

PROPOSAL IN RESPONSE
TO
RFP# SP2013
STRATEGIC PLANNING AND
DESIGN

By

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Section 1 Methodology/Specific Plan

Discover (paragraph 1,A,a, i):

Conduct a strategic assessment of local need for and perception of a regional technical center to include: 1) community and industry needs; 2) stakeholder values, perceptions, and assessments of current programming; and, 3) stakeholder commitment to involvement. (Sep '13-Oct '13)

identify stakeholder groups

We will work with the board and the advisory group to identify the primary stakeholder groups that we need to include in our surveys and studies. For instance:

Business

Industry

Trades

Education – K-12, PVCC, industry based training, etc.

Parents

Schools/education

Faculty

Students – current and former

Volunteers

Other providers (PVCC, schools, unions)

Stakeholder survey and meetings

Question development, on-line surveys and focus groups

Note: the work from the previous sections will inform the questions and the design of our surveys and methods.

What kind of organization do we want?

What types of skills are needed?

What type of employment is envisioned for next 5, 10, 20 years?

Changes in instruction to meet these challenges?

Discover (paragraph 1,A,a, i) continued:

Input from Community

Conduct Three Open Space sessions with representatives of the various constituent groups (staff, board members, partners, donors, program participants, volunteers, and beneficiaries.) to determine their needs, their perception of current programming and their commitment and support of a regional vocational education center. We will use a custom designed variation of this to generate the best ideas and concepts from the participants in the shortest amount of time. Experience with this concept has shown that diversity of attendees yields the best results. Often, participants generate new ideas beyond those yielded by conventional survey techniques. These sessions will also give us the opportunity to generate engagement and enthusiasm across the community and start to judge stakeholders' commitment to involvement.

As preparation for the above meeting, we will identify at least ten thought leaders across the US for interviews. We will also review reports from the US and EU regarding best practices in Vocational Education and Training (VET).

After the above sessions, prepare a summary of the analyses and ideas. Review these with the CATEC board and with other thought leaders in the community.

To supplement the Open Space meetings, identify and interview at least twenty-five "beneficiaries" of vocational education graduates. Beneficiaries, in this case, refers to organizations or individuals who have a potential need for vocational graduates. We will design the questionnaire to answer relevant questions about 1) community and industry needs; 2) stakeholder values, perceptions, and assessments of current programming; and, 3) stakeholder commitment to involvement. Prior to the survey, we will review the questionnaire we design with the CATEC executive director and designated board members. In doing this survey, we recognize that most small businesses and individuals do not project their long term needs, often focusing on immediate requirements. To balance this, we will analyze available economic and workforce information from a variety of governmental, non-governmental organizations and academic organizations.

Analyze the results of the previous surveys in a "State of the Constituencies" report to be presented as a PowerPoint to the Board and other parties.

Discover (paragraph 1,A,a, i) continued:

Survey information from past students

Conduct a survey of fifty CATEC graduates to determine how they value their vocational training and to receive their suggestions for the programs. We will use online techniques for this survey, but will supplement with telephone or mail questionnaires because some graduates may not be reachable via Internet.

Analyze and summarize all findings into a PowerPoint to be presented to the Board and Advisory Committee

Schedule:

This section will be completed during Sept . '13-Oct. '13

Design (Paragraph 1, A, a, ii):

Conduct strategic collaboration among stakeholders to incorporate: 1) information from Discover process; 2) known best practice in Career and Technical Education; and, 3) state-of-the-art regional center design. (Nov '13-Dec '13)

Research and collect information

The previous section also addressed strategic collaboration among stakeholders. During this phase, we build on the information we received from them and the analysis of that information to explore best practices across the USA and Europe. For over twenty years, the European Commission has been examining best practices in vocational education and training (VET).

We will review the current state-of-the-art of vocational training in the USA and EU. This will involve a literature review of academic papers, governmental documents, and writings of thought leaders. As stated in the previous section, we will identify ten or more thought leaders to interview to supplement our research. This research will cover, at minimum, the following

Current trends in career and technical education

Government and academic reports will also yield trends in the content, delivery, instructional design, and facilities in the USA.

National statistics

The US Department of Labor, consultants and academic institutions generate statistics on jobs, employment needs, and trends across the nation. We will review these reports and their application to our regional situation.

Identify model centers in the USA and European Union.

Our research will identify leading centers around the nation. We will profile the characteristics of these leading institutions so we can develop an ideal approach to programming and facility design.

**Review programs available from other organizations:
community colleges, unions, professional organizations.**

Because of time limitations, this activity will highlight primary regional offerings. An exhaustive survey is beyond the scope of this project.

Design (Paragraph 1.A.a.ii) continued:

Virginia and USA Department of Education Requirements

During our research phase, we will review state and federal requirements for Vocational training.

Prepare a summary of the findings to be presented to the Board and other relevant bodies

Primary findings

Characteristics of the ideal solution

Program priorities

Facility implications

Strategic issues and questions raised

Schedule:

This section will be completed during Nov '13-Dec '13

Create (Paragraph 1,A, a, iii):

Create and propose a new model for the CATEC of the 21st Century that incorporates the findings, recommendations, and implications from each stage of the strategic planning and designing process. (Jan '14-Feb '14)

From the preceding analyses, create alternate models of the required Vocational Education Center, considering, for example:

- Program
- Facilities
- Administration
- Investment
- Teachers
- Technology
- Simulations of work environment
- Career tracks
- Funding model
- Relationships with stakeholders
- Relationships with other providers
- Stakeholders loyalty processes
- Governance changes if necessary
- Teacher development
- Simulation of job/working environment
- Simulations and computer models for training
- Instructional design
- Core competencies required
- Identification of core processes

Develop a criteria for evaluating the alternative models

Evaluate the models and recommend the best model

Present all models and selection process to board and Advisory Group

Create (Paragraph 1,A,a, iii) continued:

Present the results to the Board, Advisory Committee and other venues as needed to gain support for the model.

Supplement PowerPoint with YouTube presentations, social media, interviews and other public relations approaches

Gaining stakeholder support

We see stakeholder support and buy-in as one of the most important elements of this project. We need to create not just buy-in, but excitement about what “could be” in vocational training. Our region is well known for its intellectual and creative talents. We should demonstrate that we apply those talents to developing the best, most qualified tradespeople, skilled workers, and leaders in a world-class program and facility.

As we go about our work in this project, we’ll use traditional presentations and face-to-face discussions, and also new social media and video approaches as appropriate to get the word out and to create interest and engagement. We’ll discuss these approaches with the board so that we all agree on the approaches and considering roll-out and confidentiality.

Schedule

This section will be accomplished in January and February 2014

Maintain regular contact with and prepare regular presentations for the CATEC Center board and the Joint School Boards of Albemarle County and Charlottesville City in accordance with established school board meeting schedules and ad-hoc meetings. (Paragraph 1, A, b)

As we stated in the final section of the preceding section, we will make this one of our top priorities. We see our relationship with CATEC as an important partnership in this project and in the community.

Prepare a three-year strategic plan and design process to be submitted for approval by the CATEC Center Board. (Paragraph 1, A, c)

Strategic Planning Process

This section refers to the requirement: Prepare a three-year strategic plan and design process to be submitted for approval by the CATEC Center Board. Our work here is **to develop** the strategic planning process. Implementing the process is beyond the scope of this RFP.

