

COMMONWEALTH OF VIRGINIA

STANDARD CONTRACT

Contract Number: VTS-2060-2024

This contract entered into this 1<sup>st</sup> day of August 2023 by Strategy Compass LLC hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Polytechnic Institute and State University called "Virginia Tech."

WITNESSETH that the Contractor and Virginia Tech, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide Organizational Consulting Services to Virginia Tech as set forth in the Contract Documents.

PERIOD OF CONTRACT: From January 1, 2024 through December 31, 2025 with options for three (3) two (2) year renewals.

COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid by Virginia Tech in accordance with the Contract Documents.

CONTRACT DOCUMENTS: The Contract Documents shall consist of this signed contract, Request for Proposal (RFP) number 5671412306 dated March 16, 2023, together with Addendum Number 1 To RFP dated March 30, 2023, Addendum Number 2 To RFP dated April 14, 2023, the proposal submitted by the Contractor dated April 21, 2023 and the negotiation summary, all of which Contract Documents are incorporated herein.

ELECTRONIC TRANSACTIONS: If this paragraph is initialed by both parties, to the fullest extent permitted by Code of Virginia, Title 59.1, Chapter 42.1, the parties do hereby expressly authorize and consent to the use of electronic signatures as an additional method of signing and/or initialing this contract and agree electronic signatures (for example, the delivery of a PDF copy of the signature of either party via facsimile or electronic mail or signing electronically by utilizing an electronic signature service) are the same as manual executed handwritten signatures for the purposes of validity, enforceability and admissibility.

SPC RN  
(Initials)

In WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

DocuSigned by:  
Contractor  
By: Sesh P. Conaton  
(Signature)

Sesh P. Conaton Founder & Principal Consultant

Name and Title

DocuSigned by:  
Virginia Tech  
By: Reed Nagel

Reed Nagel

Associate Director of Procurement



Request for Proposal 5671412306

For

Organizational Consulting Services

March 16, 2023

**Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.**

RFP # 5671412306, Organizational Consulting Services

**INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED**

**DUE DATE:** Proposals will be received until April 20, 2023 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

**INQUIRIES:** All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231-1269 e-mail: [acaldwell@vt.edu](mailto:acaldwell@vt.edu). All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00PM on March 31, 2023. Inquiries must be submitted to the procurement officer identified in this solicitation.

**PROPOSAL SUBMISSION:**

**Proposals may NOT be hand delivered to the Procurement Office.**

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

**Proposals must be submitted electronically at:**

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is easy and free. If you have any challenges with the registration process, please contact Bonfire Interactive Support at [support@gobonfire.com](mailto:support@gobonfire.com).

**It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: [https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?\\_ga=2.42375717.1472165071.1588110542-997330893.1585332052](https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?_ga=2.42375717.1472165071.1588110542-997330893.1585332052)

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

**Attachments must be smaller than 1000MB in order to be received by the University.**

*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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.*

AUTHORIZED SIGNATURE: \_\_\_\_\_ Date: \_\_\_\_\_

06/27/2022

**[INCLUDE THIS PAGE]**

## I. PURPOSE:

This Request for Proposal (RFP) seeks to solicit proposals to establish a contract through competitive negotiations for Consulting Services with a specialty for Organizational Structure in Higher Education, by Virginia Polytechnic Institute and State University (Virginia Tech), an agency of the Commonwealth of Virginia.

Transformational change and organizational and operational excellence are paramount to the university's long-term success. As the university continues to move the Beyond Boundaries foundation from visioning into planning and implementation, and refreshes the strategic plan over the next year, the need for experienced firm(s) to provide a broad range of strategic consulting services remains. Through a past organizational consulting services opportunity, the university contracted with firms with a variety of expertise that enabled the university to progress strategic interests and investments.

Firms do not need to possess experience in all categories to respond but should provide an overview of capabilities in the response.

Specific project requirements will be provided by the requesting department at the time services are needed. Requests will vary based on specific department needs.

## II. SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION:

The mission of the Virginia Tech supplier opportunity program is to foster inclusion in the university supply chain and accelerate economic growth in our local communities through the engagement and empowerment of high quality and cost competitive small, minority-owned, women-owned, and local suppliers. Virginia Tech encourages prime suppliers, contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.

For more information, please visit: <https://www.sbsd.virginia.gov/>

## III. CONTRACT PERIOD:

The term of this contract is for two years, or as negotiated. There will be an option for three (3) two-year renewals, or as negotiated.

## IV. EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM:

The eVA Internet electronic procurement solution streamlines and automates government purchasing activities within the Commonwealth of Virginia. Virginia Tech, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. *We are, therefore, requesting that your firm register as a vendor within the eVA system.*

There are transaction fees involved with the use of eVA. These fees must be considered in the provision of quotes, bids and price proposals offered to Virginia Tech. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <http://www.eva.virginia.gov/pages/eva-registration-buyer-vendor.htm> and **register both with eVA and Ariba**. *This process needs to be completed before Virginia Tech can issue your firm a Purchase Order or contract.* If your firm

conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at: <https://eva.virginia.gov/>, or call 866-289-7367 or 804-371-2525.

V. CONTRACT PARTICIPATION:



It is the intent of this solicitation and resulting contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or Virginia Tech's affiliated corporations and/or partnerships may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor shall notify Virginia Tech in writing of any such entities accessing the contract, if requested. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the Contract, as requested. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Virginia Tech. Virginia Tech shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Virginia Tech is not responsible for the acts or omissions of any entity, and will not be considered in default of the contract no matter the circumstances.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

VI. STATEMENT OF NEEDS/SCOPE OF WORK:

- A. To support the transformation and organizational change initiatives, the university seeks experienced firm(s) to provide a broad range of strategic consulting services. These services include, but are not limited to, organizational design and culture, business process evaluation and design (including but not limited to human resources, financial affairs, administrative operations, and academic enterprise management), change management, business analytics, process improvement, project development and management, strategic advisory services, and executive coaching.
- B. Strategic consulting service projects may be short or long term in nature, to be determined by the scope of work and project owner.
- C. It is desirable, but not required, that the strategic consulting service vendor(s) have experience in higher education and/or the public sector.

- D. Any services under the resulting contract shall be documented in a Statement of Work established between the Requestor and the Vendor when services are required.
- E. The awarded firm(s) may be required to attend meetings on campus or in other Virginia Tech locations throughout the Commonwealth of Virginia.
- F. If travel is required by the awarded firm(s), any requests for reimbursement shall be at the established GSA Travel rates for the appropriate location.

VII. PROPOSAL PREPARATION AND SUBMISSION:

A. Specific Requirements

Proposals should be as thorough and detailed as possible so that Virginia Tech may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

1. Vendor Profile Information

Vendor must provide the legal business name, legal status (e.g., corporation, sole proprietor, etc.) and the year the entity was organized to do business as the entity now substantially exists, the home office address, and telephone and fax numbers, web site URL (if any), and organizational chart, including the names and titles of Vendor's principal officers.

2. Vendor Organizational Capabilities

Vendor must provide a brief description of its entity (including business locations, size, areas of specialization and expertise, client base and any other pertinent information that would aid an evaluator in formulating a determination about the stability and strength of the entity), including the Vendor organization's experience and history with consulting related to development of the requirements within this proposal request. Vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications.

3. Vendor Account Manager

Vendor shall appoint an Account Manager who will provide oversight of Vendor contract activities. Vendor's Account Manager will be the principal point of contact concerning Vendor's performance under this Contract. Vendor shall notify the Contract Administrator, in writing, when there is a new Vendor Account Manager assigned to this Contract. Vendors must state whether or not Subcontractors are being used and list them if so. Virginia Tech reserves the right to reject any and all Subcontractors that Vendor proposes. Any Subcontractors engaged after award of the Contract must be pre-approved in writing by Virginia Tech.

4. Client References

Vendors shall provide as references the names, addresses, telephone numbers, email addresses, and contact person for at least (3) representative customers, preferably within higher education. References must be for projects that are of a similar size and scope of the project anticipated in this RFP. References must not be from a person, company, or organization with any special interest, financial or otherwise, in the Vendor.

5. Cost Proposal

Vendor will submit cost proposal that outlines job titles and corresponding rates. Provide an overview of the methodology of providing consulting services and identify all costs

associated, broken down by activity, with providing services.

6. Demonstrate capacity and readiness to perform service and deliverables as described.
7. Participation of Small, Women-owned and Minority-owned Business (SWaM) Business:  
If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSB website at <http://www.sbsd.virginia.gov/>
8. The return of the General Information Form and addenda, if any, signed and filled out as required.

## B. General Requirements

1. RFP Response: In order to be considered for selection, Offerors shall submit a complete response to this RFP to include;

- i. **One (1) electronic document** in WORD format or searchable PDF of the entire proposal as one document, INCLUDING ALL ATTACHMENTS must be uploaded through the Bonfire online submission portal. Refer to page 2 for instructions.

Any proprietary information should be clearly marked in accordance with 2.d. below.

- ii. Should the proposal contain **proprietary information**, provide **one (1) redacted electronic copy** of the proposal and attachments **with proprietary portions removed or blacked out**. This redacted copy should follow the same upload procedures as described on Page 1 of this RFP. This redacted copy should be clearly marked "*Redacted Copy*" within the name of the document. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable. Virginia Tech shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

No other distribution of the proposals shall be made by the Offeror.

2. Proposal Preparation:

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Virginia Tech requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Virginia Tech at its discretion. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.

- b. Proposals should be prepared simply and economically providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.
  - c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
  - d. Ownership of all data, material and documentation originated and prepared for Virginia Tech pursuant to the RFP shall belong exclusively to Virginia Tech and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons why protection is necessary. –The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in rejection of the proposal.
3. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to Virginia Tech.—This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but will in no way change the original proposal. Virginia Tech will schedule the time and location of these presentations. Oral presentations are an option of Virginia Tech and may not be conducted. Therefore, proposals should be complete.

## VIII. SELECTION CRITERIA AND AWARD:

### A. Selection Criteria

Proposals will be evaluated by Virginia Tech using the following:

<u>Criteria</u>	<u>Maximum Point Value</u>
1. Quality of products/services offered and suitability for the intended purposes	25
2. Qualifications and experiences of Offeror in providing the goods/services	30



3. Specific plans or methodology to be used to provide the Services	10
4. Cost (or Price)	25
5. Participation of Small, Women-Owned and Minority (SWAM) Business	10

Total	100
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B. Award

Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposal. Negotiations shall then be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, Virginia Tech shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. Virginia Tech may cancel this Request for Proposal or reject proposals at any time prior to an award. Should Virginia Tech determine in writing and in its sole discretion that only one offeror has made the best proposal, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of this solicitation and the Contractor's proposal as negotiated.

Virginia Tech reserves the right to award multiple contracts as a result of this solicitation.

IX. INVOICES:

Invoices for goods or services provided under any contract resulting from this solicitation shall be submitted by email to [vtinvoices@vt.edu](mailto:vtinvoices@vt.edu) or by mail to:

Virginia Polytechnic Institute and State University (Virginia Tech)  
Accounts Payable  
North End Center, Suite 3300  
300 Turner Street NW  
Blacksburg, Virginia 24061

X. METHOD OF PAYMENT:

Virginia Tech will authorize payment to the contractor as negotiated in any resulting contract from the aforementioned Request for Proposal.

Payment can be expedited through the use of the Wells One AP Control Payment System. Virginia Tech strongly encourages participation in this program. For more information on this program please refer to Virginia Tech's Procurement website: <http://www.procurement.vt.edu/vendor/wellsone.html> or contact the procurement officer identified in the RFP.

XI. ADDENDUM:

Any ADDENDUM issued for this solicitation may be accessed at <http://www.apps.vpfin.vt.edu/html.docs/bids.php>. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.

XII. COMMUNICATIONS:

Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement Department rejects all proposals. Formal communications will be directed to the procurement officer listed on this solicitation. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement Department representative may result in the offending Offeror's proposal being rejected.

XIII. CONTROLLING VERSION OF SOLICITATION:

The posted version of the solicitation and any addenda issued by Virginia Tech Procurement Services is the mandatory controlling version of the document. Any modification of/or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by Virginia Tech Procurement Services. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Tech reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

XIV. TERMS AND CONDITIONS:

This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions, see Attachment A.

