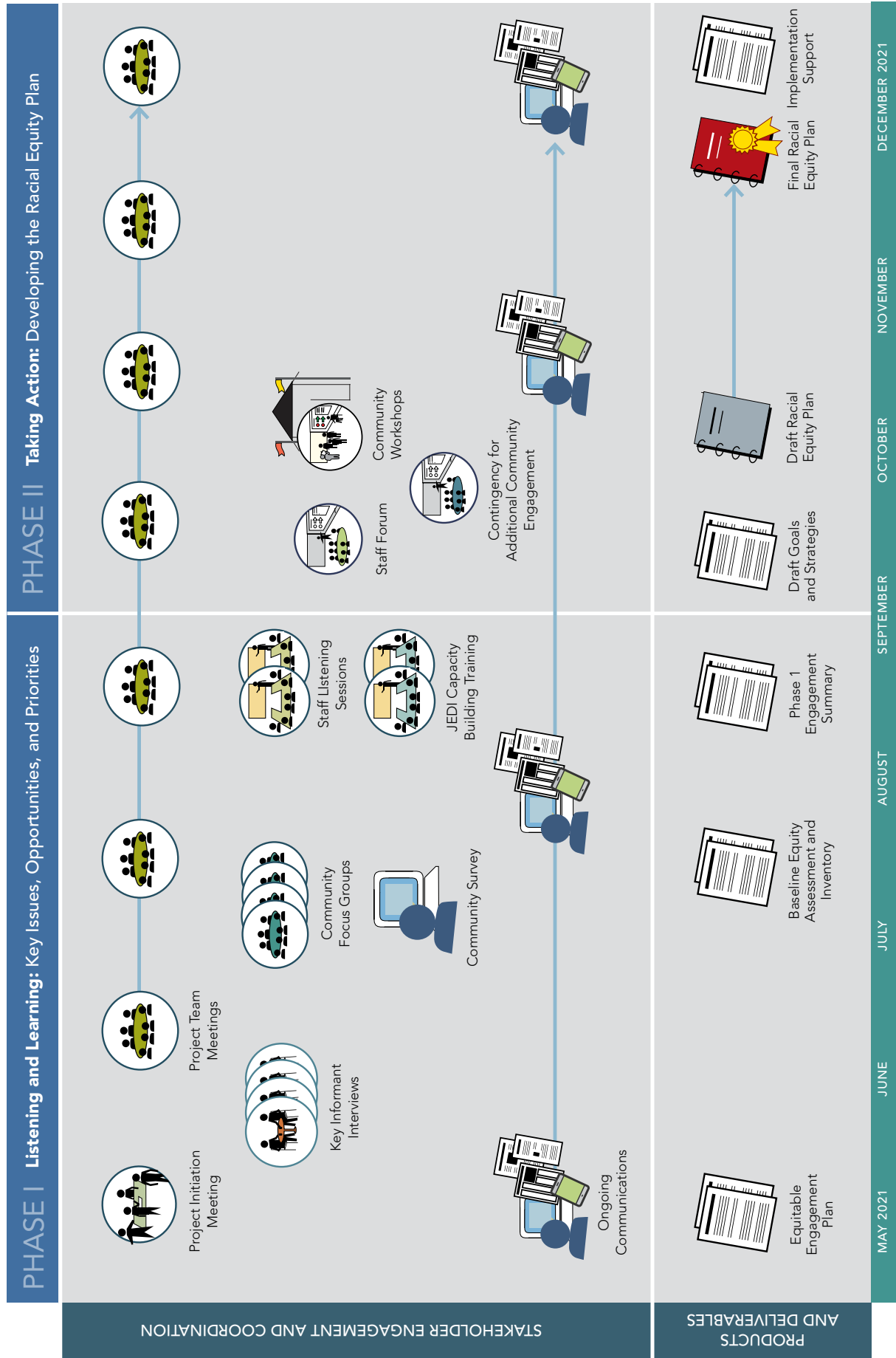
Key Staff percentages of Racial Equity Plan Involvement/Availability within Existing Workload.