Introduction

Many of the jobs in which high schoolers will find themselves twenty years from now may not even exist today. That statement, found in many futurists presentations can be verified by looking back twenty years, when the Internet had just been invented, Facebook was not even a dream, and electric cars were only in science fiction. True, we still need the basic skilled workpeople such as plumbers and beauticians, but even those professions are using new materials, chemicals and techniques.

Whatever ones profession, job or skill level, a person needs to be a lifelong learner and to be continually learning and refining her/his skills.

A vocational center serving life long learners also needs to be adaptive and agile...an agile organization. There are three fundamental requirements for an agile organization:

1. Strategic sensing; the ability to survey developments, recognize changing requirements and needs and translate them into today's decisions and actions.
2. A critically aligned leadership team that can understand the trends and come together to make the important decisions and take action to support them.
3. Resource flexibility; the ability to shift resources to the new priorities and remove resources from activities or goals that are no longer needed.

The CATEC Regional Vocational Training Center should be an agile organization; and...the strategic planning system needs to support that goal.

In addition, CATEC should also be a learning organization. A strategy to a business is like a hypothesis to a scientist. Hypotheses need to be proved by experiments, strategies need to be proved by an organization's actions. That means, of course, that an agile organization has progressive

Prepare a three-year strategic plan and design process to be submitted for approval by the CATEC Center Board. (Paragraph 1, A, c) continued

strategies, gets essential feedback, makes corrections as necessary and ultimately meets its goals.

The RFP suggests a three-year planning process. Indeed, we see the planning process as a dynamic operational and learning guideline that will continually promote excellence in the programs and facilities of CATEC well into the future.

Recommended process steps

Note: Work from the previous sections will inform all the following steps.

What kind of organization do we want? For example:

Strong human values

Agile organization

Rapid program development

Tuned to excellence

Flexible space

Faculty development

Effective instructional design

Build learning competence

Life long learning for all

Tuned to needs and users

Anticipate the need, don't lag the need

Prepare set of assumptions for strategy process

Agree with Board and Advisory Board for strategy process

Integrate Board, Advisory Board and other reviews in the process

Prepare external and internal situational analysis

Define core competencies

Define core processes

Define key strategy categories

Define key issues/strategic questions

Leadership

Prepare a three-year strategic plan and design process to be submitted for approval by the CATEC Center Board. (Paragraph 1, A, c) continued

Programs

Relationship to PVCC, schools, other organizations

Instructional design

Instructor development

Customer service

Media and delivery

Infrastructure

Facilities/building/campus

Work culture

Stakeholder relations

Funding and fund raising

Finance and fiscal controls

Governance of the organization

Public relations

Alumni relations

Student aid

Student policies

Coaching/mentoring

Develop alternate strategies

Evaluate the alternatives and select the best

Define measurements & dashboard

Design the management system & implement

Design the ongoing needs assessment and sensing approach

Design continual (periodic) update process

Conduct feedback sessions with constituents

Achieve buy-in of all constituents

Update plan with constituent feedback

Presentation of updated plan

Section 2: Experience

Team Members

To perform this project, we have assembled a team of experts encompassing industrial, school, construction and vocational experience. We bring experience in strategic planning, facilitation, design, assessment, curriculum development and community relations. We see this project as the first step in achieving a world-class vocational education program for our region. We also bring expertise in program evaluation in both American and European contexts.

We note here that Grant Tate, Thomas Smith and Patricia Culotta have worked together on leadership projects in the Fluvanna School system and have been colleagues in the community for over seven years. As Superintendent of Schools and in other educational endeavors, Drs. Smith and Culotta have worked with Fluvanna and many other communities to achieve goal alignment.

Dr. Tate was a member of the Fluvanna Planning Commission, Chair of Economic Development Commission in Fluvanna and was also chair of the Thomas Jefferson Planning District Commission.

Mr. Kevin Willis, through his leadership work the Associated General Contractors of Virginia (AGCVA), and the Workforce Development arm, the Virginia Construction Industry Educational Foundation (VCIEF), and the Advisory Board for the Piedmont Virginia Community College (PVCC) Construction Academy has been instrumental in working with his communities to promote vocational education.

Our team includes the following:

Dr. R. Grant Tate

Experienced strategic planner in corporate, business, training, in both US and international environments

Wide international management and strategic management experience

Long experience in organizational design and development

Accomplished manager of new operations and technical organizations

Solid academic background in manufacturing, information technology, process control, engineering and business

Skilled teacher and developer of industrial education

Developed new concepts of training and development in both industrial and academic settings

As Director of Corporate Technical Education, managed teams of instructional designers, researchers, instructors, and distance education system designers who developed curriculum, courses, and delivery methods for scientists, engineers, and programmers all over the corporation. Managed leading edge distance education facility.

As expert instructor, planned, designed and taught Computer Electronic Technician Training Program (IBM), a 16 week, full time training program to convert machinists and mechanical assemblers into computer test technicians. We trained over 200 employees who successfully manufactured and tested IBM solid-state computers.

As senior faculty member, IBM Manufacturing Technology Institute, developed and taught programs and courses to advance the state of the art in manufacturing at IBM. This program was six weeks, full time for participants.

As consultant to EUROPACE, Paris, France, developed strategy, curricula and courses for training scientists, engineers and programmers in fifteen European countries, which we delivered by satellite television. Planned and directed TV courses on science and engineering in Europe.

As part of a team of fifteen Europeans, developed a training program in business management for managers and entrepreneurs in the emerging economies of Central and Eastern Europe. Our recommendations were published as a book, about which we conducted seminars in the target countries.

As Manager of Engineering Training Programs at IBM, developed and taught a program designed to orient newly hired engineers into IBM's technology and methods. The classes met weekly over a period of a year. Managed teams of instructional designers, researchers, instructors, and distance education system designers.

As consultant, conducted a survey of members of the European Association of Distance Teaching Universities, developed a recommended strategy and action plan to serve their members better.

Developed courses and wrote chapters for textbook for Dutch Open University Global Strategic Management program. Directed several video course productions.

Held faculty positions at Pace University, University of New Mexico, Bridgeport University and University of Phoenix.

Dr. Thomas W. D. Smith

Well-known leader of education in the region and in the Commonwealth

Led concept development, needs analysis, and implementation of new prize winning high school in Fluvanna

Noted advisor and consultant in education

Long experience in academic program evaluations

Professional Leadership Positions:

Piedmont Virginia Community College, Charlottesville, Va. - Past Chair, College Board

Virginia Department of Education Alternate Assessment Program - Member Steering Committee

Virginia Commission on the Future of Public Education - Member, Advisory Taskforce

State Management Team of the Virginia Comprehensive Services Act - VASS Representative and Past Vice Chairperson.

Virginia Council of Administrators of Special Education - Past President.

Virginia SOL Standards Setting Advisory Committee – Member
Charlottesville Area School Business Alliance - Co-Chair

Virginia Association of School Superintendents – Past Legislative Committee Co-Chairperson and President.

American Association of School Administrators - Member - Governing Board

Sorensen Institute for Political Leadership at the University of Virginia - Regional Board Member

DaVinci Team Design Group - Global Leadership Initiative for 21st Century Learning in Virginia – Darden\Curry Foundation, University of Virginia – Vice Chair

Jefferson Area Disability Services Board – Chair

Fluvanna County Schools Capital Improvement and Strategic Planning – Chair – Planning and approval of \$100,000 million capital improvement plan to include comprehensive new high school facility.