XV. CONTRACT ADMINISTRATION:

- A. Pascha Gerni, Managing Director, Business and Administration, Office of the President, at Virginia Tech or their designee, shall be identified as the Contract Administrator and shall use all powers under the contract to enforce its faithful performance.
- B. The Contract Administrator, or their designee, shall determine the amount, quantity, acceptability, fitness of all aspects of the services and shall decide all other questions in connection with the services. The Contract Administrator, or their designee, shall not have authority to approve changes in the services which alter the concept or which call for an extension of time for this contract. Any modifications made must be authorized by the Virginia Tech Procurement Department through a written amendment to the contract.

XVI. ATTACHMENTS:

Attachment A - Terms and Conditions

## ATTACHMENT A

### TERMS AND CONDITIONS

#### **RFP GENERAL TERMS AND CONDITIONS**

See:

[https://www.procurement.vt.edu/content/dam/procurement\\_vt\\_edu/docs/terms/GTC\\_RFP\\_02182022.pdf](https://www.procurement.vt.edu/content/dam/procurement_vt_edu/docs/terms/GTC_RFP_02182022.pdf)

#### **ADDITIONAL TERMS AND CONDITIONS**

1. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the Agreement.
2. **AUDIT:** The Contractor hereby agrees to retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Virginia Tech, its authorized agents, and/or the State auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Virginia Tech shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
4. **CANCELLATION OF CONTRACT:** Virginia Tech reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all modifications thereof, the proposal submitted by the Contractor, the written results of negotiations, the Commonwealth Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL EMAIL:** Virginia Tech will only be accepting electronic submission of proposals. All submissions must be submitted to <https://procurement-vt.bonfirehub.com/>. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time. **Attachments must be smaller than 1000MB in order to be received by the University.** Proposals may **NOT** be hand delivered to the Procurement Office.
7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing via email.
8. **SEVERAL LIABILITY:** Virginia Tech will be severally liable to the extent of its purchases made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

- 9. CLOUD OR WEB HOSTED SOFTWARE SOLUTIONS:** For agreements involving Cloud-based Web-hosted software/applications refer to link for additional terms and conditions: [http://www.ita.vt.edu/purchasing/VT\\_Cloud\\_Data\\_Protection\\_Addendum\\_final03102017.pdf](http://www.ita.vt.edu/purchasing/VT_Cloud_Data_Protection_Addendum_final03102017.pdf)
- 10. ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Virginia Tech will be used in product literature or advertising. The contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- 11. CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded prior to the Contractor's employees gaining access to the Virginia Tech Campus. Employees who have separated employment from Contractor shall undergo another background check prior to re-gaining access to the Virginia Tech campus. Contractor shall ensure subcontractors conduct similar background checks. Virginia Tech reserves the right to audit a contractor's background check process at any time. All employees have a duty to self-disclose any criminal conviction(s) occurring while assigned to the Virginia Tech campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Virginia Tech contract administrator within 5 days. If at any time during the term of the contract Virginia Tech discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the contractor shall remove that employee's access to the Virginia Tech campus, unless Virginia Tech consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the contract.
- 12. INSURANCE:** By signing and submitting a Proposal/Bid under this solicitation, the offeror/bidder certifies that if awarded the contract, it will have the following insurance coverages at the time the work commences. Additionally, it will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission. During the period of the contract, Virginia Tech reserves the right to require the contractor to furnish certificates of insurance for the coverage required.
- INSURANCE COVERAGES AND LIMITS REQUIRED:**
- A. Worker's Compensation - Statutory requirements and benefits.
  - B. Employers Liability - \$100,000.00
  - C. General Liability - \$2,000,000.00 combined single limit. Virginia Tech and the Commonwealth of Virginia shall be named as an additional insured with respect to goods/services being procured. This coverage is to include Premises/Operations Liability, Products and Completed Operations Coverage, Independent Contractor's Liability, Owner's and Contractor's Protective Liability and Personal Injury Liability.
  - D. Automobile Liability - \$500,000.00
  - E. Builders Risk – For all renovation and new construction projects under \$100,000 Virginia Tech will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the contract and name Virginia Tech as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.
  - F. The contractor agrees to be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the contract, including but not limited to claims under the Worker's Compensation Act. The contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the contract.

- 13. PRICE ESCALATION/DEESCALATION:** Price adjustments for changes in the contractor's price of materials, labor and transportation may be permitted. Request for price adjustments for any other reasons will not be granted. No price increases will be authorized for 365 calendar days after the effective date of the contract. Contractor shall give not less than 30 days advance notice prior to the annual renewal of the contract of any desired price increase.

The Contractor shall document the amount and proposed effective date of any general change in the price of materials, labor and transportation. Documentation shall be supplied with the contractor's request for increase which will (1) verify that the requested price increase is general in scope and not applicable just to Virginia Tech, and (2) verify the amount or percentage of increase which is being passed on to the contractor by the contractor's suppliers. Failure by the contractor to supply the aforementioned verification with the request for price increase will result in a delay of the effective date of such increase. The Virginia Tech Procurement Department may verify such change in price independently. The Virginia Tech Procurement Department may make such verification as it deems adequate. However, any increase which the Virginia Tech Procurement Department determines is excessive, regardless of any documentation supplied by the contractor, may be cause for cancellation of the contract by the Virginia Tech Procurement Department. The Virginia Tech Procurement Department will notify the contractor in writing of the effective date of any increase which is approved. However, the contractor shall fill all purchase orders received prior to the effective date of the price adjustments of the old contract prices.

"Across the Board" price decreases are subject to implementation at any time and shall be immediately conveyed to Virginia Tech. The contractor is further advised that price decreases which affect the price of materials, labor, and transportation are required to be passed on to Virginia Tech immediately. Failure to do so will result in action to recoup such amounts.

- 14. RENEWAL OF CONTRACT:** This contract may be renewed by Virginia Tech upon written agreement of both parties for (two years) / (with options for three (3) two-year renewals), under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.
- 15. SIDEWALK POLICY:** Driving on sidewalks is allowed when there is no other way to get a needed vehicle to a designated place or building on campus. The vehicle operator shall be made aware that extreme caution shall be used to operate the vehicle in a way that will not be a hazard or hindrance to pedestrians using the walk. The contractor shall be responsible for any damage to turf and anything that is located adjacent to the walk. Parking an unattended vehicle on a sidewalk is strictly prohibited by State Law. The contractor is allowed to park a vehicle on a sidewalk if there is no other way to perform necessary work. The procedure to obtain a permit to operate a vehicle on sidewalks is the same as for the turf as outlined in Turf Policy. Any vehicle parked illegally on sidewalks shall be subject to ticketing, fines and towing if necessary.
- 16. TURF POLICY:** Parking or driving on campus turf or sidewalk is strictly prohibited, except as specifically directed or otherwise allowed by the Physical Plant Grounds Department. In this case, a turf permit must be obtained from Virginia Tech Parking Services and displayed by the vehicle. Turf parking is not allowed under the canopy of any tree on campus. Any vehicle parked illegally on turf or sidewalks shall be subject to ticketing and fines.

**ADDENDUM # 1 TO RFP # 5671412306**

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

DATE	DUE DATE AND HOUR
March 30, 2023	April 20, 2023 at 3:00PM

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell  
 E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

## Organizational Consulting Services

- The following Scope of Work is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging Department.

Purpose:

Virginia Tech is seeking proposals for an experienced DEIB consultant with strong organizational development, strategic plan development, and capacity building experience to provide the University with diversity, equity, inclusion and belonging services.

All proposers must be able to provide services that encompass strong organizational development and strategic plan development.

Scope of Work:

- Awarded firm(s) may be asked to assess the state of diversity, equity, inclusion, and accessibility at the University. This will include a comprehensive assessment of the University's strengths, weaknesses, opportunities, and threats with respect to DEIB.
- Collaborate with the requesting department to articulate a clear set of DEIB goals and draft an action plan with specific activities.
- The Consultant will lay a foundation for a coordinated and comprehensive program to advance diversity, equity, inclusion and belonging (DEIB) in all departments of the University, with a focus on improving workforce diversity, creating a culture of inclusion and belonging.
- The firm(s) may provide insight and knowledge on DEIB best practices with focus on higher education.
- The awarded firm(s) may be asked to develop a shared language and framework including a public statement of principle regarding DEIB, that enhances the organization's ability to execute its mission, operations and strategic direction.
- Develop a training strategy to increase faculty/staff DEIB competencies, skills and capacity.
- Provide additional advice and support if needed. Virginia Tech may recognize that even with the DEIB plan in place there may be additional needs for the DEIB support.

- The inquiry period is extended to **April 7, 2023 by 2:00PM.**

3. All other terms, conditions and descriptions remain the same.

4. The due date and hour remains April 20, 2023 at 3:00pm.

I acknowledge that I have read and understand this addendum in its entirety.

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Signature

---

Date

Revised 10/19/21

## ADDENDUM # 2 TO RFP # 5671412306

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
North End Center, Suite 2100  
300 Turner Street NW  
Blacksburg, Virginia 24061

DATE	DUE DATE AND HOUR
April 14, 2023	April 26, 2023 at 3:00 pm

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer  
E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

### Organizational Consulting Services

The following questions have arisen as a result of this solicitation. Please see answers below in red:

1. Is there a page limit required for the proposal submission?

*Virginia Tech answer – There is no page limit; however, proposal should be constructed in a clear and concise manner.*

2. Does market research fall within the scope of strategic consulting?

*Virginia Tech answer – The services sought under this contract are varying in nature and could include any number of scopes of work.*

4. Can you specify the nature of the consulting services requested?

*Virginia Tech answer – See response to question 2.*

5. What are you trying to accomplish?

*Virginia Tech answer - The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services. The scope of works will be defined by individual users on campus.*

6. What is the challenge you are looking to solve or need assistance with?

*Virginia Tech answer – See response to question 5.*

7. What are your expected outcomes/deliverables?

*Virginia Tech answer – See response to question 5.*

8. Who would be included in the executive coaching?

*Virginia Tech answer - See response to question 2.*

9. What is the nature of the change management you want to look at specifically? For example, changes due to expanding or contracting enrollments and at what levels (undergrad, grad), centralizing office or changing the nature of the work (from individualized to shared services)?

*Virginia Tech answer - The organizational consulting services needs will vary across the enterprise, and the examples in your question are reasonable potential engagements. Additionally, services that aid in the efficiency of operations, improved use of technology, and continuous improvement are likely to be beneficial.*



10. What offices do you foresee process improvements impacting (do you have a general sense)?

*Virginia Tech answer - Process improvements are continuous at Virginia Tech and part of our change management mindset. Offices and units across Virginia Tech, both academic and administrative, expect to be impacted by process improvements.*

11. Section 'PURPOSE' on page 3 of the RFP states the below. Can you please provide additional information on the past organizational consulting services? What services were provided, what projects were completed, and what were the results/outcomes of these projects?

- "Through a past organizational consulting services opportunity, the university contracted with firms with a variety of expertise that enabled the university to progress strategic interests and investments."

*Virginia Tech answer - Organizational consulting is most recently visible in Virginia Tech's enterprise scale engagements. Please see review this [link](#) for more details.*

12. For the 'SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION' section on page 3 of the RFP, is there a utilization goal percentage or other goals/objectives that are required or recommended be met by the proposing vendor?

*Virginia Tech answer – Virginia Tech does not have a stated goal but we encourage majority firms to utilize SWaM to the greatest extent possible.*

13. For section 'CONTRACT PARTICIPATION' on page 4 of the RFP, is this section provided for informational purposes or is there information that proposing vendors have to provide in their proposals to address this section?

*Virginia Tech answer – Informational purposes.*

14. For section 'STATEMENT OF NEEDS/SCOPE OF WORK' on page 4 of the RFP, are there any additional strategic consulting services that Virginia Tech anticipates will be needed beyond what is listed under item A.

*Virginia Tech answer – Not at this time, however the needs of the University are ever changing and the awarded contractors may be required to do additional work.*

15. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Client References on page 5 of the RFP, the below language is included. Can you please clarify what the anticipated size and scope of the project(s) will be for this opportunity? This does not appear to be specified in the RFP beyond a general range of strategic consulting services requested.

- "References must be for projects that are of a similar size and scope of the project anticipated in this RFP."

*Virginia Tech answer – Please include references from similar size intuitions if possible.*

16. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Cost Proposal on page 5 of the RFP, is Virginia Tech just looking for hourly rates by staffing level? This section mentions request for "all costs...broken down by activity..." but anticipated projects are not specified in the RFP.