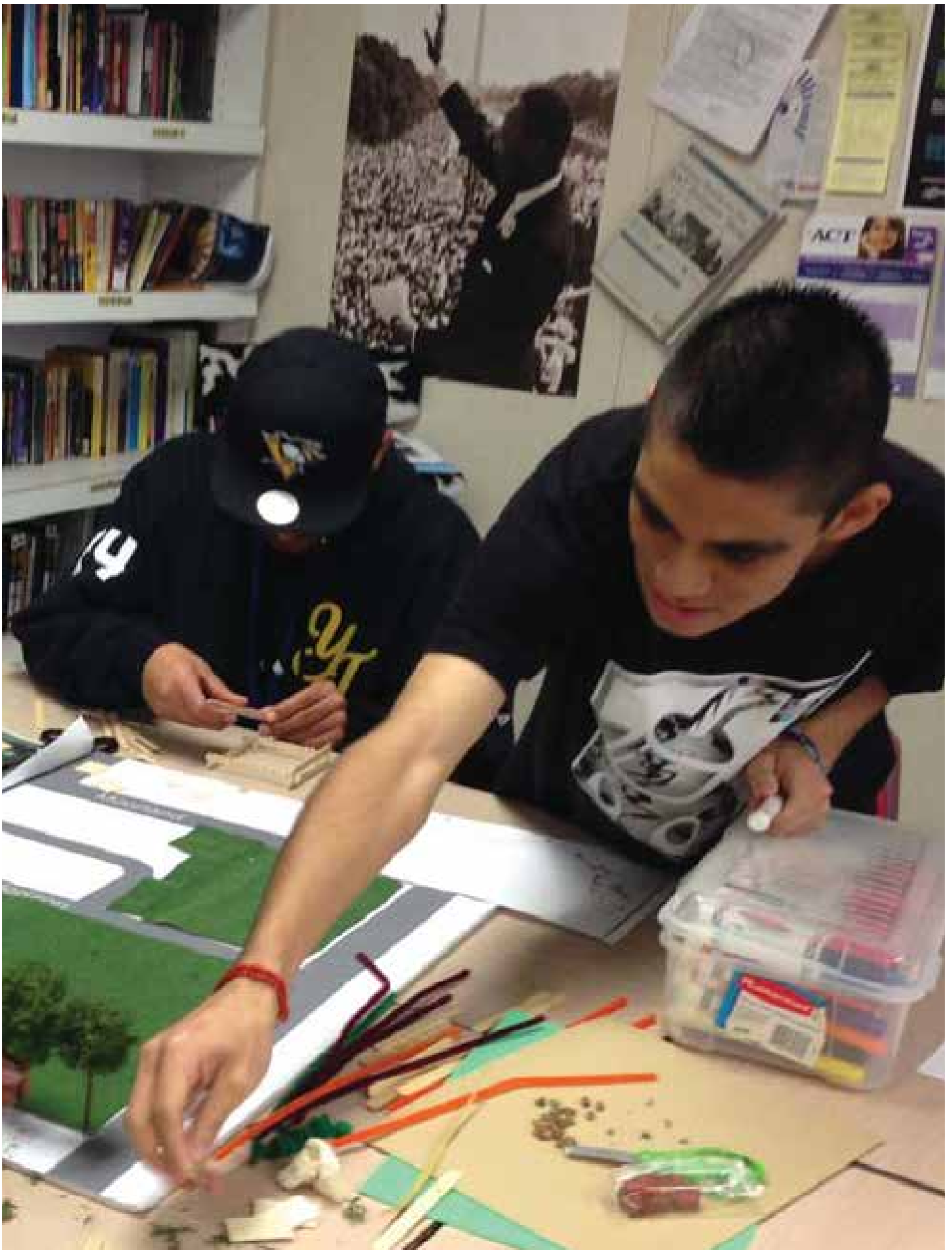
- » Jamillah Jordan: 35%
- » Carolyn Verheyen: 10%
- » Noe Noyola: 15%
- » Maria Mayer: 30%