Program Evaluations:

- Albemarle County Schools Special Education Program Evaluation - Principal Evaluator
- VASS Educational Review Services (Special Education and School Finance Issues) - Review Team Leader- Alexandra City Schools (1996, 2009, 2011) , Roanoke County Schools (1997,2006), Stafford County Schools, Suffolk City Schools, Williamsburg\James City Schools,

Greensville\Emporia Schools, Richmond County Schools, Spotsylvania County Schools and Norfolk City Schools.

Mr. Kevin Willis

Mr. Willis has established himself as a key contributor in workforce development for construction trades both

Vice Chairman for the Associated General Contractors of Virginia (AGCVA)

President of its non-profit Workforce Development arm, the Virginia Construction Industry Educational Foundation (VCIEF).

Advisory Board for the Piedmont Virginia Community College (PVCC) Construction Academy

Served on other boards, and as a volunteer for, organizations focused on promoting trades awareness and education to area youth, such as the ACE Mentoring program, the Youth Learning Academy, and Design & Challenge.

Over 20 years of experience in the construction industry

Recently started a new company, dedicated to providing process improvement strategies to businesses with construction needs.

Dr. Patricia H. (Patty) Culotta

Strong experience and background in all elements of school curriculum development and school administration with emphasis on:

Assessment, data analysis, and accountability

Curriculum and instruction

Principal leadership

School planning and improvement

Teacher evaluation, mentoring, and professional development Internal Lead Partner, Fluvanna County Public Schools: To facilitate implementation of the Board of Education's new teacher evaluation model

Member of the design/implementation team with the Curry School of Education /Virginia School-University Partnership in the development of the 2005-07 and 2007-09 School Leadership Preparation Programs. Activities included program and module coursework planning, teaching modules, mentoring participants, assisting participants with portfolio development, and portfolio assessment.

Resume's

Dr. R. GRANT TATE

184 Brookwood Dr. Charlottesville, VA 22902

TEL 434-923-3800 Mobile: 434-466-4655

Email: grant@thebridge-ltd.com

Wide international management and strategic management experience

Long experience in organizational design and development

Accomplished manager of new operations and technical organizations

Solid academic background in manufacturing, information technology, process control, engineering and business

Skilled teacher and developer of industrial education

Consulting and Business Development

CEO/Partner: the bridge ltd 2000—present—A management consulting firm with broad-spectrum capability from strategic planning to front line operations. Primary expertise in strategy development, strategy execution, organization design, executive and management coaching and development, six-sigma and performance management.

Clients include a wide range of industries: Commercial construction, hi-tech, manufacturing, air ports, municipalities, small business, information technology, universities, school administration and healthcare.

Projects include:

Executive Leadership and Strategy Planning for large construction firm. Helped them develop long-range growth and organization strategy for two locations and their Eastern Region. Formed and implemented executive coaching process for over 20 project managers and superintendents. Ongoing advisory relationship.

Strategy and management development for regional airport. Provided executive coaching for new executive director, facilitated new strategic plan, ran development process for the management team.

Strategy implementation for U.S. Marine Corps. We are part of a team that is facilitating the execution plan for the Corps' new strategic directions.

Advisor to "Culture into the next generation committee" of a large construction company. This is a team of executives charged with devising and implementing a new vision for a company of five independent, but interrelated companies. This group is addressing issues of organizational differentiation and integration.

Management development, strategic planning and process development for start-up energy company.

Advisor to President of diversified community development and construction company. Developed a presentation on their business model and recommended follow-on action.

Organizational, executive and management development for division of large government contractor. Conducted organizational assessment of all personnel, provided feedback and conducted management development process for three organizational levels.

Organization analysis of university department. Conducted 125 interviews, organizational analysis and proposed new organizational alternatives to dean and his staff.

Organization advisor to large non-profit historical site organization. Provided executive coaching and ongoing advice. Facilitated conflict management workshop with the organization and one of its major partners.

Facilitated strategic planning and organization process for municipalities, including sheriff's departments, schools, and economic development groups.

Executive coaching to over 50 individuals including presidents, vice presidents, R&D executives, manufacturing executives, project managers, small business owners.

President, Bridgewater Research Group 1989--2000--international consulting firm engaged in business solutions for high technology businesses. Primary expertise in: organizational design, international technology transfer, product and project management, technical education, distance education, and technical strategy development. Offices in Netherlands and USA.

Examples of projects include: Expert advisor to major pharmaceutical company regarding long range manufacturing and distribution organization. Advise European Commission on organization of management development in Eastern Europe. Reviewer for European Commission projects in multimedia, information technology, and advanced manufacturing systems. Reorganization and IT plan for European Association of Distance Teaching Universities (EADTU). Comprehensive studies of technology for education and training in Japan, United States, Canada, and Australia for the EADTU and the EC. Advise European telecommunications company concerning application of IT and networking to R&D projects.

Talks, presentations, and papers include: "Organization Structures for the New Europe," for Dutch Open University, "Multimedia--Fantasy or Reality," presented at Dutch Brokering Conference attended by 125 multimedia companies. "Application of technology for Management Development in the New Europe." Presented in Estonia, Hungary, and Romania. "The Future of Strategic Planning," presented to Dutch Strategic Planning Society. "New Developments in Educational Technology," presented to Kent TEC in UK. "Telematics for Education and Training in Japan," presented at German Institute for Distance Education, "Network Organization for R&D," presented to Smith Kline Beecham managers.

Seminars included (all of these were presented to international audiences): High Technology Product Management, Creating Dramatic Change, How to Do Business in America, The Successful Management of Information Technology, Strategic Alliances and Business Strategy, and International Project Management

Management

Numerous line and staff management positions including:

Project Director, UxT Corporation--Managed the requirements process, specification development, customer support and installation of major customized management control software for the process

manufacturing industry. The software was based on the ORACLE data base management system and was installed in customers in the petroleum, chemical, and food processing industries.

Executive Director of Connecticut Technology Institute--Directed research, small business development, and technology transfer programs at the University of Bridgeport. Started the Center for Venture Management to assist small business development, and the Licensing Institute to help businesses protect their intellectual property. Developed major business seminar program for the Southern Connecticut (USA) area.

Director of Technical Education Planning, IBM Corporate Education--Developed the planning and strategy process for IBM's Corporate Technical Education function. Set the goals and direction for technical education. Managed the installation, and operation of the IBM Technical Education Satellite Network (TESN), an interactive educational television network that connected the corporate technical education center at Thornwood, NY with eight IBM plants and laboratories.

Director of Manufacturing Planning and Technical Services—Part of the start-up team for a new international division. Managed product and technology transfer to eleven major manufacturing facilities in ten different countries in Europe, Latin America, and Canada, with annual shipments of over \$1 billion. Also developed the international manufacturing strategic and operational planning process, developed plans and was responsible for resource control, and capital investment. Initiated major changes in strategic direction including: increasing out-sourcing programs, developing the North American sourcing strategy, increasing the technology content of manufacturing in Italy, and sourcing of small computers in Latin America. Initiated major new facilities in Italy, Mexico, and Australia.

General Manager and Director of Sterling Forest Information Systems Center -- Managed development and installation of CMIS, the master order entry, logistical, and production control system used by IBM plants. Ran the computer systems that ran the system. Managed major turn-a-round of a computer programming and development center of 900 people and 80,000 square feet of computers with annual budget of over \$30 million.