*Virginia Tech answer – Please provide hourly rates.*

17. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, please clarify what is meant by the below passage.

- "Demonstrate capacity and readiness to perform service and deliverables as described."

*Virginia Tech answer – Explain your firms ability to meet the criteria in the statement of needs. Specifically, describe your firms ability to take on projects and estimated response time.*

18. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, it mentions "the return of the General Information Form and addenda, if any, signed and filled out as required." Are the General Information Form and addenda required for the proposal? We do not see where this documentation/information is included in the RFP.

*Virginia Tech answer – The General Information Form is on page 2 of the RFP. This is required to be included with your proposal signed.*

19. For Attachment A Terms and Conditions on page 10 of the RFP, are vendors permitted to note proposed exceptions and/or changes to the terms and conditions in their proposal? Would doing so disqualify the vendor from the opportunity?

*Virginia Tech answer – You may submit changes to the terms and conditions; however, it will be a consideration of award.*

20. As projects can range in scope and duration--is the pricing schedule allowed to have wide ranges? Or are is the University expecting static pricing on each type of service?

*Virginia Tech answer – You may have multiple labor categories, but we expect one rate per category.*

21. While travel costs are reimbursed at federally approved levels--time spent traveling is a factor in pricing; should that be reflected in pricing schedule by providing pricing with or without travel?

*Virginia Tech answer – Time spent traveling should not be included in the pricing.*

22. Perhaps a bigger picture question is, whether the pricing is expected to be static once proposal is accepted?

*Virginia Tech answer – Pricing should be static throughout the life of a proposed scope of work.*

23. RFP says "Vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications." Does that mean vendor cannot hire or assign new personnel over the course of the contract?

*Virginia Tech answer – If there is a change in personnel that provides services to Virginia Tech the contractor would be required to inform the contract administrator.*

24. RFP says "Vendor will submit cost proposal that outlines job titles and corresponding rates." But vendor may assign staff and price services based on a team structure. Is that permissible?

*Virginia Tech answer – This can be discussed during negotiations.*

25. The RFP says "The awarded firm(s) may be required to attend meetings on campus or in other Virginia Tech locations throughout the Commonwealth of Virginia" -- will travel requirements be set as part of the scope of work for individual projects?

*Virginia Tech answer – Travel will be reimbursed by the GSA Per Diem rates.*

26. Are there prioritized work streams in the areas of work noted in the RFP (e.g., organization design, business process evaluation / redesign, executive coaching) to support Beyond Boundaries initiatives and if so, what is the approximate scale and desired outcomes of these work streams?

*Virginia Tech answer – There are no prioritized work streams.*

27. In lieu of specific work streams with determined scale (e.g., size of function) and outcomes, should vendors prepare a "small", "mid-sized", and "large-scale" pricing for our methodology with associated assumptions for the cost proposal?

*Virginia Tech answer – Pricing should be provided in the form of hourly rates.*

28. Will task orders be issued as fixed price or other pricing structure?

*Virginia Tech answer – Fixed price based on hourly rates.*

29. Does Virginia Tech have an in-house organizational change management capability?

*Virginia Tech answer - Yes, this is the Office of Transformation and Change.*

30. As much of the analysis appears to have been done pre-COVID, is there a need to undertake updated research and/or to revalidate the future visioning done to date?

*Virginia Tech answer – Virginia Tech is committed to continuous improvements and revalidating is part of that. For example, Virginia Tech is in the process of a strategic plan refresh.*

32. Are there incumbent vendors? If yes, who are they and what projects have they completed?

*Virginia Tech answer – Incumbent vendors: AASCU Penson, Accenture, Attain, B.Well, Deloitte, Empowering Leaders, Ernst Young, Gallup, Grant Thornton, Hawkeye, Huron, Kennedy and Company and KPMG. We do not have a list of all the projects that have been completed by these vendors due to the varying nature of these projects.*

33. May we bring in our SWAM subcontractors at the time a specific SOW is issued, or are we required to name specific SWAM partners at the time of this submission?

*Virginia Tech answer – If your firm would like credit for SWaM subcontracting you are required to provide the names at the time of submission.*

34. Does Virginia Tech have any expectation as to when it will select the successful firm(s) for this RFP?

*Virginia Tech answer – Virginia Tech hopes to have awards by January 1, 2024.*

35. Does Virginia Tech have specific initiatives stemming from Beyond Boundaries and/or the strategic plan that we should be considering?

*Virginia Tech answer – Student Access and Affordability and accelerating extramural research to become a Top 100 Global Research University are two specific and current initiatives shaping the Beyond Boundaries refresh. Additionally, continued growth in our health sciences initiatives and the Innovation Campus represent significant strategic opportunities.*

36. Does Virginia Tech have an order of expected projects? If so, what are the subject areas and expected start date(s) for each?

*Virginia Tech answer – Virginia Tech doesn't have any expected projects at this time.*

37. Does Virginia Tech expect to have a primary project sponsor or steering committee to which the successful firm(s) will report? If so, who does VT expect to act in this capacity?

*Virginia Tech answer – The primary project sponsor or steering committee will vary depending upon the particular engagement.*

39. Are there any areas that Virginia Tech would consider out of scope for this RFP?

*Virginia Tech answer – No, please provide a total capability statement with your submission.*

41. If there is an incumbent, can Virginia Tech please clarify if the workforce will remain the same for the follow-on contract?

*Virginia Tech answer – The incumbent vendors is listed on question 32 on this addendum. Each department that is requesting service will have a different need.*

42. Is telework authorized?

*Virginia Tech answer – Telework is authorized; however, the requesting department may require the awarded firm to come on campus.*

43. If questions are due on 3/31, will Virginia Tech consider an extension based on Q&A response time?

*Virginia Tech answer – At this time Virginia Tech will not be extending.*

44. Are resumes needed for non-key personnel or part-time personnel?

*Virginia Tech answer – Virginia Tech requires the resumes of any individual that will be working on this account.*

45. Are letters of commitment needed for non-key personnel or part-time personnel?

*Virginia Tech answer – No.*

46. Are the points for the SWaM criteria all or nothing? Is there potential for partial points based on the subcontracting form?

*Virginia Tech answer – Yes, depending on the amount of subcontracting.*

47. Is an appendix allowed in addition to the core document for supplemental information?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

50. In reference to Addendum #1, is the intention for us to respond to DEI as an additional service, or provide a specific/executable Scope of Work for a DEI project?

*Virginia Tech answer – DEI scope of work is an additional service. The firm is not required to have DEI certification to submit a proposal.*

54. For the cost proposal outlined in Section VII. Proposal Preparation and Submission, it asks that "Vendor will submit cost proposal that outlines job titles and corresponding rates. Provide an overview of the methodology of providing consulting services and identify all costs associated, broken down by activity, with providing services." 1) Are you asking for a rate card by title that corresponds to each service requested? 2) What do you mean by costs associated by activity i.e. what constitutes an "activity"? 3) Can you provide an example of what you are expecting to see regarding cost breakdown?

*Virginia Tech answer – Virginia Tech expects to see an hourly rate broken out into labor categories.*

55. What needs and areas of opportunity does Virginia Tech feel are most critical, based on previous organizational consulting services provided to the university? What takeaways or lessons learned from the previous consulting partnership are top-of-mind for Virginia Tech as you seek your next partner?

*Virginia Tech answer – Virginia Tech is unable to answer this question.*

56. Given planned refreshes to the strategic plan over the next year:  
a. Does Virginia Tech need an assessment of organizational capabilities, culture, leadership, etc. as an input to the strategic plan?

*Virginia Tech answer – Virginia Tech may need assessments in these areas, but there is no current expectation for those services. This need may be identified by particular senior management areas in support of their strategic initiatives.*

- b. Does Virginia Tech seek to make organizational changes prior to developing the new plan – or does the university seek to defer significant changes in structure, roles, and responsibilities until after the completion of the strategic plan?

*Virginia Tech answer – Virginia Tech engages in change management and ongoing continuous improvements. The strategic plan is an active existing plan. There are no known organizational changes as part of the refresh.*

- c. To what extent will the selected Organizational Consulting vendor be engaged in the development of the strategic plan, outside of these areas?

*Virginia Tech answer – Virginia Tech does not have an expectation of a vendor being involved in strategic plan development at the university level. However, needs may be identified by senior leaders or mid-level managers for strategic planning support for their respective areas of the organization.*

57. Is Virginia Tech open to employee listening (e.g., surveys, interviews, focus groups) as part of an engagement, or is the expectation that interactions will be the executive level only?

*Virginia Tech answer – There is currently no define scope of work. Interactions could be at all levels of the University depending on the needs of each department.*

58. Virginia Tech mentioned change management as one of the focus areas in the RFP. Is the university also looking for a vendor to assess and provide services around communications?

*Virginia Tech answer – The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

59. Does Virginia Tech anticipate the need for leadership assessment and coaching as part of the university's forthcoming work? If so, for how many executives?

*Virginia Tech answer – There is no define scope of work at this time.*

60. Would Virginia Tech be able to provide any guidance regarding the scope of any recent third-party support or internal initiatives that directly or indirectly relate to the statement of needs provided in the solicitation?

*Virginia Tech answer – Virginia Tech cannot provide this information at this time.*

61. Would the rates and terms of the contracting vehicle, if awarded, be narrowly applied to support and activities outlined in the statement of needs, or might the contracting vehicle be applied to other related work at Virginia Tech, such as technology implementations?

*Virginia Tech answer – See terms and condition number one, additional goods and service clause.*

62. It is our understanding that the current RFP (RFP Number 5671412306), is a rebid of an earlier contract from 2018 (RFP Number 0058065). We have several questions about the previous contract based on RFP Number 0058065:
- a. How many projects were conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – This information would take weeks to obtain holding up the process of this RFP.*

- b. What is the total dollar value of the projects conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – \$3,908,607.71*

- c. Please provide a list of the types of projects (i.e., the nature of the work) conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer –The scope of works varies greatly from department to department.*

63. How many respondents will be selected through this RFP?

*Virginia Tech answer – Virginia Tech will award as many contracts as necessary to fulfill our organizational consulting needs.*

64. Is there a minimum points threshold that vendors must meet to be selected?

*Virginia Tech answer – No.*

67. Addendum #1 includes a Scope of Work that is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging (DEIB) Department. Are items A-G in Addendum #1 replacing items A-F in Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP? Or is the Scope of Work in Addendum #1 intended to be in addition to Section VI items A-F in the RFP?

*Virginia Tech answer – DEIB is not replacing the SOW A-F it is in addition too.*

68. If Addendum #1 is in addition to the scope outlined in the RFP, can vendors who do not provide DEIB consulting services bid on the services outlined in items A-F of Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP document?

*Virginia Tech answer – Yes, vendors that do not provide DEIB services can submit a proposal.*

69. What is the nature of work that falls into "strategic advisory services" noted section VI, paragraph A of the RFP document?

*Virginia Tech answer – The needs of the University is to have a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

71. If a vendor does not submit a response to a particular category of work listed in the RFP, does that preclude that vendor from bidding on future task orders / projects in that category of work?

*Virginia Tech answer – No.*

72. Should the Addendum #1 for DEIB be incorporated as part of the consolidated response to the RFP vs an addendum or separate submission?

*Virginia Tech answer – Please incorporate the DEIB scope of work into your submission.*

73. Which are the requesting departments who would need to articulate their DEIB goals? Can we get a list or an understanding of the number and size of these departments, for pricing.

*Virginia Tech answer – The goal is to provide this service to the campus as a whole.*

74. What would be the nature of additional advise and support needed, once DEIB plans are in place?

*Virginia Tech answer – The goal is to be able to call upon a stable of firms as needed for a variety of services.*

75. Please expand on what is implied by 'Capacity Building Experience' of the consultant. Is there an expectation for the consulting firm to provide DE&I training as a service?

*Virginia Tech answer – Selected contractors may be required to perform DEIB training as requested by departments.*

76. Please describe the scope and work to date regarding DEIB at Virginia Tech beyond what it publicly available on your Inclusion & Diversity and Inclusive Virginia Tech website? Sub questions include:

- a. Is Virginia Tech looking at DEIB across its entire ecosystem – faculty, staff, students, external partners, and vendors?

*Virginia Tech answer – The scope of engagements will vary enterprise wide as within each department, and potentially include all of the above.*

- b. Global focus (given Beyond Boundaries vision) or North America?