# Process Schedule

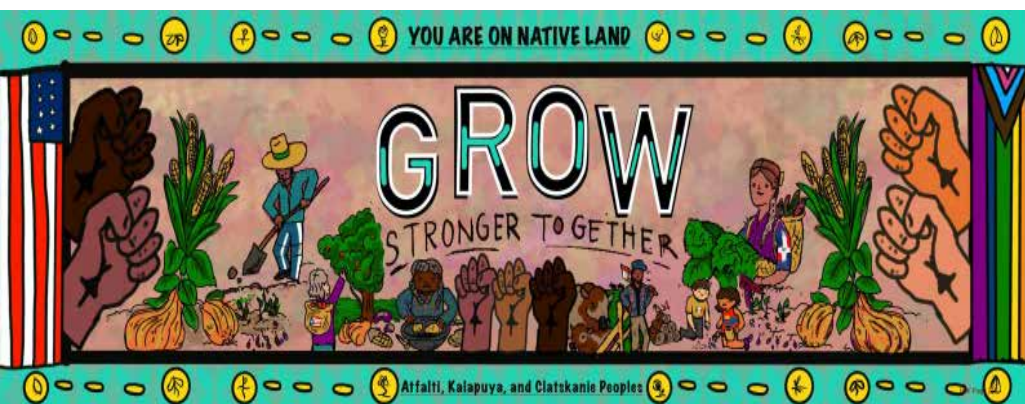
PROJECT TEAM AND SCOPE OF SERVICES





*Interactive Youth Engagement*

## 2. Project Qualifications



### DIVERSITY, EQUITY, AND INCLUSION

#### OUR COMMITMENT

The City of Forest Grove is a friendly and welcoming community for all, with a diverse and vibrant mix of residents and professions, from Latinos, Hispanics, and Asian to farm families, tech workers, and students.

Equity is a core value at the City. In 2017, City Council declared the City "an inclusive community for all persons, regardless of race, color, national origin, immigration or refugee status, religion, sex, gender identity (including gender expression), sexual orientation, marital and physical ability, veteran status, or age."

This year, the Council reaffirmed their commitment by passing a Goal 1: "Support diversity, equity, and inclusion in the delivery of City services and operations" as a top priority.

The objectives of Goal 1 include:

- 1.1 Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services and operations.
- 1.2 Continue DEI Advisory Team and annual assessment.
- 1.3 Support training for DEI Advisory Team, Directors, and Council.

The full 2020-2021 City Council Goals can be found on our website.



**FOREST GROVE OREGON**  
A place where families and businesses thrive.

1924 Council Street  
PO Box 326  
Forest Grove, OR 97113  
(503) 992-2300 | www.forestgrove-or.gov

## Forest Grove Diversity, Equity, and Inclusion Plan and Training

### FOREST GROVE, OREGON

The City of Forest Grove is developing a Diversity, Equity, and Inclusion (DEI) Plan to support the City Council's goal of promoting diversity, equity, and inclusion in the delivery of city services and operations. In October 2020, the City contracted with MIG, Inc. to train staff and leadership on DEI concepts, conduct community outreach efforts, and develop a plan on how to incorporate these concepts into the delivery of city services. The overarching goal of the planning process is to assist the City in providing equitable services to everyone in the community, as well as identifying and removing barriers to access.

To launch this effort, MIG presented the approach and racial equity framework to the City Council and all department heads to collect their early input on the process. In Phase 1, MIG will conduct a series of interviews, focus groups and an online staff survey to surface the strengths and challenges as it relates to DEI. For each of these staff engagement activities, MIG will develop nuanced questions to assess employees' sense of belonging, their understanding of key terms such as equity, anti-racism, and inclusion, and their experiences being their full selves at work, among many other topics.

### PROJECT DETAILS

**Reference:** Elizabeth Stover,  
Program Coordinator  
City of Forest Grove  
(503) 992-3298  
estover@forestgrove-or.gov

