



Proposal  
Professional Consulting Services

Submitted to:  
Kim Adkins, Director  
West Piedmont Workforce Investment Board (WPWIB)

Submitted by:  
Camille Wright Miller, President  
The Virginia Group, Inc.  
Postal Drawer 925  
Lexington VA 24450

O: 540-463-5566

C: 540-570-5566

[cmiller@virginiagroup.com](mailto:cmiller@virginiagroup.com)

Federal Tax ID: 54-1754332

The Virginia Group is SWaM Certified. Certification Number: 668524.



February 5, 2013

Kim Adkins, Director  
West Piedmont Workforce Investment Board

Re: Professional Consulting Services

Dear Ms. Adkins,

It is my pleasure to offer a response to your Request for Proposals. The deliverables are clear and are consistent with work The Virginia Group has done in retreat facilitation, public involvement and outreach, and grant writing. The Virginia Group offers limited workforce and labor market analyses. Where The Virginia Group has the capability, we welcome the opportunity; however, where the scope would exceed capability we would defer to recognized specialists.

The West Piedmont Workforce Investment Board is a recognized leader in workforce services, witness the creation and operation of four Virginia Workforce Centers and the abundance of employment services and training programs for employers, job seekers, and the youth. My colleague, Darryl Crawford, and I would be honored to work with you, your staff, the Board, and interested parties in Region XVII to continue advancing West Piedmont Workforce Investment Board's efforts in workforce services.

Should you have any questions, please call on me. I look forward to the opportunity to work you in the future.

Sincerely,

Camille Wright Miller

Camille Wright Miller, Ph.D.  
President



## Proposal for Professional Consulting Services

### Scope of Work Narrative

The Virginia Group has more than twenty years' experience in facilitation, public involvement and outreach, grant writing, and data analysis. The following is a brief description of the kinds of engagement The Virginia Group will provide in response to work desired by the West Piedmont Workforce Investment Board.

- **Facilitation:** Engage in conversation prior to facilitated events to identify desired outcomes, understand the scope of discussion, familiarize The Virginia Group with the participants/audience included in the event, and establish strategies to maximize participation and outcomes. Engage with participants to define clearly the expectations, desired outcomes, and provide an overview of the process. Facilitate meetings. Provide summary reports to meeting sponsor(s).
- **Public Involvement and Outreach:** Work with WPWIB Director, staff, and other stakeholders to define public involvement and outreach initiatives and create a methodology that will engage and inform the public. Establish desired outcomes, identify targeted audiences, create platforms for public involvement, determine best mechanisms for outreach, and engage the public. Where appropriate, work to identify "best practices" used by other WIBs, statewide and nationally, to maximize public involvement and outreach efforts.
- **Grant Writing:** Facilitate conversations to identify the scope of each targeted grant, to include who will be served by secured funding, the dollar amount to be requested, how the grant will be administered, and to ensure WPWIB has the capacity or can gain the capacity to manage all awarded grants. Conduct background research, write grant proposals to the highest standards, submit completed grant drafts for timely review by WPWIB staff in advance of deadlines, and provide an executive summary of each grant submission for dissemination to the Board's Executive Committee.
- **Workforce and Labor Market Analyses, Gap Analysis, Asset Mapping, Economic Impact Analysis:** Review and refine the scope of analyses requested. Where The Virginia Group has capability, work with the West Piedmont Planning District Commission, the Virginia Employment Commission, available census data, and interested parties to mine data and provide analyses that are accessible to lay persons. Where the scope of work exceeds The Virginia Group's capability, provide timely response to WPWIB and recommend referral of that particular project to other entities.

## Methodology

Though the methodology for each of the areas defined in the Scope of Work will vary somewhat, the general approach used (and defined below) is relatively consistent in all of the areas identified in the Scope.

1. Clearly define the objectives and desired outcome of event using inclusive dialogue and engaging appropriate stakeholders.
2. Set strategies to maximize achieving objectives and outcomes; communicate strategies to stakeholders.
3. Establish time frames using GANTT charts to ensure goals are met.
4. Conduct all necessary research in advance of beginning a project. Communicate findings and/or best practices to project sponsor(s) and stakeholders.
5. Facilitate meetings to ensure all participants feel heard and have the opportunity to participate, while also ensuring that no one individual or small faction monopolizes the event. Frequently summarize the process and key themes to ensure shared understanding. Work to engage participants fully in the process.
6. Request feedback during processes to ensure expectations are being met; alter processes to ensure highest level of effectiveness as new information is received.
7. Thoroughly review grant requirements before conducting research; host brainstorming sessions (often via conference calls or Skype meetings) to gain highest understanding of what should be pursued. Create outline of grant scope and requirements. Write the grant; submit grant draft for staff review prior to deadline. Provide written executive summary to WPWIB Director for dissemination of document to Executive Committee.
8. For data analysis, determine the best source(s) of data and the appropriate methodology for providing a robust analysis relative to the needs of Region XVII. Ensure that all reports are accessible, i.e., can be easily understood by those who are not data-conversant.