Director of Organization--Directed reorganization of a \$2 billion major vertically integrated computer development and manufacturing division (division included 30,000 people).

Product Manager--organized the infrastructure for the introduction of IBM Personal Computer into Canada and Europe.

Product Manager--managed international marketing of \$300 million IBM supplies business. Reorganized dealer relationships and instituted new pricing policies.

Quality Manager—Member of the start-up team for a new manufacturing facility in Boulder, CO. Designed and managed the quality assurance organization for a 6000-person facility, growing the quality organization from 0 to 350 inside 18 months. Responsible for quality assurance of computer products, peripherals, components and vendor purchases.

Manager of Industrial Engineering—Managed group of 100 professionals responsible for resource planning, plant layout, cost estimating, operations research for 600,000 sq. ft. manufacturing facility that included systems testing, assembly, fabrication, machining, and component processes.

Teaching and Course Development

Faculty Member, School of Advanced Studies, University of Phoenix—Taught courses in the doctoral program, Philosophy of Management, Contemporary Management Systems, Opportunities in the Global Internet Environment. Students include doctoral candidates from all over the world.

Adjunct Associate Professor of Management, Pace University, New York--Taught courses in Corporate Business Planning, Corporation and Its Environment, Corporate Strategy and Business Development, Business Policy and Strategic Management, Business Diversification Strategy in New York City, and White Plains, NY. Revised Business Diversification Strategy course to include strategic alliances, joint ventures, and licensing of intellectual property as business diversification strategies.

Associate Professor of Mechanical Engineering, University of New Mexico--Taught Engineering Program Management, seminar on Management of Non-Profit Organizations, Project Management seminar; acted as advisor to Dean of Engineering. Developed programs to increase enrollment and retention of minorities and women in engineering.

Associate Professor of Management Engineering, University of Bridgeport--Tenure track position in College of Science and Engineering. No courses assigned because of full time administrative position (Assistant Vice President and Executive Director of Connecticut Technology Institute).

Senior Faculty Member, IBM Manufacturing Technology Institute--Taught courses in Principles of Planning including applications of computers in planning processes, Manufacturing Research, International Strategy Development, Advanced Personal Computer Applications, and Integrated Manufacturing Systems. Developed curriculum for "Manufacturing Technology for Financial Managers" and "Manufacturing Competitive Analysis" programs. Chairman of Curriculum Development Committee for the Institute.

Education

Doctor of Professional Studies (DPS), Pace University.

Dissertation: A Comparative Analysis of the Impact of Social Factors on Production Costs and Productivity in the Netherlands, Mexico, and the United States.

Majored in International Business, Management, and Finance.

Received President's Award for Outstanding Academic Achievement

Stanford-Sloan Program in Business Management, Stanford University

MS,EE Electronics, Syracuse University

Thesis: An Analysis of the Failure Modes in a Single Phase, Permanent Magnet Rotor Synchronous Timing Motor.

BEE Electronics, University of Virginia

Other activities

Past Member, Fluvanna County Planning Commission

Past Member and Chair, Thomas Jefferson Planning District Commission

Graduate, Sorensen Institute for Political Leadership, 2007

Small Business Person of the Year, 2008, Charlottesville Regional Chamber of Commerce

Past Member, Thomas Jefferson Partnership for Economic Development

Past Member, Economic Development Committee of Virginia Chamber of Commerce

ACCOMPLISHMENTS (examples)

Education and Training

As expert instructor, planned, designed and taught Computer Electronic Technician Training Program (IBM), a 16 week, full time training program to convert machinists and mechanical assemblers into computer test technicians. We trained over 200 employees who successfully manufactured and tested IBM solid-state computers.

As senior faculty member, IBM Manufacturing Technology Institute, developed and taught programs and courses to advance the state of the art in manufacturing at IBM. This program was six weeks, full time for participants.

As consultant to EUROPACE, Paris, France, developed strategy, curricula and courses for training scientists, engineers and programmers in fifteen European countries, which we delivered by satellite television. Planned and directed TV courses on science and engineering in Europe.

As part of a team of fifteen Europeans, developed a training program in business management for managers and entrepreneurs in the emerging economies of Central and Eastern Europe. Our recommendations were published as a book, about which we conducted seminars in the target countries.

As Manager of Engineering Training Programs at IBM, developed and taught in a program designed to orient newly hired engineers into IBM's technology and methods. The classes met weekly over a period of a year.

As consultant, conducted a survey of members of the European Association of Distance Teaching Universities, developed a recommended strategy and action plan to serve their members better.

Developed courses and wrote chapters for textbook for Dutch Open University Global Strategic Management program. Directed several video course productions.

Manufacturing

Developed new computer integrated manufacturing and testing concepts for the production of new computer systems and components. Managed major manufacturing functions: Industrial Engineering, Quality Control, New Products Entry, Information Systems, Scheduling, Planning, Quality Engineering, Cost Estimating.

Designed quality and reliability assurance programs for major new computer products.

Designed quality assurance and process control procedures for printed circuit manufacturing processes.

Managed entry of new computer and office products and technologies into manufacturing including development of new manufacturing concepts.

Managed transfer of products and technologies to overseas plants.

Managed manufacturing planning and investment in an international division including new facilities in Italy, Australia, and West Germany.

Responsible for computer integrated manufacturing systems curriculum planning in the IBM Manufacturing Technology Institute.

Managed design and installation of manufacturing information systems. (IBM CMIS and Uxt ORACLE* based software).

Expert reviewer of advanced manufacturing systems for European Commission.

Planning and Strategy Development

Developed manufacturing planning system, including operating and strategic plans, for international manufacturing division of 11 plants.

Managed the strategic and operating process for the division.

Developed strategy for introduction of Large Scale Integration technology into systems manufacturing.

Developed plans for new product introduction into U.S. and overseas plants.

Developed worldwide manufacturing strategy for small computers and office products.

Analyzed planning system of a division of General Foods and suggested redesign.

Conducted entrepreneurial audit of small firm resulting in significant changes of direction.

Consultant to ITT concerning organization of a product planning process.

Developed planning and strategy process for technical education in major corporation.

Developed management process for research and grants development at private university.

Developed product line and business strategy for European technical education television.

* ORACLE is a trademark of the Oracle Corporation

Thomas W.D. Smith, Jr., Ed. D.

2333 Ridge Road, Virginia 22963 - 434-589-4931 (Home) 434-981-6387 (Cell)

Twdsmith1952@gmail.com

Experience

Educational Consultant – 2010 – Present

Acting Executive Director – Piedmont Regional Educational Program

Legislative Liaison – Virginia Association of School Superintendents

Division Liaison – School Improvement project – Virginia Department of Education

Facilitator – Special education Embedded Technical Assistance Project – Virginia Department of education

Nelson County Schools Special Education Project

Fluvanna County Schools - 1988-2010

Superintendent

Superintendent of Record:

Piedmont Regional Education Program

Blue Ridge Governors School

Project Return Regional Alternative Education Program

Assistant Superintendent for Instruction and Budget

Director of Instruction and Budget

Director of Pupil Personnel Services

Charlottesville City Schools - 1981-1988

Educational Consultant, Hospital Education Program

Rockbridge County Schools - 1977-1981

Special Education Teacher

Education

University of Virginia

Charlottesville, Virginia

Ed.D, Administration and Supervision, 1988

George Peabody College at Vanderbilt University

Nashville, Tennessee

M.S., Special Education, 1977

The University of the South

Sewanee, Tennessee

B.A., History, 1974

Related Professional Experiences

Awards:

James T. Micklem Award for Outstanding Contributions to the Field of Special Education in the Commonwealth of Virginia - Awarded 5/2001 by the Virginia Council of Administrators of Special Education

University of Virginia Curry School Foundation - 2007 Outstanding Superintendent Award

Region V Nominee for Virginia Association of School Superintendents 2009 Superintendent of the Year Award

Professional Leadership Positions:

Piedmont Virginia Community College, Charlottesville, Va. - Past Chair, College Board

Virginia Department of Education Alternate Assessment Program - Member Steering Committee

Virginia Commission on the Future of Public Education - Member, Advisory Taskforce

State Management Team of the Virginia Comprehensive Services Act - VASS Representative and Past Vice Chairperson.