*Virginia Tech answer – The focus could be global or unit specific work.*

- c. What work has Virginia Tech already done regarding DEIB – for example, recent current state assessment or refreshed strategy?

*Virginia Tech answer – Please see these links for [DEIB efforts](#).*

77. Section I of the RFP, "Purpose," on page 3, references Virginia Tech's plan to refresh its strategic plan over the next year. Does Virginia Tech anticipate engaging a consulting firm by means of this RFP to directly support and facilitate the University's strategic planning process over the next year?

*Virginia Tech answer – Virginia Tech does not have an expectation of a firm being involved in strategic plan development at the university level.*

80. Section VII.A.7 on page 6 of the RFP indicates that if a business the vendor plans "to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award."

- Does "the time of the award" refer to the awarding of a contract for a future specific project from a requesting department at Virginia Tech, does it refer to the selection of vendors in response to this blanket RFP?

*Virginia Tech answer – The Contractor shall be SWaM certified when contractor is selected to be awarded a contract, not a future specific project.*

82. With regard to Addendum One:

- a. Does this scope of work pertain to all staff, faculty and students?



*Virginia Tech answer- The Scope of work can be varying by each department.*

b. How does VA Tech define “DEIB”?

*Virginia Tech answer - Diversity: The visible and invisible characteristics and experiences that make people different. Everyone is diverse. Equity: Identifying and addressing imbalances and barriers that inhibit group and individual full engagement and success. Inclusion: The act of ensuring all groups and individuals have equitable access to resources and opportunities. Developing an understanding of unique needs and challenges are critical. Belonging: The nexus of diversity, equity and inclusion where all groups and individuals feel welcomed, valued, and are empowered to be active members in the community.*

d. Does VA Tech have a current DEIB strategy in place, and has the university done any surveys or fact-finding on DEIB previously?

*Virginia Tech answer – Virginia Tech has a strategy in place; however, Virginia Tech is always looking to approve our DEIB commitment. This is why we are looking for a stable of contractors that provide these services.*

e. What, existing DEIB data does the University hold? E.g., is there an existing HR census with demographic data.

*Virginia Tech answer – Procurement does not have access to this information and releasing it would require the University legal involvement.*

83. If there are any parts of this RFP that a vendor cannot support, can the vendor still respond to the proposal?

*Virginia Tech answer – Yes.*

84. The guidelines state “identify all costs associated, broken down by activity, with providing services.” To what level of detail should these activities and costs be broken down in the proposal?

*Virginia Tech answer - Virginia Tech encourages proposers to be as detailed as possible by the types of services your organization provides. For example, if you have consulting labor costs by hour and title/role we would anticipate seeing this detail.*

85. Should this addendum be interpreted as an extension of the RFP scope or a task order?

*Virginia Tech answer – Addendum number one was included to be an addition to the scope of work in the original RFP.*

88. RFP section VII.A.2 requests that “vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications”. Can Virginia Tech confirm that is it acceptable for vendors to provide curriculum vitae, resume or capabilities statement for all personnel within an appendix section?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

89. Can Virginia Tech make the following revisions in quotations to Section 12 (Default) in the RFP Terms and Conditions? “In case of failure to deliver goods or services in accordance with the contract terms and conditions, Virginia Tech, after due oral or written notice and offering the Contractor a minimum of seven (7) business days to cure such failure, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Virginia Tech may have.”

The Contractor feels it fair and reasonable to establish a defined minimum cure period to correct any failures in the unlikely event of contract default. In doing so, cure periods have historically promoted economic efficiency by leveraging the resources already mobilized on the engagement that possess the historical knowledge and understanding to cure any deficiencies more quickly and efficiently.

*Virginia Tech answer – Any revisions to Virginia Tech’s terms and conditions will result in a legal review.*

90. Can Virginia Tech make the following revisions in quotations to Section 19 (Indemnification) in the RFP Terms and Conditions? “Contractor agrees to indemnify, defend and hold harmless Virginia Tech and the Commonwealth of

Virginia and their officers, agents, and employees (the "Indemnitees") from any third-party claims, damages and actions of any kind or nature whether at law or in equity, arising from or caused by the ~~use of any materials, goods, or equipment of any kind or nature, furnished by the contractor's negligent performance of this contract/any services of any kind or nature furnished by the contractor,~~ provided that such liability is not attributable to the sole negligence of Virginia Tech ~~or failure of Virginia Tech to use the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered.~~ Except for the Contractor's gross negligence or willful misconduct, the Contractor's liability to the Indemnitees related to this contract is limited to no more than the total amount of fees paid to the contractor by Virginia Tech under this contract. Neither party will be liable for any lost profits or other indirect, consequential, incidental, punitive or special damages."

*Virginia Tech answer – Any revisions to Virginia Tech's terms and conditions will result in a legal review.*

- 91. All other terms, conditions and descriptions remain the same.
- 92. The due date and hour is changed from April 20, 2023 at 3 pm TO **April 26, 2023 at 3 pm.**

I acknowledge that I have read and understand this addendum in its entirety.

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Signature

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Date



April 21<sup>st</sup>, 2023

Virginia Polytechnic Institute and State University (Virginia Tech)  
Procurement Department (MC 0333)  
North End Center, Suite 2100  
300 Turner Street NW  
Blacksburg, VA 24061

Dear Virginia Tech Team:

When we see an organization investing time, energy and resources in a program like Beyond Boundaries, we recognize a vision for impact and a commitment to positive change.

That vision and commitment are the foundations not just of a transformative effort for Virginia Tech, but also of the type of consulting engagement that will draw on the full depth of our team's expertise and experience. Strategy Compass is a team of:

- **Highly experienced consulting professionals.** Our team members average more than 30 years professional experience, with knowledge and skills earned at globally respected firms.
- **Thought partners who embrace diversity** of thought, approach and background as strengths, and not challenges.
- **Lifelong learners.** We succeed in delivering value not because we think we know it all, but because we are *tireless and passionate students of our clients' organizations and business models*.

Our proposal follows for your consideration. If we can provide any additional information, please do not hesitate to contact us. We hope to speak with you soon, and we are excited to support to the Beyond Boundaries vision and Virginia Tech's Organizational Consulting needs.

With best regards,

Sean P. Conaton  
Founder & Principal Consultant  
**STRATEGY COMPASS**  
[REDACTED]  
[sean@strategycompassllc.com](mailto:sean@strategycompassllc.com)

<https://www.strategycompassllc.com>

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## 1. Vendor Profile Information

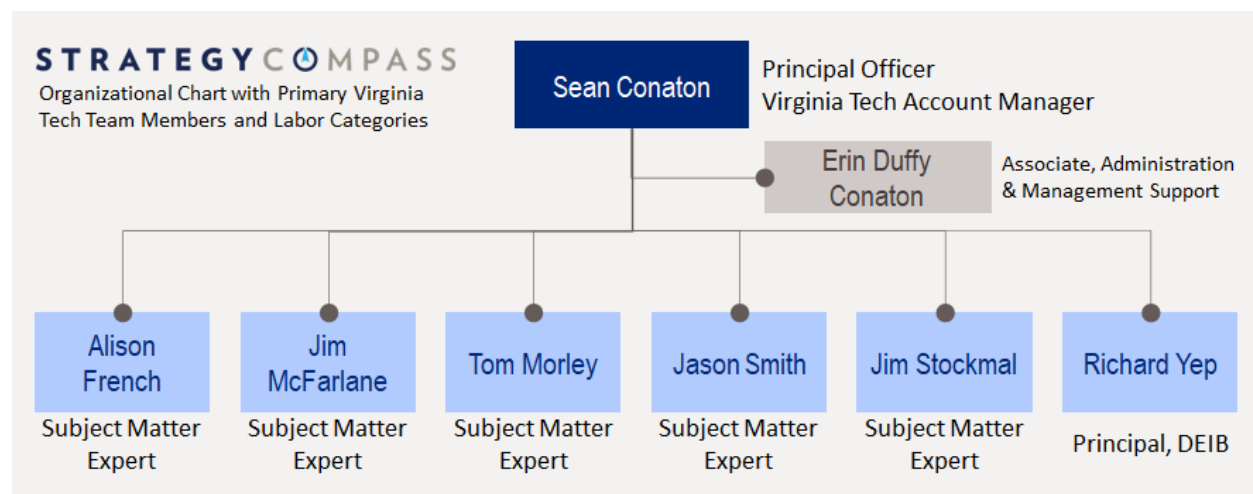
Strategy Compass LLC is a Virginia single-member limited liability company. The firm was organized to do business in April of 2013. Sean Conaton is the firm's founder, principal officer and registered agent, per the company's articles of organization executed and filed with the State Corporation Commission of the Commonwealth of Virginia.

We maintain a principal place of business at [REDACTED] and can be reached on [REDACTED]. General information on our services, strengths and team are available on our website: <https://www.strategycompassllc.com/>.

Strategy Compass LLC will serve as the prime vendor on this engagement, representing a qualified network of diverse, small and woman-owned subcontractor businesses. We have provided more information on our team's structure and composition in sections 2. Vendor Organizational Capabilities, 3. Vendor Account Manager and 7. Participation of SWaM Business.

The majority of our team earned our expertise working together at Deloitte Consulting and BearingPoint (formerly KPMG Consulting). We continue to work together based on mutual respect for each other's skills and a shared desire to see our clients succeed

Figure 1.1 – Strategy Compass Organizational Chart



## 2. Vendor Organizational Capabilities

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### Stability and Strength of Our Team

Strategy Compass was founded in April 2013. We have grown year-over-year revenues by an average of 12%+ over the past decade. Our clients range in size from \$1B+ operating budgets to venture-backed startup companies. We focus our effort on supporting organizations where the client's needs align cleanly and strongly with the skills, services and value we provide. In other words, we succeed because we do not try to be all things to all clients.

Strategy Compass represents a team of consulting professionals who are qualified and experienced in each of the functional areas outlined in Virginia Tech's RFP. Our team members are highly qualified, senior professionals, with an average of 33 years' professional experience. The subcontractor businesses on our team have each been operational and thriving for an average of ten years. Two subcontracting partner organizations have been founded within the past year, following their principals retiring from 40+ year careers in industries and functional areas relevant to Virginia Tech's needs.

We have provided additional information on team structure and composition, including subcontractor and SWaM participation, in sections 3. Vendor Account Manager and 7. Participation of SWaM Business of our proposal. Collectively, our expertise and experience span support for:

- Public and private universities.
- Organizations whose missions benefit public education and scientific research.
- Large scale strategic transformation projects at public sector organizations.
- Strategy development and implementation initiatives with a global focus.
- Organizational improvement projects yielding greater value delivery and efficiency.
- Leadership and culture development, including enhancing Diversity, Equity & Inclusion.

### Firm Capabilities and Qualifications

Table 2.1 outlines alignment of Strategy Compass team member expertise with Virginia Tech's anticipated project needs. Table 2.2 highlights representative accomplishments from our team's professional experiences that are relevant to Virginia Tech's desired areas of support.

Team member capability statements follow these tables, with full resumes provided as attachments in section 9. Section 9 also contains Table 9.1 which summarizes consulting methods and tools our team members have experience using to meet similar client needs.

As evidenced by these resumes, Strategy Compass provides senior level resources with the skills and experiences to help Virginia Tech:

- Clarify and focus project needs.
- Design impactful solutions that address those needs.
- Deliver successful solutions in partnership with Virginia Tech staff leaders and stakeholders.