## Scope of Fees

The Virginia Group is prepared to provide an estimate for services in advance of delivering specific services, once each service required is defined. The following rates apply during the 2013 calendar year; however, they will be extended through June 2014 for WPWIB.

Activity	Rate	Amount	Total
Consulting (Research, Phone Calls, Facilitation, Report and Grant Writing)			\$200.00/hour
Travel Time			\$100.00/hour
Mileage			.55/mile
Meals, Accommodations: Reimbursed at cost			

Note: A 2% discount is offered on invoices paid within 14 days of being presented.

Professional liability insurance will be secured and insurance certificates will be provided upon award of contract. Coverage and limits will be bound using requirements set by WPWIB.

## STATEMENT OF QUALIFICATIONS

**Camille Wright Miller, Ph.D., President of The Virginia Group. Lead facilitator.**

*Education:* Ph.D. Sociology, University of Virginia.  
M.A. Sociology, Middle Tennessee State University  
Certificate, Health Care Administration  
B.S. Sociology, Middle Tennessee State University  
Minors: Management, Psychology, English

*Professional History:*

Founder and President. The Virginia Group, Inc. Founded 1993. Establish long-term, consulting relationships with profit and non-profit organizations. Provide expertise ranging from strategic planning to conflict management to change management.

Assistant Dean for Academic Affairs. Roanoke College. August 1991-July 1993.

Assistant Dean for Adult Studies. Hollins College (now University). July 1989-July 1991.

Assistant Professor. Hollins College. February 1987 - May 1990.

Instructor. University of Virginia. Washington and Lee University. Middle Tennessee State University.

*Relevant Experience:*

- 19 years as an organizational consultant, with significant experience facilitating strategic planning processes and leading change initiatives in both the public and private sectors. Past clients include:
  - Office of the Governor, Governor Kaine. Served as facilitator for the Charlottesville Task Force to transition the Charlottesville Workforce Center to a high capacity Center. Facilitated the Governor's initiative to implement Federal Workforce Investment Act of 1998 (WIA) to create integrated service delivery of workforce services for employers and job seekers. Worked with Virginia Employment Commission (VEC), Department of Rehabilitation Services (DRS) [now Department of Aging and Rehabilitative Services (DARS)], Virginia Community College System (VCCS), and local workforce investment boards (WIBs) to establish integrated delivery sites in Roanoke, Martinsville, Danville, South Boston, and Arlington. Facilitated additional sites through the end of the Governor's term. Work conducted under the auspices of the Senior Advisor to the Governor on Workforce, Daniel G. LeBlanc.
  - Bay Consortium WIB and the Fredericksburg Workforce Center Management Team. Served as project manager to achieve an opening date of September 13, 2010 for the Virginia Workforce Center located in Fredericksburg. Fredericksburg's Center was opened on-time and on-budget.
  - Shenandoah Valley Workforce Investment Board (Valley Workforce). Consultant. Conducted an organizational effectiveness analysis which included phone interviews with each Board member, on-site visits with each Chief Administrative Officer and lead Economic Developer for the 16 localities served by the WIB. Interviewed staff. Reviewed documents and assessed compliance. Retained a second time to conduct a compensation study for the director and to engage all CLEOs in a re-organization meeting.
  - Virginia Economic Developers Association. Facilitated Strategic Planning process.