Virginia Council of Administrators of Special Education - Past President.

Virginia SOL Standards Setting Advisory Committee – Member

Charlottesville Area School Business Alliance - Co-Chair

Virginia Association of School Superintendents – Past Legislative Committee Co-Chairperson and President.

American Association of School Administrators - Member - Governing Board

Sorensen Institute for Political Leadership at the University of Virginia - Regional Board Member

DaVinci Team Design Group - Global Leadership Initiative for 21st Century
Darden\Curry Foundation, University of Virginia – Vice Chair

Learning in Virginia –

Jefferson Area Disability Services Board – Chair

Fluvanna County Schools Capital Improvement and Strategic Planning – Chair – Planning and approval of \$100,000 million capital improvement plan to include comprehensive new high school facility.

Program Evaluations:

- Albemarle County Schools Special Education Program Evaluation - Principal Evaluator
- VASS Educational Review Services (Special Education and School Finance Issues) - Review Team Leader- Alexandria City Schools (1996, 2009, 2011) , Roanoke County Schools (1997,2006), Stafford County Schools, Suffolk City Schools, Williamsburg\James City Schools, Greensville\Emporia Schools, Richmond County Schools, Spotsylvania County Schools and Norfolk City Schools.

Presentations:

- Numerous Presentations to State Legislative Committees and United States Department of Education on Special Education and School Finance Issues
- Guest Lecturer on Special Education and School Finance at the Curry School of Education of the University of Virginia.
- Presentations and Conference Director at Virginia Council of Administrators of Special Education and Virginia Association of School Superintendents Annual Conferences.
- Conference Director – Virginia Association of School Superintendents Legislative Conferences – 2005, 2006, 2007.
- Yearly School Board Forums – School Budget, Curriculum, Accountability, and Strategic Initiatives.
- Webinar - **NCLB, ESEA, AYP, AMO, Accountability and Reform** – Virginia School Boards Association – August, 2011
- **Legislative Advocacy** – VASS Legislative Conference – October 11, 2011; Oct 15, 2012
- **Making the Performance Connection: Teacher Effectiveness and Special Education Achievement** – VASCD Annual Conference – November 2012 , VASS Annual Conference – May 2013

References:

Dr. Wayne White – Associate Dean of Education

Longwood University – 434-395-2481

Dr. Frank Friedman – President, Piedmont Virginia Community College

434 – 977-1620

Dr. Robert McCracken, Associate Professor, Radford University –

540-831-5682

Virginia Professional License:

Director of Instruction

Elementary School Principal

Elementary School Supervisor

Emotional Disturbance K-12

Mental Retardation K-12

Middle School Principal

Specific Learning Disabilities K-12

Supervisor of Special Education

Division Superintendent

k2w consulting

Kevin W. Willis

1300 West Leigh Drive, Charlottesville, VA 22901

(434) 381-0k2w (0529)

williskw72@gmail.com

Experience

| | | |
|----------------|--|---------------------------|
| 2013 – Present | k2w consulting | Charlottesville, Virginia |
| | President | |
| | Facilitating Success in Construction. Providing construction operations and management consulting to both the contracting industry and to institutional clients, as well as to the professional services industry (attorneys, accountants, insurers, and sureties). | |
| 2006 – 2013 | Falconer Construction Company | Charlottesville, Virginia |
| | Civil CM Services Group – Division Manager | |
| | Accountable for oversight of prime contracting efforts on large infrastructure, water/wastewater projects, special construction, etc.; including business development, estimating, and operations. Possesses strong operations/project management background, with over 20 years experience in commercial construction. | |
| | Specific duties include the following: | |
| | Managing the project team for a \$18 million civil infrastructure and grading project located at North Anna Nuclear Power Station. Staffing for this project includes two Project Managers, multiple Superintendents, a Site Safety Manager, and an Administrative Assistant, as well as approximately 40 field personnel. | |
| | Managing the Structural Concrete Division from inception to present, with a staff that has included four Superintendents, six Foremen, and over 40 concrete workers. | |
| | Managing special construction efforts including Falconer Foundations work (AB Chance Helical Piers, Stronghold Carbon Fiber Reinforcing, and other methods of foundation repair and enhancement). | |
| 2000 – 2006 | Nielsen Builders, Inc. | Harrisonburg, Virginia |
| | Senior Project Manager | |
| | Responsibilities included project budget development and value engineering analysis, determining and managing resource allocation, analyzing self-performed | |

Kevin Willis

k2w consulting

Kevin W. Willis

1300 West Leigh Drive, Charlottesville, VA 22901

(434) 381-0k2w (0529)

williskw72@gmail.com

Experience

| | | |
|----------------|--|---------------------------|
| 2013 – Present | k2w consulting | Charlottesville, Virginia |
| | President | |
| | Facilitating Success in Construction. Providing construction operations and management consulting to both the contracting industry and to institutional clients, as well as to the professional services industry (attorneys, accountants, insurers, and sureties). | |
| 2006 – 2013 | Faulconer Construction Company | Charlottesville, Virginia |
| | Civil CM Services Group – Division Manager | |
| | Accountable for oversight of prime contracting efforts on large infrastructure, water/wastewater projects, special construction, etc.; including business development, estimating, and operations. Possesses strong operations/project management background, with over 20 years experience in commercial construction. | |
| | Specific duties include the following: | |
| | Managing the project team for a \$18 million civil infrastructure and grading project located at North Anna Nuclear Power Station. Staffing for this project includes two Project Managers, multiple Superintendents, a Site Safety Manager, and an Administrative Assistant, as well as approximately 40 field personnel. | |
| | Managing the Structural Concrete Division from inception to present, with a staff that has included four Superintendents, six Foremen, and over 40 concrete workers. | |
| | Managing special construction efforts including Faulconer Foundations work (AB Chance Helical Piers, Stronghold Carbon Fiber Reinforcing, and other methods of foundation repair and enhancement). | |
| 2000 – 2006 | Nielsen Builders, Inc. | Harrisonburg, Virginia |
| | Senior Project Manager | |
| | Responsibilities included project budget development and value engineering analysis, determining and managing resource allocation, analyzing self-performed | |

PATRICIA H. (PATTY) CULOTTA

**508 Buck Ridge Road
Phone: 434-295-3725**

pattyculotta@gmail.com

Troy, VA 22974

EDUCATION

UNIVERSITY OF VIRGINIA, 2007

Doctor of Education – Leadership, Foundations and Policy - Major: Administration and Supervision