Table 2.1 – Summary of Strategy Compass Team Experience Aligned to Virginia Tech Project Areas

Team Member	Years Professional Experience	Higher Education Experience	Org. Design and Culture	Business Process Evaluation, Design & Improvement	Change Mgt.	Business Analytics	Project Development & Management	Strategic Advisory Services	Executive Coaching	Diversity, Equity, Inclusion & Belonging
Sean Conaton	28	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alison French	27	✓	✓		✓				✓	
Jim McFarlane	46		✓	✓	✓	✓	✓	✓		
Tom Morley	27		✓	✓			✓	✓		
Jason Smith	24	✓	✓	✓			✓			
Jim Stockmal	40	✓	✓	✓	✓	✓	✓	✓		
Richard Yep	40	✓	✓					✓		✓

Table 2.2 – Highlighted Team Member Accomplishments in Each of Virginia Tech’s Support Areas

Organizational Design and Culture	Improved organizational culture within <b>American University’s</b> Development and Alumni Relations leadership team by designing and facilitating working sessions to address team trust, cohesiveness and effectiveness.	Led the post-merger integration of a for-profit subsidiary company into a \$100MM tax-exempt environmental organization, including <b>organizational, personnel and operational restructuring</b> .
Business Process Evaluation, Design & Improvement	Led <b>ISO 9001 Quality Management System</b> certification and enterprise implementation for a \$220MM professional services company.	<b>Re-designed business processes for greater efficiency and cost-effectiveness</b> , saving \$25MM over five years at the Transportation Security Administration.
Change Management	Coached a <b>cadre of 30 change champions</b> to serve as ambassadors for substantial changes in business operations at the US Forest Service.	Supported Senior Executive Service leaders within two federal agencies in <b>leading major organizational change management efforts</b> , resulting in clear direction and improved morale for their teams during these transitions.
Business Analytics	Analyzed <b>employee viewpoint survey data and related operational metrics</b> at National Science Foundation to identify and develop action plans around key workforce trends.	Identified <b>key business metrics and produced a comprehensive metrics playbook</b> to inform strategy decisions on personnel development, career progression, and prioritized services for the US Navy Judge Advocate General’s (JAG) Corps.
Project Development & Management	Created a <b>Program Management Office (PMO) center of excellence</b> within a large professional services firm, trained over 150 senior consultants in PMO skills, and managed ongoing requirements, education, and compliance.	Led <b>requirements definition, created and managed Work Breakdown structure, project plan and timeline for major transformation</b> initiative supporting \$70MM fundraising operations at a charitable tax-exempt organization.
Strategic Advisory Services	Advised the Chief Executive Officer of the American Geophysical Union on <b>integrating an enterprise environmental, social and governance (ESG) strategy</b> in support of discovery and applied scientific research.	Co-authored <b>International Association for Strategy Professionals’ Body of Knowledge 3.0</b> in support of IASP’s certification programs.
Executive Coaching	Provided <b>executive coaching and advisory support to the CEO and nine-member executive leadership team</b> of the public transportation system of Richmond, VA.	Designed and delivered multiple customized <b>leadership training programs</b> including enhanced leadership

		engagement through neuroscience, leading with an innovation mindset, and executive branding.
Diversity, Equity, Inclusion & Belonging	Served on the <b>Diversity Executive Leadership Program</b> committee at the American Society of Association Executives, and <b>continuous service since 2014 on the Human Rights Campaign’s</b> “Time to Thrive” Advisory Committee.	Supported <b>development of a DEI research study led by George Mason University</b> to understand baseline views and practices within trade associations and professional membership organizations.

## Team Member Capability Statements

	Qualified for Virginia Tech Projects in:
<b>Sean Conaton</b> Labor Category: Principal	<ul style="list-style-type: none"> <li>• Business Analytics</li> <li>• Business Process Evaluation, Design &amp; Improvement</li> <li>• Change Management</li> <li>• Diversity, Equity, Inclusion and Belonging</li> <li>• Executive Coaching</li> <li>• Organizational Design and Culture</li> <li>• Project Development and Management</li> <li>• Strategic Advisory Services</li> </ul>

Sean Conaton is Founder and Principal Consultant at Strategy Compass. He will play a significant role in partnering with Virginia Tech executive leads in scoping and planning projects, and will oversee all aspects of Strategy Compass team delivery on these projects. His 28-year career includes multiple strategy, executive advisory, organizational transformation, operational improvement and DEIB related projects.

Sean's first experience supporting a public university was designing and implementing a distance learning platform at the University of North Florida (UNF). This proof-of-concept project connected educators and students at UNF's main campus with other campuses in the state university system and one secondary school in Jacksonville, FL. More recently, Sean served as Interim Chief Operating Officer at the American Society for Microbiology (ASM). In this role, Sean oversaw seven business units that drove the majority of ASM's \$70MM+ revenue and programmatic activity. These programs included significant partnerships with and support for higher educational institutions:

- ASM Education partners with higher education institutions to develop and deliver world-class content and engagement programs. These programs strengthen learning and career pathways at the undergraduate, graduate and postdoctoral levels, with specialized programs supporting Minority Education and Postdoctoral Women. Sean's role as COO was to guide Education department leaders in operational and business planning, and to support volunteer leaders on the Education Committee in evolving and strengthening the vision and direction of Education content and programs.
- ASM Journals are the premier source for primary research, review and archive journals related to the microbial sciences. During Sean's tenure as COO, he worked with executive and volunteer leaders to conduct a planning study on ASM's go-forward strategy for Open Access, and helped to stand up a new Publishing Committee focused on broader business and mission benefits for ASM's content assets.
- ASM Press develops and publishes award-winning textbooks and reference manuals used in undergraduate and graduate-level courses, and in laboratory settings globally. Sean led the business case development and project oversight to transform this department's business model from consistent operating losses to a break-even or better enterprise.

Sean's commitment to Diversity, Equity and Inclusion includes supporting a Board-led effort to expand outreach to under-represented undergraduate student populations while serving as Interim Chief Executive Officer of CFA Society New York, and project management of a DEI study run jointly by George Mason University and Vetted Solutions (a specialized executive search firm).

Sean will provide delivery support across Virginia Tech's anticipated support areas. A summary of his consulting accomplishments and qualifications for supporting Virginia Tech can be found with his resume on page 36.



**Alison French**

Labor Category: Subject  
Matter Expert

## Qualified for Virginia Tech Projects in:

- Change Management
- Executive Coaching
- Organizational Culture

Alison Torrillo French is skilled facilitator, trainer, coach and consultant. Her clients recognize and value her expertise in organizational change leadership; consultative facilitation and event design/delivery; communication strategy; employee engagement, training and team building; and talent development / executive coaching. Alison is an authorized DiSC facilitator and issuer, and will serve as a primary resource for Virginia Tech's change management, executive coaching and organizational culture projects.

Alison's higher education client experience includes a recent project with American University (AU), supporting their Development and Alumni Relations team. Five years into a seven-year fundraising campaign, AU realized there was lack of alignment on strategic decisions and priorities; lack of understanding and cohesion among work styles within the nine-member leadership team; and the compounding effect of figuring out the "new normal" of the post-COVID hybrid work environment.

Working from the Lencioni model of team behavior and trust, Alison designed a series of facilitated working sessions to help the team better understand one another as individuals and team members, and promote a respectful and trusting environment. Alison's facilitation and coaching allowed the AU team to :

- Foster dialogue through formal and informal communication methods.
- Understand, appreciate and trust each team member's capabilities, strengths and work styles.
- Identify methods for improved collaboration and teamwork that would benefit the team as a whole.

The resulting outcomes were a more productive team culture with enhanced collaboration, teamwork and conflict management skills.

Alison's work leaves a positive lasting impact on organizational culture, whether working with teams of people or providing one-on-one coaching. A summary of her change leadership, executive coaching and organizational consulting accomplishments and qualifications for supporting Virginia Tech can be found with her resume on page 40.

**Jim McFarlane**

Labor Category: Subject  
Matter Expert

## Qualified for Virginia Tech Projects in:

- Business Analytics
- Business Process Evaluation, Design & Improvement
- Change Management
- Organizational Design
- Project Development and Management
- Strategic Advisory Services

With 46 years of professional experience leading organizational planning and improvement efforts, Jim brings deep expertise in business process analysis and improvement to Virginia Tech. Jim is a former Lean Six Sigma (LSS) Master Black Belt and instructor, and ISO 9001 (Quality Management) Internal Auditor. His functional competencies include Quality Management, Lean, Six Sigma, CMMI, Process Improvement, Operational Excellence, Strategic Planning, Cybersecurity, Facilitation, Learning and Development, Strategic Communications, and Project Management.

Jim will play a primary role supporting Virginia Tech's needs related to Project Development and Management; Business Analytics; Business Process Evaluation, Design and Improvement; and is qualified to support projects in Organizational Design, Change Management and Strategic Advisory Services.

Jim's Project Development and Management experience includes large scale quality improvement projects, major system implementations, and other mission critical corporate initiatives. He created an internal Program Management center of excellence, delivering training to over 150 senior consultants. He has managed over 50 major projects in the past 20 years, with responsibility for cost, schedule, and performance, including customer satisfaction. Jim is experienced at setting up Program Management Offices focused on accurate requirements definition, organizational education, and change compliance.

Jim's expertise in Business Analytics centers on decision support, working through budget allocation, requirements prioritization, and other complex prioritization and decision processes. He has helped to identify and define key performance indicators, developed comprehensive metrics "playbooks," and informed strategy decisions on personnel development and prioritized services.

He has led business process improvement projects in Human Resources, Financial Affairs, Administrative Operations, and in other operational components critical to the quality delivery of services to end customers. These projects resulted in:

- Streamlined recruiting and personnel onboarding processes.
- Improved process flows for employee relations inquiries and issues resolution.
- Improved invoice processing, including creation of financial obligations based on subcontracts.
- Improved customer billing based on contract type, billing requirements and supporting documentation.
- Reduced processing times and errors related to expense reporting and reimbursement.
- Improvement in purchase card billing accuracy and compliance.
- Greater inventory accuracy and accountability for information technology assets.
- Reduced processing time for teaming agreements, subcontracts, and non-disclosure agreements.

A summary of Jim's accomplishments and qualifications for supporting Virginia Tech can be found with his resume on page 43.

**Tom Morley**

Labor Category: Subject  
Matter Expert

## Qualified for Virginia Tech Projects in:

- Business Process Evaluation, Design & Improvement
- Organizational Design and Culture
- Project Development and Management
- Strategic Advisory Services

Tom's 25+ year career has focused on helping his clients develop actionable strategies to transform service delivery and internal operations. This includes getting the right people within the organization focused on these strategies, and positioning them to succeed with the right processes, tools, resources and training. Tom will play a primary role supporting Virginia Tech's needs in Organizational Design and Culture; Business Process Evaluation, Design and Improvement; Project Development and Management, and Strategic Advisory Services.

Tom's expertise comes from working with client organizations to assess, redesign, and implement organizational structures that are better prepared to deliver on mission-centric capabilities and better supported by internal operations. Tom previously led Deloitte Consulting's Federal Organization Strategies service offering and BearingPoint's Organization Design capability area. Tom's larger clients have included the US Patent and Trademark Office, Moody's Financial Services, the Organization of the Petroleum Exporting Countries (OPEC), and the US Centers for Disease Control and Prevention.

Tom recently helped a technology services firm redesign their organizational structure and business model in support of an aggressive five-year growth strategy. The company recently graduated from federal 8(a) small business status, and needed to realign its management structure and roles to better support clients and staff teams in a more competitive environment. Tom's work supported the organization's 3x growth, and allowed them to expand into several new service areas and geographic regions.

Tom's experiences with Business Process Evaluation, Design and Improvement are often integrated with his organizational design work, identifying new ways of getting the work done within better aligned leadership and staff team structures. Working with the Transportation Security Administration, Tom helped a key national security program office to reconfigure its business processes, resulting in increased cost-effectiveness and maximizing resource use within available budget. This effort would save the office \$25 million over five years.

Tom has provided strategy advisory services for clients in his "Big 4 Consulting" background, and more recently. He is often looked to by his clients as a subject matter expert and business advisor. Tom recently conducted research to help inform Catholic Distance University's strategic approach to developing a new program, for which CDU subsequently won a grant award to fund this program. Tom has also worked with a national non-profit advocacy organization to redefine its purpose, goals, and programs as the environment in which it operates shifts. Tom's work centered on helping the organization adopt a more customer-based model, and to remain visible and relevant in its efforts to educate, influence, and engage target audiences.

A summary of Tom's accomplishments and qualifications for supporting Virginia Tech can be found with his resume on page 46.

**Jason Smith**

Labor Category: Subject  
Matter Expert

## Qualified for Virginia Tech Projects in:

- Business Process Evaluation, Design & Improvement
- Organizational Design and Culture
- Project Development and Management

Jason's clients recognize and respect his expertise in human capital strategy, workforce planning and organizational design. Jason's primary area of support for Virginia Tech will be Organizational Design, with additional qualified support for Business Process and Project Management related needs. Jason earned his Masters in Industrial/Organizational Psychology from the Pennsylvania State University, and as an adjunct faculty member there, he has taught courses in Human Resources Management and Organizational Behavior at the university's Smeal College of Business.

Jason is currently supporting an end-to-end workforce planning effort for the Federal Reserve Board. This is a high-visibility, agency-wide strategic program to align human capital initiatives with the organization's strategic direction and mission. Jason has led and supported projects within this overarching initiative focused on workforce planning, competency model development, job assessment, job description development, workload assessment, workforce dashboard development, and workforce analytics.