- Virginia Department of Economic Development, Domestic Division. On-going consulting surrounding strategic planning and new initiatives.
- Virginia Department of Health. Facilitated cross-division strategic plan to reduce infant mortality.
- Catawba Partnership. A public/private partnership devoted to creating a seamless system of care in the Roanoke Region. Members include Alleghany Highlands Community Services Board, Blue Ridge Behavioral Healthcare, Carilion Hospital, Lewis Gale Hospital, Catawba State Hospital, Roanoke NAMI, and the Mental Health Association of Roanoke Valley.
- Roanoke Redevelopment and Housing Authority. Facilitated visioning and strategic planning process for HOPE VI project to transform public housing to public community with self-sustainability and home ownership
- Waynesboro Redevelopment and Housing Authority. Facilitated strategic planning process to determine Authority's future efforts, which included development of residences for the elderly in Bath County
- City of Buena Vista VA. Facilitated strategic planning process which included the development revitalization of the downtown and achieving efficiencies in local government
- Lexington VA, City Council. Worked with Council to establish its work plan.
- As a member of Lexington VA's Planning Commission, actively participated in the writing of two comprehensive plans which include setting directions for the city's economic development, housing, government infrastructure, transportation, facilities and city services.
- The Department of Public Works, Lynchburg VA. Working in partnership with Jim Linsenmeyer, lead a comprehensive change of the department's compensation system, including a pay-for-performance model. Reduced the pay bands to six bands while increasing entry-level pay to \$9.00/hr (now \$11.00/hr), providing pathways for promotion, and presenting opportunities for cross-training.
- City of Beaufort SC. Led department head training in preparation for new cost containment initiatives which are currently underway. Facilitated organization of newly created Redevelopment Authority. Annually facilitate strategic planning efforts of Redevelopment Authority. Annually facilitate strategic planning initiatives of City Council.
- Franklin County VA. Led department head training in a first-time managerial training initiative.
- Chair, Shenandoah Valley Partnership, our region's economic development partnership. Led initiatives to advance economic development for the multi-jurisdictional organization, including Harrisonburg, Rockingham County, Augusta County, Staunton, Waynesboro, Rockbridge County, Lexington, Buena Vista, Bath County, Highland County
  - As chair of the Strategic Planning Committee of the Shenandoah Valley Partnership, partnered to create initiatives that brought more than \$1 million in funding from DHCD which was leveraged to bring \$18 million in completed projects for the region.
- City of Martinsville VA. Led training initiatives across multiple departments, including HR, Finance, Public Works, Fire, Rescue, and Police.
- Facilitated joint visioning sessions for city mayors, city managers, county administrators, and county chairs of respective Boards of Supervisors of

Harrisonburg, Rockingham County, Augusta County, Staunton, Waynesboro, Rockbridge County, Lexington, Buena Vista, Bath County, Highland County. Worked in partnership with the Central Shenandoah Valley Planning District Commission.

- 21 years as an instructor with relevant experience teaching Demographics, Social Problems, Strategic Planning, Strategic Planning Facilitation, Change Management.
- Currently serve as co-lead instructor for the National Criminal Justice Command College (NCJCC), located in Midlothian VA. NCJCC is a joint partnership between the University of Virginia's Center for Executive Development and the Virginia State Police; it is now in its seventh year.

*Relevant Public Service:*

Lexington City Council, Lexington VA. 2013-2017. Serve on Finance Committee, Serve on Social and Economic Development Committee, Council Liaison to Planning Commission.

Planning Commission, Lexington VA. 2005-2013, 1988-1996. Vice-Chair, 2011-2013, 2007, 1993-1996.

Industrial Development Authority. Lexington VA. Member, 1997 – 2013.

Virginia Philpot Manufacturing Extension Partnership (VPMEP). An organization created by enabling legislation of the General Assembly to support the creation of jobs through consulting to small and mid-size manufacturers in the Commonwealth. Membership is by Gubernatorial appointment. Member, 2002 – 2010. Chair, Strategic Planning Committee, 2003 – 2007. Member, Nominating Committee, 2007.

Girl Scouts Virginia Skyline Council. Member, 2008 – 2011. Chair, Finance Committee 2009 – 2012.

Shenandoah Valley Partnership. Region's Economic Development Partnership.

Member, 1997 – 2007. Chair, 2003-2005. Vice Chair, 2002-2003. Chair, Strategic Planning Committee, 1997 – 2002.

Lewis Gale Psychological Services Board. Member and Chair, 1998-2000

Rockbridge Area Mental Health Advisory Board. Charged with acquiring and overseeing properties housing for the Community Services Board and all program services. Member, 1983-1987. Vice-chair, 1984-1987.

**References:**

Jeff Stapel. Chair, Shenandoah Valley WIB.