**Dates:** 2020-Ongoing



## Heart of Golden: Civic Campus Master Plan

GOLDEN, COLORADO

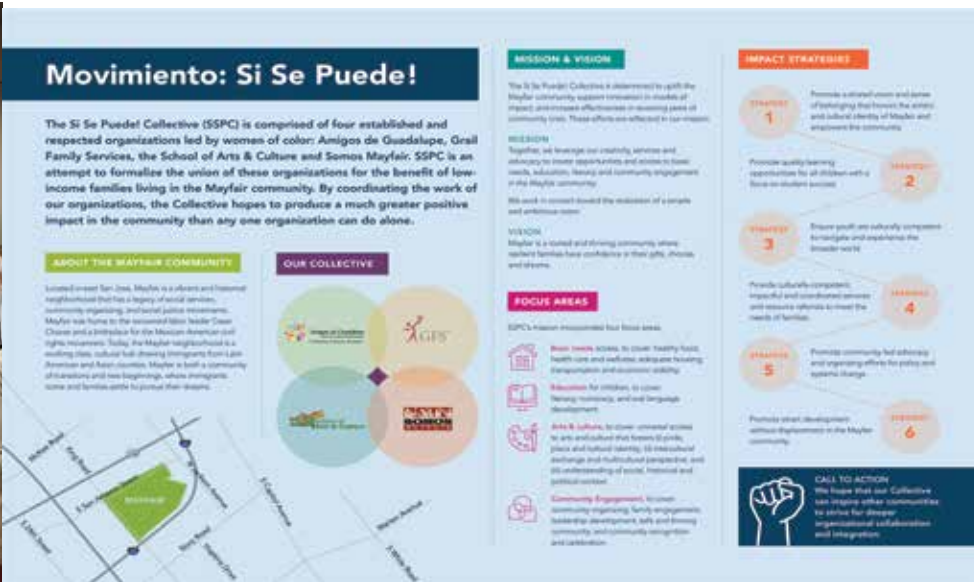
As part of a team, MIG assisted in leading the Heart of Golden's Civic Campus conceptual planning process through visioning and concept refinement conversations with staff and the community. However, inevitably, every design and planning project will come to a point in the process where, whether due to part of the analysis performed or community input received, the consultant and client team will need to reconsider the scope at hand, and be able to respond accordingly.

As priorities change throughout a process, so should the consultant area of effort so that the client and community are receiving the professional guidance that they need. The consultant and client relationship need to maintain a high level of transparency so that both parties are able and willing to evaluate the information, and then collectively determine how best to address it. During the Heart of Golden Civic Campus Conceptual Planning process, COVID-19 struck the United States and municipalities responded accordingly. Despite the momentum of engaged 150+-person in-person workshops, MIG and the client decided to pause, reevaluate the process to date, and determine how best to move forward to ensure equitable, diverse and broad community input. The reevaluation was a collaborative process, which ultimately led to a full change and in some cases, the outright omission of certain large tasks, in the later phases of the project. This decision allowed for a much, more robust concept development and community engagement process than was originally anticipated, and will ultimately lead to a more informed product with a greater degree of ownership.

### PROJECT DETAILS

**Reference:** Carly Lorentz,  
Deputy City Manager  
City of Golden  
(303) 384-8012  
clorentz@cityofgolden.net

**Dates:** 2020-Ongoing



## Si Se Puede! Collective Strategic Plan

EAST SAN JOSE, CALIFORNIA

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.

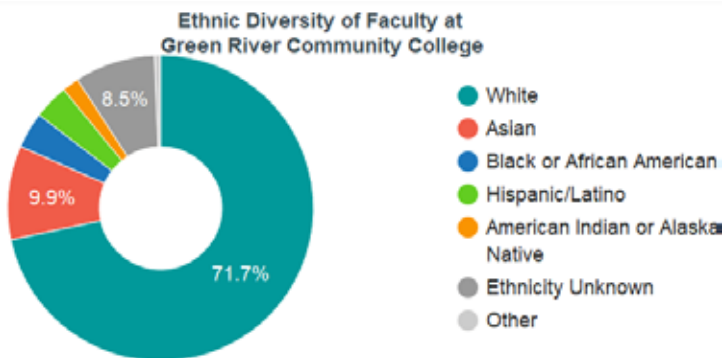
The strategies were accompanied by a detailed implementation plan including evaluation and performance measures. To ensure that the implementation process adheres to the Collective's vision throughout any personnel changes, the plan included development of MOU Agreements for the Collective and for external 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.