Minor: Curriculum and Instruction

THE COLLEGE OF WILLIAM AND MARY, 1981

Master of Education – Educational Administration

UNIVERSITY OF MARY WASHINGTON, 1976

Bachelor of Arts – Education – Social Sciences

EXPERIENCE

FLUVANNA COUNTY PUBLIC SCHOOLS, VA. - 1990 to 2010

Assistant Superintendent for Instruction, 2002-2010

Director of Educational Services, 2000-2002

Principal, Fluvanna Middle School, 1996-2000

Assistant Principal, Fluvanna Middle School, 1990-1996

SOUTH MIDDLETON PUBLIC SCHOOLS, PA - 1988 to 1990

Assistant Principal, Boiling Springs Jr. Sr. High School

WESTERVILLE CITY PUBLIC SCHOOLS, OH - 1985 to 1987

Coordinator of Gifted and Talented Programs, K-12

ISLE OF WIGHT COUNTY PUBLIC SCHOOLS, VA. - 1981 to 1985

Assistant Principal, Smithfield High School

GLOUCESTER COUNTY PUBLIC SCHOOLS, VA - 1976 to 1981

Social Studies Teacher, Gloucester Intermediate School

OTHER PROFESSIONAL EXPERIENCES

Internal Lead Partner, Fluvanna County Public Schools: To facilitate implementation of the Board of Education's new teacher evaluation model, currently in the pilot phase. July, 2011 to present.

Presenter: Women Education Leaders in Virginia, March, 2012 Annual Conference.

Presentation: *Virginia's Upcoming K-12 Teacher Performance Standards.*

Member of the School Improvement Division Team, Fluvanna County Public Schools. 2009-2010, 2010-2011.

Presenter: Virginia School Boards Association, August, 2011 Webinar. Presentation: *NCLB, ESEA, AYP, Accountability and Reform: What Do They Mean and Where Are We Headed?*

Member of the design/implementation team with the Curry School of Education /Virginia School-University Partnership in the development of the 2005-07 and 2007-09 School Leadership Preparation Programs. Activities included program and module coursework planning, teaching modules, mentoring participants, assisting participants with portfolio development, and portfolio assessment.

Presenter: July, 2005 Governor's Conference on Education, Richmond, Virginia. Presentation: *Surveys: What Our Stakeholders Have To Say About School Services.*

Presenter: Virginia School Boards Association, November, 2005 Annual Conference, Williamsburg, Virginia. Presentation: *Surveys: What Our Stakeholders Have To Say About School Services.*

PROFESSIONAL ORGANIZATIONS

ASCD

VASCD

Phi Delta Kappa

Virginia Association of Test Directors

American Association of School Administrators

LICENSES

Postgraduate Professional License, Virginia. Expiration Date: 06/30/2018

Endorsements: Administration and Supervision PreK-12

History and Social Sciences

Division Superintendent License, Virginia. Expiration Date: 06/30/2018

AREAS OF INTEREST/EXPERTISE

Assessment, data analysis, and accountability

Curriculum and instruction

Principal leadership

School planning and improvement

Teacher evaluation, mentoring, and professional development

REFERENCES

Available upon request

References

State Corporation Commission ID number

Section 3: Proposed Price

We propose a price of \$60,000 with \$10,000 to be billed after signing of the contract and the balance to be billed in increments according to the various stages listed in the preceding sections, to be billed by the 10th of the month following completion of the stage.

Section 4 Additional Information

RFP Cover Sheet

RFP Addendum 1

Certificate of No Collusion

Insurance: Note: We can meet the insurance requirements and can provide documents before work is done.

SIGNATURE SHEET

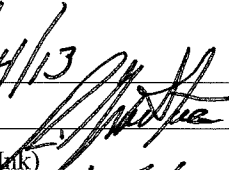
RFP# SP 2013

Title: Strategic Planning and Designing

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation.

Name And Address Of Firm:

Bridgewater Innovations Group, LLC
 DBA The Bridge Ltd
 184 Brookwood Dr
 Charlottesville, VA Zip Code: 22902
 Telephone Number: 434 923-3800
 Fax Number: ()
 E-mail Address: grant@Thebridge-Ltd.com

Date: 7/24/13
 By: 
 (Signature In Ink)
 Name: R. Grant Tate
 (Please Print)
 Title: CEO/manager

I have the authority to bind the corporation.

Virginia Contractor License No. 50 50683-4

Class: _____ Specialty Codes: _____

STATE CORPORATION COMMISSION FORM

Virginia State Corporation Commission (SCC) registration information. The bidder/offeror:

| | |
|--------------------------|--|
| X | is a corporation or other business entity with the following Virginia SCC identification number: SO 50683-4 -OR- |
| <input type="checkbox"/> | is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR- |
| <input type="checkbox"/> | is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder/offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder/offeror's out-of-state location) -OR- |
| <input type="checkbox"/> | is an out-of-state business entity that is including with this bid/proposal an opinion of legal counsel which accurately and completely discloses the undersigned bidder's/offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia. Attach opinion of legal counsel to this form. |
| <input type="checkbox"/> | Check the following box if you have <u>not completed any of the foregoing options</u> but currently have pending before the Virginia SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals (CATEC reserves the right to determine in its sole discretion whether to allow such waiver). |

I certify the accuracy of this information.

Signed: _____

Title: _____

CEO/Manager

Date: _____

7/24/13

OFFEROR DATA SHEET

Note: The following information is required as part of your response to this solicitation.

1. Qualification: The vendor must have the capability and capacity in all respects to satisfy fully all of the contractual requirements.
2. Vendor's Primary Contact:
 Name: Dr.R. Grant Tate_ Phone: _434-466-4655
3. Years in Business: Indicate the length of time you have been in business providing this type of good or service:
 13_ Years _2_ Months
4. Vendor Information:
 FIN or FEI Number: __54-1993179_____ If Company, Corporation, or Partnership
5. Indicate below a listing of at least four (4) current or recent accounts, either commercial or governmental, that your company is servicing, has serviced, or has provided similar goods. Include the length of service and the name, address, and telephone number of the point of contact.

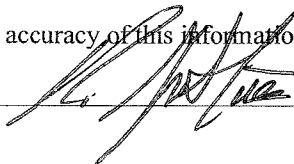
| | | | | |
|----|-------------------|------------------------|-----------|---------------------------------|
| A. | Company: | Barton Malow Company | Contact: | Ms. Carrie Shaeffer |
| | Phone: | 434-984-8800 | Email: | Carrie.shaeffer@bartonmalow.com |
| | Dates of Service: | 2006-2012 | \$ Value: | \$100,000 |
| | | | | |
| B. | Company: | The Branch Group | Contact: | Terry Keffer |
| | Phone: | 540-982-2304 | Email: | terryk@branchgroup.com |
| | Dates of Service: | 2008-2013 | \$ Value: | \$75,000 |
| | | | | |
| C. | Company: | Indoor Biotechnologies | Contact: | Martin Chapman, PhD |
| | Phone: | 434-984-2304 | Email: | mdc@inbio.com |
| | Dates of Service: | | \$ Value: | \$40,000 |
| | | | | |
| D. | Company: | SNVC | Contact: | Beth Miller-Herholtz |
| | Phone: | 703-539-6125 | Email: | Beth.miler-herholtz@snvc.com |
| | Dates of Service: | 2007-2012 | \$ Value: | \$50,000 |
| | | | | |

I certify the accuracy of this information.