540-828-2536

[jeff@shickel.com](mailto:jeff@shickel.com)

Robin Sullenberger, Executive Director, Shenandoah Valley Partnership

540-568-3100

[sullendx@jmu.edu](mailto:sullendx@jmu.edu)

Joe Ashley, Assistant Commissioner, Department of Aging and Rehabilitative Services

804-662-7624

[Joe.ashley@dars.virginia.gov](mailto:Joe.ashley@dars.virginia.gov)

Scott Dadson, City Manager, Beaufort SC

843-525-7078

[sdadson@cityofbeaufort.org](mailto:sdadson@cityofbeaufort.org)

**STATEMENT OF QUALIFICATIONS**  
**Darryl D. Crawford, M.P.A., M.S.D., M.P.A.**

*Education:* M.P.A. Urban & Regional Planning, Florida State University  
M.S.D. Demography, Florida State University  
M.P.A. Public Administration, James Madison University  
B.S. Political Science, Appalachian State University

*Experience:*

Demographic Analyst. Center for Demography & Population Health.  
Department of Urban & Regional Planning. FSU. August 2008-May 2011.

Senior Planner. Central Shenandoah Planning District Commission.  
December 1996 – June 2011. (On education leave July 2008 through June 2011)  
Multi-jurisdictional organization providing planning and technical assistance to counties of Augusta, Bath, Highland, Rockbridge, Rockingham, cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro, Virginia, and 11 towns in the Central Shenandoah Valley Region of Virginia.

County Planner. Bath County, Virginia. August 1995-November 1996

*Relevant Experience:*

15+ years as a regional and local planner with a diverse range of experiences including grant writing and leading project teams preparing funding applications for programs of local and regional interest.

- Wrote successful proposal for the Regional Competitiveness Program. The project award resulted in distribution of over \$1.8 million in economic development investments from DHCD. The funds were leveraged by the Shenandoah Valley Partnership and the Central Shenandoah Planning District Commission into nearly \$18 million of additional public and private sector investments. Those investments resulted in the workforce development training of 55,273 persons in the region and the creation of 2,465 new jobs.

Some key projects included:

Project Name	Total RCP Investments	Public / Private Sector Investments	In-Kind Investments	Total
Rockbridge Revenue Sharing and HVAC Training Center	\$42,206	\$3,675,000 Private		\$4,442,706
SV Technology Council to create the organization	\$35,700	\$20,000 Public		\$55,700
BRCC Workforce Center (Workkeys)	\$54,788	\$500,000 Private \$4,052,240 Public	\$9,791	\$4,166,819
Rockbridge Envirotechnology Park	\$77,500	\$102,500 Public		\$180,000



Project Name	Total RCP Investments	Public / Private Sector Investments	In-Kind Investments	Total
BRCC Technology Testing Center	\$17,500	45,000 Public	2/3 market value of rent rates	\$62,500
Shenandoah Valley Business Incubator and Technology Center	\$75,650	\$118,850 Public	T-1 Access	\$194,500
Harrisonburg Area Labor Study	\$54,000	\$20,000 Private		\$74,000
Valley Vocational-Technology Center	\$20,000	\$33,700 Public		\$53,000
Bath-Highland Distance Learning Consortium	\$42,500	\$457,750 Public		\$500,000
Comprehensive Workforce Improvement Initiative	\$90,800	\$2,400,000 Public		\$2,490,800
BRCC High Performance Manufacturing/Engineering Technology Training Center	\$10,000	\$31,800 Public	\$26,000	\$67,800

- Wrote Economic Development Administration Development District grants for Planning Assistance totaling \$596,000 over 11 years.

Some key projects included:

- Regional strategic planning process for five county – five city region including preparation of the *Central Shenandoah Valley's Regional Strategic Initiatives (endorsed by 69 organizations)*.
  - Publication of *Central Shenandoah Valley Region of Virginia: Demographic Forecasts*, *Central Shenandoah Valley Region of Virginia: Housing Costs Comparisons*, and *Central Shenandoah Valley Region Facts and Figures*.
  - The strategic initiatives and publications were used in multiple local and regional grant projects to provide justification for awarding grants.
- Conducted facilitation and strategic planning for various projects including:
    - Augusta County Board of Supervisors – Priorities Workshop
    - Rockingham County Planning Department – Zoning Ordinance Review
    - Central Shenandoah PDC Staff – Priorities Workshop
    - Bath-Highland Distance Learning Consortium – Stakeholder Support Workshop
    - City of Staunton Comprehensive Plan – Citizen Input Sessions
    - Bath County Comprehensive Plan – Citizen Input Sessions
    - Highland County Comprehensive Plan – Citizen Input Sessions
    - Elkton Town Council – Priorities Workshop
    - Valley Microenterprise Alliance – Priorities Workshop