### PROJECT DETAILS

#### Reference:

Camille Llanes-Fontanilla,  
MPA, Executive Director  
SOMOS Mayfair  
(408) 937-2576  
cfontanilla@somosmayfair.org

**Dates:** 2016-2018



## Green River College Equity-Centered Strategic Plan

AUBURN, WASHINGTON

For many students, the path to college completion is often a difficult journey, particularly for first-generation, low-income, and students of color. In June 2020, Green River College (GRC) contracted with MIG to lead a collaborative and inclusive strategic planning process to ensure the college delivers on its mission, as well as its commitment to opportunity and equitable student achievement.

Green River College's 2021 Strategic Plan process is centered on deepening equity and closing the opportunity gap for diverse students at the College. Located in Auburn, Washington, Green River is not alone in this; as racial and socioeconomic inequities are highlighted by recent events underscoring deep-rooted, systemic racism, and as the United States becomes a more diverse nation, educational institutions across the country are discussing the equity imperative for post-secondary education.

Using a mix of interviews, focus groups, and Steering Committee work sessions, MIG is identifying the key strengths, needs, and opportunities to improve student success, close equity gaps and increase educational attainment. The Strategic Planning process will take place from June 2020 through June 2021, resulting in a broad, comprehensive, and collaborative institutional strategic plan that will guide the college's priorities and operational planning for mission fulfillment through 2026.

### PROJECT DETAILS

#### Reference:

Marcie L. Sims  
Tenured Faculty, English  
Division  
Green River College  
msims@greenriver.edu

**Dates:** 2020-Ongoing



## County of Marin Race Equity Planning Committee

MARIN, CALIFORNIA

The County of Marin is taking meaningful steps to build an anti-racist and multicultural organization by actively working with community to shift longstanding inequities. The effort is informed by a new committee of residents whose lived experiences and perspectives will help shape a new, countywide Race Equity Action Plan.

The County contracted with MIG, Inc to design and facilitate the Race Equity Planning Committee, comprised of 22 community members including Black, Indigenous and people of color, youth, seniors, undocumented and under-documented individuals, and LGBTQIA+ individuals, among others. MIG is providing equity-centered process design, facilitation and consensus-building to assist the Committee in identifying goals, priority initiatives and accountability indicators.

The Race Equity Planning Committee will assist the County in revising the 2017 Racial Equity Action Plan. Many of the initiatives laid out in the 2017 plan have been initiated, but there is so much more to be done. This Committee will review the plan and make recommendations on necessary changes in light of urgent calls for civil rights, social justice, inclusivity, diversity and equity within Marin County.

Using inclusive engagement techniques, the MIG Team is co-creating an updated Racial Equity Action Plan that is inclusive of employees and community, and includes new tools to address and rectify longstanding biases, structural, and institutional racism.

### PROJECT DETAILS

**Reference:** Sofia Martinez,  
Diversity, Equity and Inclusion  
Analyst  
County of Marin  
(415) 437-7546  
SoMartinez@marincounty.org

**Dates:** 2021-Ongoing



## Santa Clara County Cross-Agency Service Team System-wide Framework for Trauma Informed, Healing-Centered Care

SANTA CLARA, CALIFORNIA

MIG, Inc. assisted the Cross-Agency Service Team (CAST) of Santa Clara County in developing a System-wide Framework for trauma informed, healing-centered care. MIG designed and facilitated a planning process that engaged CAST leaders and department staff in creating an evidence-based framework that effectively addresses client and caretaker trauma throughout the County's system of care. Using multi-method analytical approaches, MIG helped guide CAST in developing strategic recommendations to achieve system-wide practice changes.

MIG facilitated in-depth discussions and led context-sensitive activities with County staff and community members regarding the intersection of identity, race, culture, and power in the service delivery system. The concepts, principles and practices of racial equity and culturally humility are infused throughout the System-wide Framework, as the County strives to dismantle systemic bias and individual implicit bias, in the service of deep equity.

MIG is currently providing on-going implementation support, monitoring, and technical assistance to promote the steady shift of the County's service system to a trauma informed and healing-focused system of care.