Previously, Jason has supported strategic human capital planning initiatives at the US Commission on Civil Rights, and at the National Science Foundation (NSF). At the Commission, he helped the organization better assess and monitor progress towards its goals and regulatory requirements by creating a structured agency-wide performance management framework. He facilitated multiple leadership workshops, resulting in recommendations for enhancing the existing Strategic Human Capital Plan, and development of individual performance management plans for 13 critical occupations.

At the National Science Foundation, Jason assisted the Office of Information and Resource Management's (OIRM) strategic planning process by conducting focus groups to assess customer needs from and requirements for the office. He helped leadership to design a strategic planning retreat and to identify implications for their strategic plan, and collaborated with functional managers to develop strategic implementation plans for their areas of accountability.

In addition to his Organizational Assessment and Design, Human Capital Strategy and Workforce Planning work, Jason has supported multiple clients on initiatives including Workload and Staffing Analyses; Competency Modeling and Assessments; and Compensation Studies.

These project experiences include working with the State of Hawaii's Department of Labor and Industrial Relations to conduct job analyses, update position descriptions, and develop recommendations for realigning job levels with work requirements. Jason also worked with the Alabama Department of Transportation to develop scientifically and legally defensible employee selection tools (e.g., multiple-choice examinations, structured interviews, minimum qualifications, and training and experience questionnaires).

A summary of Jason's accomplishments and qualifications for supporting Virginia Tech can be found with his resume on page 48.

**Jim Stockmal**

Labor Category: Subject  
Matter Expert

## Qualified for Virginia Tech Projects in:

- Business Analytics
- Business Process Evaluation, Design & Improvement
- Change Management
- Organizational Design and Culture
- Project Development and Management
- Strategic Advisory Services

Jim has extensive experience helping organizations across a wide-spectrum of industries to develop and execute strategic transformation. Jim helps clients implement strategies through the integration of people-focused, process-oriented, and technology-enabled initiatives. Jim is Past President of the International Association for Strategy Professionals (IASP), co-author of IASP's Body of Knowledge 3.0, and was elected to IASP's Hall of Fame in 2021. Jim will play a primary role in Virginia Tech initiatives focused on Strategic Advisory Services, Business Analytics, Organizational Design and Business Process Evaluation, Design and Improvement. Jim will also support needs related to Project Development and Management and Change Management.

Jim is passionate about sharing his knowledge and experiences. He teaches two courses through George Washington University's Center for Excellence in Public Leadership (CEPL): Strategic Management Performance Systems, and Mastering Agile Organizational Design. Over the years, Jim has trained nearly 5,000 adult learners in the areas of strategy, process improvement, change management, and organizational development.

Jim's consulting support for higher education institutions include roles in organizational transformation initiatives at the University of Pennsylvania and at Southern Methodist University. His work resulted in improved efficiencies for university processes, modernization of IT infrastructure, and improved student experiences with university services.

Jim's recent client experiences include providing subject matter expertise and strategic guidance on planning and organizational development initiatives, including:

- Helped an agricultural non-profit update its three-year strategic plan after conducting a detailed environmental scan.
- Supporting a Federal Commission in updating its Comprehensive Plan to manage water resources for the next 25 years.
- Facilitating the development of a strategy and requirements for a "smart town center" for a county in the Commonwealth of Virginia.
- Designed and facilitated a multi-day leadership retreat for an international scientific non-profit, helping them to envision a ten-year arch of value delivery for their constituents.

Jim has held leadership roles at Deloitte Consulting and BearingPoint focused on Strategy, Process Improvement and Business Transformation.

A summary of Jim's accomplishments and qualifications for supporting Virginia Tech can be found with his resume on page 55.

**Richard Yep, CAE, FASAE**

Labor Category: Principal

## Qualified for Virginia Tech Projects in:

- Diversity, Equity, Inclusion and Belonging
- Strategic Advisory Services

Richard was excited to learn of the addition of Diversity, Equity, Inclusion and Belonging projects under Virginia Tech's Organizational Consulting initiatives. His passion for this work can be summed up when he says, "When governing bodies and senior leaders commit to embracing DEIB, all stakeholders benefit." Richard will play a primary role in supporting Virginia Tech's DEIB initiatives, and will also support Strategic Advisory Service needs.

From the time he began working with people of color, underrepresented groups, and other diverse populations more than forty years ago, Richard has been committed to advancing diversity, equity, inclusion, and belonging in communities, not for profit organizations, and on boards of directors at the local and national level.

From the start of his career where he worked with community groups helping disadvantaged populations, to advising and training governing bodies of national organizations, Richard has become a recognized expert in working with governing boards and senior leaders who wish to be more inclusive and equitable in all aspects of their work.

Richard served as the Chief Executive Officer of the American Counseling Association (ACA) for more than 24 years. ACA is the world's largest organization representing professional counselors. As ACA's CEO, he worked with a constant stream of board members at the national, state, and regional levels. Using his vast experience from decades of community-based work, he can facilitate difficult discussions about issues around DEIB.

Upon his retirement from ACA in 2022, Richard turned to his energies towards consulting ventures that could build on his decades of work facilitating, training, and advising organizations in the areas of DEIB and its alignment to a group's strategic plan.

To "give back" Richard Yep has been an active volunteer for the American Society of Association Executives, including his service as chair of the organization's Diversity and Inclusion Committee, chairing the Selection Committee of the Diversity Executive Leadership Program (DELP), and serving on ASAE's Board of Directors. Other appointments include the Global NGO Executive Committee of the United Nations where he chaired the Communications Subcommittee, and serving as Chair of the Board of Trustees of Excelsior College.

Richard believes that when it comes to exemplary ways in which to teach and train governance groups about diversity, equity, inclusion, and belonging, one size does not fit all. A sound plan includes gathering data, conducting stakeholder interviews, analyzing findings, and then designing a path that includes training and culture development. He is excited to bring his experience and perspectives to Virginia Tech.

A summary of Richard's accomplishments and qualifications for supporting Virginia Tech on DEIB and related Strategic Advisory Services can be found with his resume on page 60.

**Erin Duffy Conaton, JD**

Labor Category: Associate

## Qualified for Virginia Tech Projects in:

- General Project Support

Erin provides administrative and general management support for the firm, and as-needed general support for client projects. Being a part of the Strategy Compass team is a “third act” career for Erin, who started her professional life as an attorney, before stepping away from the legal profession to raise a family.

Erin received her Bachelors in Government from Georgetown University, and then went on to earn her Juris Doctorate from the Columbus School of Law at the Catholic University of America. Erin’s legal career centered on securities and regulated investment products. She provided counsel to client Boards of Directors related to regulatory compliance, and assisted with required filings at the Securities and Exchange Commission (SEC). Erin held associate and senior associate roles with firms including Katten Muchin Rosenman LLP (formerly Katten, Muchin & Zavis); Morgan, Lewis & Bockius LLP; and Dechert LLP.

Erin’s work at Strategy Compass focuses both on internal firm administration and general management support, as well as as-needed support for client projects. Client project support includes:

- Client and firm schedule coordination.
- Agenda development and meetings material production.
- Facilitation support and meeting minutes.
- Document review and industry research related to project needs.
- Drafting and editing of project presentations, work products and deliverables.

Erin remains a member (inactive) of the Bar Association of the District of Columbia. Erin is a lifelong competitive swimmer and is passionate about teaching water safety and proper stroke technique to swimmers of all ages.



### 3. Vendor Account Manager

Sean Conaton will act as Virginia Tech's Account Manager throughout the life of this contract. Sean will serve as the primary point of contact for project requests, service delivery quality oversight, and all administrative matters related to this contract. He is helped by Erin Duffy Conaton, who provides administrative and management support for the firm (e.g., invoicing, team coordination and other administrative matters).

#### Subcontractor Relationships

Strategy Compass LLC will serve as the prime vendor on this engagement. Strategy Compass represents a qualified team of diverse, small and woman-owned subcontractor businesses.

The majority of our team earned our expertise working together at Deloitte Consulting and BearingPoint (formerly KPMG Consulting). We choose to continue to work together through 1099 relationships because of a mutual respect for each other's skills and a shared desire to see our clients succeed.

Our team members are stable, successful small and woman-owned businesses, as outlined in Table 3.1 below. Seventy percent of the businesses on our team have been operating for nine years or more. The remaining two businesses were recently founded following their principals' retirements from 40+ year professional careers.

Table 3.1 – Overview of Team Composition

Entity Name	Location	Size	Years in Business	Client Base
Strategy Compass LLC (Prime)	Alexandria, VA	Small Business	10 Years	<ul style="list-style-type: none"> <li>• International (USA and UK)</li> <li>• Public Education Organizations</li> <li>• Social Equity Organizations</li> <li>• Scientific Societies / Institutes</li> <li>• Environmental / Sustainability Orgs</li> <li>• State Government Agencies</li> <li>• For-Profit Companies (Mid-Market and Venture-backed)</li> </ul>
Alto Solutions LLC (Subcontract)	Vienna, VA	Small Woman-Owned Business	9 Years	<ul style="list-style-type: none"> <li>• Higher Education Institutions</li> <li>• Public / Charter Schools</li> <li>• Scientific Societies</li> <li>• Federal Government Agencies</li> </ul>
Jason Smith (Subcontract)	Raleigh, NC	Sole-Proprietor	12 Years	<ul style="list-style-type: none"> <li>• Scientific Research Foundations</li> <li>• State Government Agencies</li> <li>• Federal Government Agencies</li> </ul>



MBV Associates (Subcontract)	Bryn Mawr, PA	Small Business	1 Year	<ul style="list-style-type: none"> <li>• Founded post-retirement from 40+ year career spanning:</li> <li>• US Department of Defense</li> <li>• Federal Government Agencies</li> </ul>
Ocean Vista Advisors LLC (Subcontract)	Alexandria, VA	Small Business	1 Year	<ul style="list-style-type: none"> <li>• Founded post-retirement from 40+ year career spanning:</li> <li>• Higher Education Institutions</li> <li>• Healthcare Non-Profit Orgs</li> <li>• Social Equity Advocacy</li> <li>• Government &amp; Legislative Affairs</li> </ul>
SK Partners (Subcontract)	Washington, DC	Sole- Proprietor	9 Years	<ul style="list-style-type: none"> <li>• Higher Education Institutions</li> <li>• Public Education Organizations</li> <li>• State / Regional Government Agencies</li> <li>• Federal Government Agencies</li> <li>• Not-for-Profit Organizations</li> </ul>
Snowflake LLC (Subcontract)	Round Hill, VA	Small Business	9 Years	<ul style="list-style-type: none"> <li>• Not-for-Profit / Charitable Orgs</li> <li>• For-Profit Companies</li> <li>• Federal Government Agencies</li> </ul>

## 4. Client References

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### For Sean Conaton (Strategy Compass LLC)

All of Sean's references can speak to the quality and reliability of Strategy Compass as a prime consulting partner. Many of these clients represent long-term professional relationships and multiyear consulting projects.

#### **American Association of School Administrators (AASA)**

[REDACTED]

Chief Administrative Officer

1615 Duke Street

Alexandria, VA 22314

[REDACTED]

[REDACTED]

[REDACTED] can speak to Sean's expertise in working with executive leaders to analyze, evaluate and identify opportunities for improvement withing mission-delivery programs and their supporting business processes.

#### **American Geophysical Union**

[REDACTED]

Executive Director and Chief Executive Officer

2000 Florida Avenue NW

Washington, DC 20009

[REDACTED]

[REDACTED]

[REDACTED] can speak to Sean's capabilities in executive coaching and providing strategic advisory support.

#### **American Society for Microbiology (ASM)**

[REDACTED]

Chief Executive Officer

1752 N Street NW

Washington, DC 20036

[REDACTED]

[REDACTED]

(please copy [REDACTED] executive assistant [REDACTED] on any communications)

Dr. Bertuzzi can speak to ASM's long-standing relationship with Strategy Compass. This includes Sean's wide-ranging accomplishments as ASM's Interim Chief Operating Officer, as well as his consulting support for multiple leadership retreats and business planning discussions that cover many of Virginia Tech's consulting needs.

#### **Covenant House International (CHI)**

[REDACTED]

Vice President, Strategic Initiatives

5 Penn Plaza  
 New York, NY 10001  
 [REDACTED]  
 [REDACTED]

Ms. Maurer can speak to Sean's expertise in project planning and management, including for transformation of critical operational processes and business functions.