Signed: _____

Title: _____

Date: _____



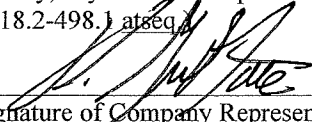
CEO/manager

7/24/13

CERTIFICATION OF NO COLLUSION

The undersigned, acting on behalf of Bridgewater Innovations Group, LLC (dba the bridge ltd), does hereby certify in connection with the procurement and proposal to which this Certification of No Collusion is attached that:

This proposal is not the result of, or affected by, any act of collusion with another person engaged in the same line of business or commerce: nor is this proposal the result of, or affected by, any act of fraud punishable under Article 1.1 of Chapter 12 of Title 18.2 Code of Virginia, 1950 as amended (&&18.2-498.1) at seq.



Signature of Company Representative

Bridgewater Innovations Group, LLC
Name of Company DBA The bridge Ltd

7/25/2013

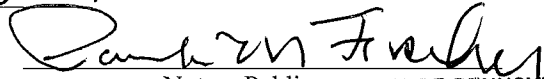
Date

A. ACKNOWLEDGEMENT

STATE OF VIRGINIA

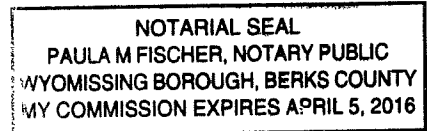
CITY OF CHARLOTTESVILLE, to wit:

The foregoing Certification of No Collusion bearing the signature of R. GRANT TATE and dated 7/25/13 was subscribed and sworn to before the undersigned notary public by PAULA M FISCHER on 7/25/13



Notary Public
COMMONWEALTH OF PENNSYLVANIA

My commission expires: APRIL 5, 2016



CODE OF VIRGINIA

&18.2-498.4. Duty to provide certified statement. A. The Commonwealth, or any department or agency thereof, and any local government or any department or agency thereof, may require that any person seeking, offering or agreeing to transact business or commerce with it, or seeking, offering or agreeing to receive any portion of the public funds or moneys, submit a certification that the offer or agreement or any claim resulting thereon is not the result of, or affected by, any act of collusion with another person engaged in the same line of business or commerce, or any act of fraud punishable under this article.

B. Any person required to submit a certified statement as provided in paragraph A above who knowingly makes a false statement shall be guilty of a Class 6 felony. (1980, c.472)

**CITY OF CHARLOTTESVILLE
SECTION 3 (VOLUNTARY PARTICIPATION)
WORKFORCE DEVELOPMENT INITIATIVE
ATTACHMENT F**

As part of the Section 3 Workforce Development Initiative, CATEC greatly encourages its contractors to demonstrate an effort in directing any employment, training and contracting opportunities to low and very low-income residents and Section 3 business concerns which provide economic opportunities to low and very low-income individuals. The purpose of this initiative is to provide jobs and further economic opportunities for low-income individuals in CATEC of Charlottesville. Throughout this effort, CATEC will work with its contractors to facilitate and direct these opportunities generated by City of Charlottesville projects, to low and very low income persons and Section 3 business concerns in the Charlottesville Metropolitan Area.

Participation in the Section 3 Workforce Development Initiative is **not** a requirement of this bid/proposal and is **optional** on behalf of the contractor. There is no Section 3 preference designated for any contract awarded as a result of this solicitation. For bids, award is as per the award clause in the Invitation for Bid. For proposals, evaluation is per the criteria published in the Request for Proposal and award is as per the award clause in the Request for Proposal.

How Your Business Can Participate

- **Hiring:** If there are hiring opportunities as a result of this contract, CATEC encourages your business to consider providing employment opportunities to qualified low and very low-income residents in CATEC.
- **Training:** If there are on-the-job training opportunities as a result of this contract, CATEC encourages your business to consider providing training opportunities to low and very low-income residents in CATEC.
- **Contracting:** If there are contracting opportunities as a result of this contract, CATEC encourages your business to consider awarding subcontracts to Section 3 businesses.
- **Qualifying as a Section 3 Business Concern:** Your company may qualify as a Section 3 Business Concern. Additional information on the criteria and certification process is available at <http://www.charlottesville.org/Index.aspx?page=3120> or by contacting the Section 3 Coordinator, Tierra Howard, at 434-970-3383 or howardti@charlottesville.org. If you believe you qualify as a Section 3 Business concern, complete and submit **Form B** of this attachment directly to the Section 3 Coordinator at the address designated on Form B, and the Section 3 Coordinator will contact you and facilitate completion of the qualification process.

Would you like to partner with CATEC to support this initiative? Select the option that applies below.

_____ Yes, I will commit to partnering with CATEC to support this initiative.

_____ No, I will not commit to partnering with CATEC to support this initiative.

If yes, complete and submit **Form A**, Section 3 Workforce Development Initiative Action Plan, of this attachment directly to the Section 3 Coordinator at the address designated on Form A.

Signed: _____ Title: _____ Date: _____

Company Name: _____

Complete and return this page of Attachment F, Section 3 Voluntary Participation, Workforce Development Initiative with your bid/proposal. Note: Forms A and/or B of Attachment F are to be submitted directly to the Section 3 Coordinator at the address designated on those forms. Do not submit Forms A and/or B with your bid/proposal.

OVERVIEW AND INSTRUCTIONS FOR CONTRACTORS

Definitions:

Low Income Person means a resident of the Charlottesville Metropolitan Area at or below 80% of the area median income.

This table shows 80% of the area median income for the Charlottesville Metropolitan Area for the designated number of persons in a family.

2013 City of Charlottesville Area Median Income Limits

| Household Size | 1 Person | 2 Persons | 3 Persons | 4 Persons | 5 Persons | 6 Persons | 7 Persons | 8 Persons |
|----------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Income (up to or below) | \$43,400 | \$49,600 | \$55,800 | \$62,000 | \$67,000 | \$71,950 | \$76,900 | \$81,850 |

Section 3 business concern is a business concern (a) that is fifty-one percent (51%) or more owned by a low and very low-income resident(s); (b) whose permanent, full-time employees include persons, at least thirty percent (30%) of whom are currently Section 3 residents, or within three years of the date of first employment with the business concern were low and very low-income residents; or (c) that provides evidence of a commitment to subcontract in excess of twenty-five percent (25%) of the dollar award of all subcontracts to Section 3 business concerns.

Charlottesville Metropolitan Area includes Albemarle County, VA; Greene County, VA; Fluvanna County, VA; and Nelson County, VA. If participating in this voluntary program, for opportunities that arise during the performance of any contract resulting from this solicitation, the Contractor's application of a preference/priority should be provided to City of Charlottesville residents first before preference is extended to the Charlottesville Metropolitan Area.