### PROJECT DETAILS

#### Reference:

Debra Porchia-Usher,  
Chief Deputy Director  
Santa Clara County Social  
Services Agency  
(408) 755-7709  
[debra.porchia-usher@ssa.sccgov.org](mailto:debra.porchia-usher@ssa.sccgov.org)

**Dates:** 2017-Ongoing



## Monica Village Spirit Center's Community Wellness Center

SEATTLE, WASHINGTON | COLLECTIVE PURPOSE PROJECT

Dr. Kimberle Jackson-Butler, as founding member of the Washington Housing Equity Alliance and in partnership with N3 Architects, LLC developed the community outreach /educational plan for the African American Community Initiative Wellness Center (AACIWC). The creation of the AACIWC is to develop economic opportunities through the development of affordable housing and assess acquisition for creation of generational wealth. As part of the onsite facilities within the newly developed project of the Monica's Village Place in Seattle, Washington, Kimberle designed programming for the Educational Service Model that includes: early childhood literacy intervention, family-adult literacy, and parent/teacher partnership support systems.

The goal of this project is to increase the supply of permanent affordable housing, serving diverse housing needs by creating and implementing community engagement and support services through public-private sector partnerships.

A key component in developing Monica Village Spirit Center's Community Wellness Center is using a neuroscience and racial equity lens to show new ways to understand how people of color experience the built environment, acknowledging rich cultural/ lived experiences of residents, and understanding how communities are designed and developed to allow fuller participation in economic, social, and political life, particularly for people of color and other marginalized groups.

### PROJECT DETAILS

**Reference:** Larry Jackson,  
Retired-Chief Operations Officer  
N3 Architects  
(720) 560-5742 | Lmjackson5221@gmail.com

**Dates:** Completed 2015



## Metrolink Accessibility and Affordability Study

LOS ANGELES, CALIFORNIA | COLLECTIVE PURPOSE PROJECT

In 2018 Kimberly Ford worked to ensure external stakeholder involvement took place upon the conclusion of the Pass Program Study at RTD. The Pass Program Study was conducted to ensure fares are being offered to customers in an equitable manner. As a result of this study, it was recommended that a discounted fare for people with a household income of 185% FPL and below have access to a discounted fare in congruence with other pass programs offers it's customers.

Kimberly formed a Market and Outreach Advisory group to include the voices of historically underserved communities and low-income populations in the process of marketing and outreach implementation. Kimberly used grassroots organizing tactics to incorporate 15 external stakeholders from various municipalities, organizations, and diverse demographic backgrounds to ensure their opinions were communicated to the RTD senior leadership team. As a result LiVE was chosen as the name of the income based fare program and outreach strategies that focused on low-income communities were developed.

Based upon past successes in Kimberly's engagement practices, Kimberly was recruited as a consultant team member for the Metrolink Accessibility and Affordability Study. More specifically, she supported the stakeholder outreach strategy which sought feedback on the practical application of potential recommendations within Metrolink's organizational structure. Kimberly conducted interviews with Metrolink staff, as well as representatives from peer transit agencies to understand specific operations of systemwide fare discount program implementation. Feedback from these interviews is organized by the most prominent issue areas discussed, including: affordability, digital access, station access, riders' needs and trip purposes, and health and safety.

### PROJECT DETAILS

**Reference:** Tamika Butler  
tamika@tamikabutler.com

**Dates:** 2020-Ongoing



Equitable Interactive Community Engagement

## 4. Disclosure Statement Form

### DISCLOSURE STATEMENT

Vendor must disclose any possible conflict of interest with the City of Golden including, but not limited to, any relationship with any City of Golden elected official or employee. Your response must disclose if a known relationship exists between any principal of your firm and any City of Golden elected official or employee. If, to your knowledge, no relationship exists, this should also be stated in your response. Failure to disclose such a relationship may result in cancellation of a contract as a result of your response. This form must be completed and returned in order for your proposal to be eligible for consideration.

NO KNOWN RELATIONSHIPS EXIST X

RELATIONSHIP EXISTS (Please explain relationship)

I CERTIFY THAT:

1. I, as an officer of this organization, or per the attached letter of authorization, am duly authorized to certify the information provided herein are accurate and true as of the date; and
2. My organization shall comply with all State and Federal Equal Opportunity and Non-Discrimination requirements and conditions of employment.

**Carolyn Verheyen**

**Principal-in-Charge**

Printed or Typed Name

Title

  
Signature