### **Educational Employees' Supplementary Retirement System, Fairfax County Public Schools**

[REDACTED]  
 Executive Director and Chief Investment Officer (former)  
 8001 Forbes Place  
 Springfield, VA 22151  
 [REDACTED]  
 [REDACTED]

[REDACTED] engaged Strategy Compass to lead the facilitation and development of two consecutive three-year strategic plans for ERFC (2018 and 2021). [REDACTED] can speak to the quality of strategic advisory services for both Sean Conaton and Jim Stockmal, who worked with the ERFC Board of Trustees and executive staff on these strategic plans.

[REDACTED] recently accepted a leadership role as Executive Director of Montgomery County (Maryland) Employee Retirement Plans, following a close to six-year tenure as Executive Director and Chief Investment Officer at the Educational Employees' Supplementary Retirement System (ERFC) of Fairfax County (Virginia) Public Schools.

### **Greater Richmond Transportation Company (GRTC)**

[REDACTED]  
 Chief Executive Officer  
 301 East Belt Boulevard  
 Richmond, VA 23224  
 [REDACTED]  
 [REDACTED]

Ms. Adams can speak to Sean's skills and abilities as an Executive Coach and strategic advisor. Sean supported GRTC by providing 360° leadership assessments and subsequent coaching to nine members of GRTC's executive leadership team over a two-year period.

[For Alison French \(Alto Solutions LLC\)](#)

### **American University (AU)**

[REDACTED]  
 Vice President, University Advancement  
 4400 Massachusetts Avenue, NW  
 Washington, DC 20016  
 [REDACTED]  
 [REDACTED]

*“At a critical point in our university’s historic comprehensive campaign, Alison helped our senior leadership team recognize and understand strengths and preferences across the group. We came away with tangible tools and strategies that have helped us work more cohesively and effectively to accomplish ambitious goals in a fast paced, high-pressure environment.”*

For Jim McFarlane (MBV Associates)

**Whitney, Bradley and Brown Inc. (WBB)**

[REDACTED]

Chief Executive Officer (retired)

[REDACTED]

[REDACTED]

*“I highly recommend Jim McFarlane for any position that requires exceptional skills in program management, decision analysis, risk management, lean six sigma, and strategic planning. I had the pleasure of working with Jim for over a decade and have witnessed his remarkable work ethic, strong leadership skills, and outstanding ability to work collaboratively with colleagues at all levels. During our decade plus together at Whitney Bradley and Brown Inc. Jim and I worked multiple projects together for various customers. In addition, when I was the CEO of WBB, Jim provided me outstanding counsel on matters related to leadership and planning. He has always provided me with outstanding advice and guidance. His strategic thinking and ability to execute plans make him an asset to any organization. In addition to his skills listed above, WBB executed 6 mergers and acquisitions during my time as CEO, and Jim was the foundation in assisting us internally work through the organizational structure changes as well as the communication strategy and execution. These efforts Jim led internally to WBB were indicative of the products and support he also provided to our external customers. I highly recommend Jim McFarlane. He is an outstanding leader, team player, and a consummate professional who is always willing to go the extra mile to ensure that projects are delivered successfully.”*

For Tom Morley (Snowflake LLC)

**Susquehanna River Basin Commission (SRBC)**

[REDACTED]

Manager, Strategy and Operations

4423 N Front Street

Harrisburg, PA 17110

[REDACTED]

[REDACTED]

[REDACTED] can speak to Tom Morley’s support for the Susquehanna River Basin Commission (SRBC), a compact involving three states and the Federal government, to develop its 50th Anniversary Comprehensive Plan (CP) and its companion three-year Water Resources Program (WRP). The project involved: (1) Conducting a range of internal and stakeholder surveys, interviews, and listening sessions to collect and interpret information and perspectives on the current state of the organization and its programs, participant and “customer” needs and wants, emerging issues, etc., (2) Facilitating leadership strategy sessions to develop long-range CP goals, objectives, and measures, and short-range WRP initiatives, (3) Coordinating statutorily required public review and feedback, reviewing and incorporating inputs, and responding to comments, and (4) Designing and producing both print and web versions of the final plans for public consumption,

and developing a visual measurement dashboard to track progress and results. With Tom's support, SRBC is well-positioned to effectively manage the water resources of the Basin under dynamic conditions for the next 25 years through targeted projects that integrate its capabilities with those of its government, business, and nonprofit partners.

For Jim Stockmal (SK Partners)

**Agricultural Retailers Association**

[REDACTED]

Chief Executive Officer

4201 Wilson Boulevard

Arlington, VA 22203

[REDACTED]

[REDACTED]

**Susquehanna River Basin Commission**

[REDACTED]

Executive Director

4423 N Front Street

Harrisburg, PA 17110

[REDACTED]

[REDACTED]

For Richard Yep (Ocean Vista Advisors LLC)

**Association of Schools and Colleges of Optometry (ASCO)**

[REDACTED]

Executive Vice President and CEO

6110 Executive Boulevard

Rockville, MD 20852

[REDACTED]

[REDACTED]

**American Association for the Study of Liver Diseases (AASLD)**

[REDACTED]

Chief of Staff, People & Strategy Department

1001 North Fairfax Street

Alexandria, VA 22314

[REDACTED]

[REDACTED]

## 5. Cost Proposal

### Labor Rates

Table 5.1 – Labor Categories and Rates for Initial Contract Term

Labor Category	Hourly Rate	Representative Team Members
Principal	\$350.00	<ul style="list-style-type: none"> <li>Sean Conaton</li> <li>Richard Yep</li> </ul>
Subject Matter Expert	\$305.00	<ul style="list-style-type: none"> <li>Alison French</li> <li>Jim McFarlane</li> <li>Tom Morley</li> <li>Jason Smith</li> <li>Jim Stockmal</li> </ul>
Senior Associate	\$265.00	<ul style="list-style-type: none"> <li>TBD Based on Specific Virginia Tech Projects</li> </ul>
Associate	\$183.00	<ul style="list-style-type: none"> <li>Erin Duffy</li> </ul>

**Principal** level team members bring at least 25 years of overall professional experience; expertise in one or more functional areas required by the client; and significant experience at the C-Suite level within other organizations. That C-Suite experience (often as Chief Executive and/or Chief Operating Officers) includes accomplishments in organizational governance, Board of Directors engagement, executive leadership, staff management and development, and enterprise profit-and-loss (P&L) accountability.

**Subject Matter Expert (SME)** team members, as their title implies, bring deep expertise and a history of professional accomplishments in one or more functional areas required by the client. SME team members are primary delivery resources in helping clients to scope, plan and implement effective projects in these functional areas. SMEs typically bring at least 20 years of overall professional experience, with 15 or more of those years dedicated to study and delivery within their specialty areas, which may include advanced degrees and or certifications. SMEs often bring Vice President or equivalent leadership experience from other organizations.

**Senior Associate** team members typically bring at least 15 years of overall professional experience, and are well-versed in general consulting and project development / management skills. Senior Associates lead client project workstreams and engage with client staff counterparts to collect requirements and implement project work plans. Senior Associates often bring Director or Senior Manager level experience from other organizations where they have led functional teams and projects.

**Associate** team members typically bring at least 10 years of overall professional experience, and provide general project support to client engagements, including schedule coordination, agenda development, meeting minutes, facilitation support, research related to project needs, drafting and editing of project presentations, work products and deliverables.

The above labor rates are valid for the initial two-year term of the contract. Price adjustments and updates to fee structures and labor categories may apply to subsequent periods of performance under this contract.

### Travel Expenses

Lodging and Meals and Incidental Expenses (M&IE) will be invoiced to Virginia Tech using established GSA rates for the project location and applicable year of project delivery. In instances where a GSA rate is not available, lodging will be booked and invoiced at cost for the next lowest available rate.

Car mileage for travel to and from Virginia Tech project locations will be invoiced at cost based on the IRS mileage reimbursement rate for the applicable year of project delivery.

Airline, train, public transportation and/or ground transportation (e.g., cab or car service) will be invoiced using established GSA rates for the project location and applicable year of project delivery. In instances where a GSA rate is not available, these travel expenses will be booked and invoiced at cost for the next lowest available rate.

### Other Direct Project Expenses

Other direct expenses required for successful project delivery will be invoiced at cost to Virginia Tech. Such expenses may include, but are not limited to, meeting and facilitation supplies or licenses for any required or specialized software. Any such expenses will be reviewed with and approved by Virginia Tech prior to incurring their cost.

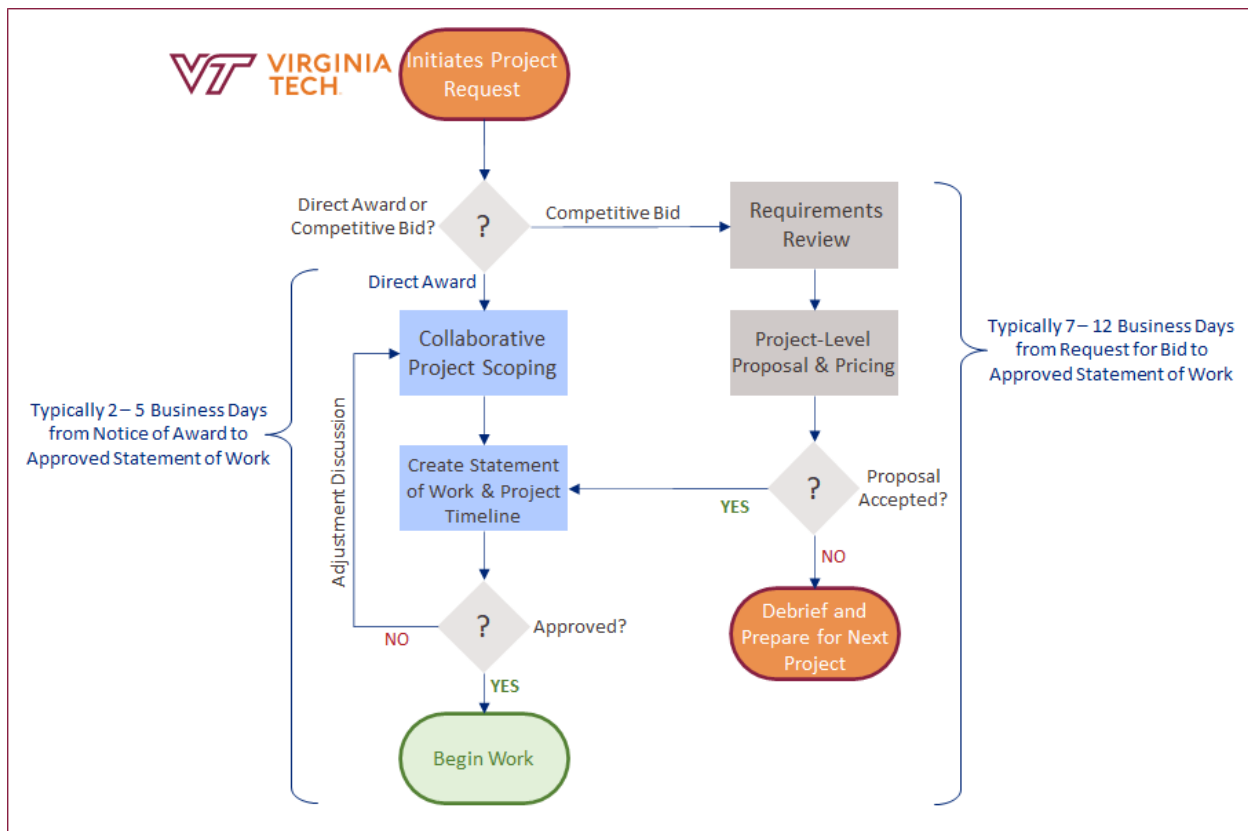
## 6. Capacity and Readiness to Perform Services

Our firm's ability to meet the criteria of Virginia Tech's statement of needs is supported by the expertise and experience we bring to each capability area described in the RFP (section VI.).

All Strategy Compass team members have confirmed their readiness and desire to support Virginia Tech on the projects and initiatives under this Organizational Consulting contract. Specific team member selection and availability will obviously depend on individual project requirements and timing, once these are identified by Virginia Tech.

We will work flexibly and collaboratively with Virginia Tech to respond to project needs. As outlined in Figure 6.1, our baseline task order response process takes no more than one to two weeks for most projects. We will customize this approach to provide responsive, timely and accurate project support based on Virginia Tech's needs.