Contractors can participate by:

- A. Giving notice of any opportunities for employment, training, and contracting to low and very low income residents and Section 3 businesses as far in advance of the opportunity as possible. The Section 3 Coordinator will assist the contractor with providing notice.
- B. Certifying as a Section 3 business concern (Form B).
- C. Referring to the Section 3 Resident Database and Section 3 Business Registry in the event of hiring and/or contracting opportunities.
 - a. The Section 3 Resident Database can be located by contacting the Section 3 Coordinator.
 - b. The Section 3 Business Registry Listing can be located by contacting the Section 3 Coordinator or online at <http://www.charlottesville.org/Index.aspx?page=3120>.
- D. Providing preference in hiring and contracting to qualified Section 3 residents and businesses when all factors are equal for the opportunity including price and salary requests.
- E. Provide training to Section 3 residents that is employment related, skills enhancing or employment readiness in nature. Here are the methods of providing training opportunities:
 1. Contractor may develop a solid professional curriculum and it must be approved by a qualified state Department of Labor or CATEC.
 2. Contractor may identify a person or persons that are qualified to provide the training within their staff.
 3. Contractors can partner with other groups that provide the desired training and pay them directly for the service.
 4. The contractor can sub-contract the Section 3 training to an outside firm specializing in training and educational programs to Section 3 residents.
- F. Working with CATEC in developing a communication and follow up process to track and report all Section 3 hiring and contracting activities to ensure the reporting of contractor's effort.

CITY OF CHARLOTTESVILLE
Bidder/Offeror – ATTACHMENT F, FORM A, Page 1 of 3
Section 3 Workforce Development Initiative Action Plan

All firms and individuals intending to participate in the Section 3 Workforce Development Initiative MUST complete and submit this Action Plan with the bid, offer, or proposal.

RE: City of Charlottesville

Solicitation Name or Number: _____

Contractor: _____

Subcontractor (s): _____

Purpose: To ensure that contractors have a plan for partnering with CATEC to provide Employment Opportunities for Section 3 Businesses and Lower Income Persons in Connection with City of Charlottesville Projects.

Preliminary Statement for Work Force Needs: It is our intent to identify any short-term and long-term employment, training, and/or contracting opportunities for qualified Section 3 persons and concerns during the course of our contract with CATEC. Please list the status and all anticipated employment positions and opportunities for this contract.

| <u>Category</u> | <u># of Project Workforce Positions Needed</u> | <u># of Positions Occupied</u> | <u>#of Positions to be filled w/ low-income resident</u> |
|-----------------------|--|--------------------------------|--|
| Skilled | | | |
| Semi-Skilled | | | |
| Laborer | | | |
| Office/Clerical/Admin | | | |
| Trainees | | | |

CITY OF CHARLOTTESVILLE
Bidder/Offeror/Proposer – ATTACHMENT F, FORM A, Page 2 of 3
Section 3 Workforce Development Initiative Action Plan

In the spaces below, initial your commitment to CATEC's Section 3 Workforce Development Initiative.

1. I commit to making a good faith effort to provide hiring/employment opportunities to qualified low-income persons in the area in which the project is located and incorporate the efforts outlined in any contract resulting from this solicitation. Initial here _____.
 - a. Based upon the Preliminary Workforce Needs table on the previous page, I will endeavor to hire and maintain throughout the life of any contract awarded as part of this solicitation (Including any changes or modifications) at least _____ low-income residents. I anticipate my total number of employees for this contract to be _____ and _____ will be qualified low-income new hires.

OR

- b. _____ I do not anticipate any new hires on this contract.
2. I commit to making a good faith effort to provide subcontracting opportunities to qualified Section 3 businesses in the area in which the project is located and incorporate the efforts outlined in any contract resulting from this solicitation. Initial here _____.
 - a. I will endeavor to subcontract as a result of the contract awarded as part of this solicitation (Including any changes or modifications) to Section 3 businesses. I anticipate my total number of subcontractors for this contract to be _____ and _____ will be qualified Section 3 businesses. In the spaces below, report the anticipated dollar amount that you intend to subcontract if the contract is awarded to your company.
 - i. Total projected amount to be subcontracted: \$ _____
 - ii. Total projected amount to be subcontracted to Section 3 businesses \$ _____

OR

- b. _____ I do not anticipate any new contracting by my firm on this contract.

I will commit to providing, from my contract, a qualified Department of Labor Approved training/curriculum in the following areas: Employment Readiness and Professional Development, Building Construction Trades Classroom Training, Other direct skills training. Initial here _____

CITY OF CHARLOTTESVILLE

Bidder/Offeror/Proposer – ATTACHMENT F, FORM A, Page 3 of 3
Section 3 Workforce Development Initiative Action Plan

My training will be (check the option below that applies and indicate the # of residents to be trained):

- Employment Readiness Training (40 hours of Classroom) for up to _____ residents
- Employment Skills w/Readiness Training (80 hours of Classroom) for up to _____ residents
- Employment Skills w/Readiness Training (____ hours of Classroom and Job Site) for up to _____ residents
- Contracted training (i.e. PVCC or CATEC Classroom training) for up to _____ residents.

Other: _____ for up to _____ residents

In an effort to partner with CATEC's Section 3 Workforce Development Initiative, I commit to supporting this initiative as described in Form A.

Signed: _____ Title: _____ Date: _____

Company Name: _____

Return FORM A to:

Tierra Howard, Section 3 Coordinator
City of Charlottesville, Department of Neighborhood Development Services
610 East Market St., 2nd Floor * P.O. Box 911
Charlottesville, VA 22902

CITY OF CHARLOTTESVILLE
Bidder/Offeror/Proposer
SECTION 3 CERTIFICATION– ATTACHMENT F, FORM B, Page 1 of 2

Name of Business _____

Address of Business _____

Contact Name: _____

Phone #: _____

Email: _____

Type of Business (Check One): Corporation Partnership Sole Proprietorship Other

Business Activity: _____

**I AM CERTIFYING AS A SECTION 3 CONCERN AND REQUESTING PREFERENCE ACCORDINGLY
(SELECT ONLY ONE OPTION):**

1. A business claiming status as a Section 3 Resident-Owned Business Concern (ROB) entity (51% or more of your business is owned and managed by a Section 3 qualified person or persons):

Initial here to select this option _____

Submit:

- Self-Certification for Section 3 Residents (Section 3 Self-Certification Form) and;
- Proof that they own a minimum 51% of the business

2. A business claiming Section 3 status, because at least 30% of the existing or newly hired workforce for this specific contract will be Section 3 residents throughout the entire contract period. If a Prime or General Contractor is electing this option, the 30% employment requirement will be for the entire project including all the sub-contractors employees:

Initial here to select this option _____ I anticipate my total number of employees for this contract to be _____ and _____ will be qualified Section 3 employees.

CITY OF CHARLOTTESVILLE
Bidder/Offeror/Proposer
SECTION 3 CERTIFICATION– ATTACHMENT F, FORM B, Page 2 of 2

Submit:

- Self-Certification for Section 3 Residents (Section 3 Self-Certification Form for each Section 3 employee).
- A full list of all project employees, highlight the Section 3 employees.

3. A business claiming Section 3 status by subcontracting 25% of the dollar award to qualified Section 3 Business(es):

Initial here to select this option _____

Submit:

- A list of intended subcontract(s) to Section 3 business(es) with subcontract amount
- Certification & all supporting documentation for each planned subcontract to Section 3 Business (es)

I attest that the above information is true and correct. (Please notarize below)

Contractor's Signature Print Name Title Date

STATE OF VIRGINIA

CITY OF CHARLOTTESVILLE

The foregoing instrument was acknowledged before me this _____ day of

_____, 20____, by _____.

My Commission Expires: _____.

Notary Public

Return FORM B to:

Tierra Howard, Section 3 Coordinator
City of Charlottesville, Department of Neighborhood Development Services
610 East Market St., 2nd Floor * P.O. Box 911
Charlottesville, VA 22902