Figure 6.1 – Project Request Response Process



More complex projects may require additional time for requirements review and/or project scoping. Response timelines are dependent on availability of Virginia Tech project and procurement team leads.



## 7. Participation of SWaM Businesses

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As the prime vendor for this contract, Strategy Compass LLC has begun the re-certification process for small business classification with the Commonwealth of Virginia. Strategy Compass most recently attained Virginia SWaM certification in 2016 (certification #707209). This certification lapsed because the majority of our client base since 2021 has not used SWaM certification as a criterion of award. Once recertified, Strategy Compass will maintain this certification for the duration of the contract with Virginia Tech.

For our sub-contracting partners:

- Alto Solutions LLC is a US Small Business Administration (SBA) certified Woman-Owned Small Business (WOSB). SBA Unique Identifier Number (UEI): [REDACTED]
- Snowflake LLC is a Commonwealth of Virginia certified Small Business, Micro Business and certified B Corporation. Virginia SWaM Certification: [REDACTED] (expires 7/2027).
- Ocean Vista Advisors LLC meets the criteria for Virginia small business status, but has not yet applied for SWaM certification.

Team members SK Partners, Jason Smith and MBV Associates meet the criteria to be defined as small business, but operate as sole proprietors or LLCs in the District of Columbia, North Carolina, and the Commonwealth of Pennsylvania, respectively.

## 8. General Information Form and Addenda

### General Information Form

RFP # 5671412306, Organizational Consulting Services

#### **INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED**

**DUE DATE:** Proposals will be received until April 20, 2023 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

**INQUIRIES:** All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231-1269 e-mail: [acaldwell@vt.edu](mailto:acaldwell@vt.edu). All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00PM on March 31, 2023. Inquiries must be submitted to the procurement officer identified in this solicitation.

#### PROPOSAL SUBMISSION:

**Proposals may NOT be hand delivered to the Procurement Office.**

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

**Proposals must be submitted electronically at:**

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is easy and free. If you have any challenges with the registration process, please contact Bonfire Interactive Support at [support@gobonfire.com](mailto:support@gobonfire.com).

**It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: [https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-\\_ga=2.42375717.1472165071.1588110542-997330893.1585332052](https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-_ga=2.42375717.1472165071.1588110542-997330893.1585332052)

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

**Attachments must be smaller than 1000MB in order to be received by the University.**

*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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.*

AUTHORIZED SIGNATURE: \_\_\_\_\_ Date: \_\_\_\_\_

06/27/2022

**[INCLUDE THIS PAGE]**

## Addendum 1

**ADDENDUM # 1 TO RFP # 5671412306**

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

DATE	DUE DATE AND HOUR
March 30, 2023	April 20, 2023 at 3:00PM

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell  
 E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

## Organizational Consulting Services

- The following Scope of Work is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging Department.

Purpose:

Virginia Tech is seeking proposals for an experienced DEIB consultant with strong organizational development, strategic plan development, and capacity building experience to provide the University with diversity, equity, inclusion and belonging services.

All proposers must be able to provide services that encompass strong organizational development and strategic plan development.

Scope of Work:

- Awarded firm(s) may be asked to assess the state of diversity, equity, inclusion, and accessibility at the University. This will include a comprehensive assessment of the University's strengths, weaknesses, opportunities, and threats with respect to DEIB.
  - Collaborate with the requesting department to articulate a clear set of DEIB goals and draft an action plan with specific activities.
  - The Consultant will lay a foundation for a coordinated and comprehensive program to advance diversity, equity, inclusion and belonging (DEIB) in all departments of the University, with a focus on improving workforce diversity, creating a culture of inclusion and belonging.
  - The firm(s) may provide insight and knowledge on DEIB best practices with focus on higher education.
  - The awarded firm(s) may be asked to develop a shared language and framework including a public statement of principle regarding DEIB, that enhances the organization's ability to execute its mission, operations and strategic direction.
  - Develop a training strategy to increase faculty/staff DEIB competencies, skills and capacity.
  - Provide additional advice and support if needed. Virginia Tech may recognize that even with the DEIB plan in place there may be additional needs for the DEIB support.
- The inquiry period is extended to **April 7, 2023 by 2:00PM.**

3. All other terms, conditions and descriptions remain the same.

4. The due date and hour remains April 20, 2023 at 3:00pm.

I acknowledge that I have read and understand this addendum in its entirety.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Revised 10/19/21

## Addendum 2

**ADDENDUM # 2 TO RFP # 5671412306**

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

DATE	DUE DATE AND HOUR
April 14, 2023	April 26, 2023 at 3:00 pm

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer  
 E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

## Organizational Consulting Services

The following questions have arisen as a result of this solicitation. Please see answers below in red:

1. Is there a page limit required for the proposal submission?

*Virginia Tech answer – There is no page limit; however, proposal should be constructed in a clear and concise manner.*

2. Does market research fall within the scope of strategic consulting?

*Virginia Tech answer – The services sought under this contract are varying in nature and could include any number of scopes of work.*

4. Can you specify the nature of the consulting services requested?

*Virginia Tech answer – See response to question 2.*

5. What are you trying to accomplish?

*Virginia Tech answer - The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services. The scope of works will be defined by individual users on campus.*

6. What is the challenge you are looking to solve or need assistance with?

*Virginia Tech answer – See response to question 5.*

7. What are your expected outcomes/deliverables?

*Virginia Tech answer – See response to question 5.*

8. Who would be included in the executive coaching?

*Virginia Tech answer - See response to question 2.*

9. What is the nature of the change management you want to look at specifically? For example, changes due to expanding or contracting enrollments and at what levels (undergrad, grad), centralizing office or changing the nature of the work (from individualized to shared services)?

*Virginia Tech answer - The organizational consulting services needs will vary across the enterprise, and the examples in your question are reasonable potential engagements. Additionally, services that aid in the efficiency of operations, improved use of technology, and continuous improvement are likely to be beneficial.*

10. What offices do you foresee process improvements impacting (do you have a general sense)?
- Virginia Tech answer - Process improvements are continuous at Virginia Tech and part of our change management mindset. Offices and units across Virginia Tech, both academic and administrative, expect to be impacted by process improvements.*
11. Section 'PURPOSE' on page 3 of the RFP states the below. Can you please provide additional information on the past organizational consulting services? What services were provided, what projects were completed, and what were the results/outcomes of these projects?
- "Through a past organizational consulting services opportunity, the university contracted with firms with a variety of expertise that enabled the university to progress strategic interests and investments."
- Virginia Tech answer - Organizational consulting is most recently visible in Virginia Tech's enterprise scale engagements. Please see review this [link](#) for more details.*
12. For the 'SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION' section on page 3 of the RFP, is there a utilization goal percentage or other goals/objectives that are required or recommended be met by the proposing vendor?
- Virginia Tech answer - Virginia Tech does not have a stated goal but we encourage majority firms to utilize SWaM to the greatest extent possible.*
13. For section 'CONTRACT PARTICIPATION' on page 4 of the RFP, is this section provided for informational purposes or is there information that proposing vendors have to provide in their proposals to address this section?
- Virginia Tech answer - Informational purposes.*
14. For section 'STATEMENT OF NEEDS/SCOPE OF WORK' on page 4 of the RFP, are there any additional strategic consulting services that Virginia Tech anticipates will be needed beyond what is listed under item A.
- Virginia Tech answer - Not at this time, however the needs of the University are ever changing and the awarded contractors may be required to do additional work.*
15. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Client References on page 5 of the RFP, the below language is included. Can you please clarify what the anticipated size and scope of the project(s) will be for this opportunity? This does not appear to be specified in the RFP beyond a general range of strategic consulting services requested.
- "References must be for projects that are of a similar size and scope of the project anticipated in this RFP."
- Virginia Tech answer - Please include references from similar size intuitions if possible.*
16. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Cost Proposal on page 5 of the RFP, is Virginia Tech just looking for hourly rates by staffing level? This section mentions request for "all costs...broken down by activity..." but anticipated projects are not specified in the RFP.
- Virginia Tech answer - Please provide hourly rates.*
17. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, please clarify what is meant by the below passage.
- "Demonstrate capacity and readiness to perform service and deliverables as described."
- Virginia Tech answer - Explain your firms ability to meet the criteria in the statement of needs. Specifically, describe your firms ability to take on projects and estimated response time.*
18. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, it mentions "the return of the General Information Form and addenda, if any, signed and filled out as required." Are the General Information Form and addenda required for the proposal? We do not see where this documentation/information is included in the RFP.
- Virginia Tech answer - The General Information Form is on page 2 of the RFP. This is required to be included with your proposal signed.*



19. For Attachment A Terms and Conditions on page 10 of the RFP, are vendors permitted to note proposed exceptions and/or changes to the terms and conditions in their proposal? Would doing so disqualify the vendor from the opportunity?  
*Virginia Tech answer – You may submit changes to the terms and conditions; however, it will be a consideration of award.*
20. As projects can range in scope and duration--is the pricing schedule allowed to have wide ranges? Or are is the University expecting static pricing on each type of service?  
*Virginia Tech answer – You may have multiple labor categories, but we expect one rate per category.*
21. While travel costs are reimbursed at federally approved levels--time spent traveling is a factor in pricing; should that be reflected in pricing schedule by providing pricing with or without travel?  
*Virginia Tech answer – Time spent traveling should not be included in the pricing.*
22. Perhaps a bigger picture question is, whether the pricing is expected to be static once proposal is accepted?  
*Virginia Tech answer – Pricing should be static throughout the life of a proposed scope of work.*
23. RFP says "Vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications." Does that mean vendor cannot hire or assign new personnel over the course of the contract?  
*Virginia Tech answer – If there is a change in personnel that provides services to Virginia Tech the contractor would be required to inform the contract administrator.*
24. RFP says "Vendor will submit cost proposal that outlines job titles and corresponding rates." But vendor may assign staff and price services based on a team structure. Is that permissible?  
*Virginia Tech answer – This can be discussed during negotiations.*
25. The RFP says "The awarded firm(s) may be required to attend meetings on campus or in other Virginia Tech locations throughout the Commonwealth of Virginia" -- will travel requirements be set as part of the scope of work for individual projects?  
*Virginia Tech answer – Travel will be reimbursed by the GSA Per Diem rates.*
26. Are there prioritized work streams in the areas of work noted in the RFP (e.g., organization design, business process evaluation / redesign, executive coaching) to support Beyond Boundaries initiatives and if so, what is the approximate scale and desired outcomes of these work streams?  
*Virginia Tech answer –There are no prioritized work streams.*
27. In lieu of specific work streams with determined scale (e.g., size of function) and outcomes, should vendors prepare a "small", "mid-sized", and "large-scale" pricing for our methodology with associated assumptions for the cost proposal?  
*Virginia Tech answer – Pricing should be provided in the form of hourly rates.*
28. Will task orders be issued as fixed price or other pricing structure?  
*Virginia Tech answer – Fixed price based on hourly rates.*
29. Does Virginia Tech have an in-house organizational change management capability?  
*Virginia Tech answer - Yes, this is the Office of Transformation and Change.*
30. As much of the analysis appears to have been done pre-COVID, is there a need to undertake updated research and/or to revalidate the future visioning done to date?

*Virginia Tech answer – Virginia Tech is committed to continuous improvements and revalidating is part of that. For example, Virginia Tech is in the process of a strategic plan refresh.*

32. Are there incumbent vendors? If yes, who are they and what projects have they completed?

*Virginia Tech answer – Incumbent vendors: AASCU Penson, Accenture, Attain, B.Well, Deloitte, Empowering Leaders, Ernst Young, Gallup, Grant Thornton, Hawkeye, Huron, Kennedy and Company and KPMG. We do not have a list of all the projects that have been completed by these vendors due to the varying nature of these projects.*

33. May we bring in our SWAM subcontractors at the time a specific SOW is issued, or are we required to name specific SWAM partners at the time of this submission?

*Virginia Tech answer – If your firm would like credit for SWaM subcontracting you are required to provide the names at the time of submission.*

34. Does Virginia Tech have any expectation as to when it will select the successful firm(s) for this RFP?

*Virginia Tech answer – Virginia Tech hopes to have awards by January 1, 2024.*

35. Does Virginia Tech have specific initiatives stemming from Beyond Boundaries and/or the strategic plan that we should be considering?

*Virginia Tech answer – Student Access and Affordability and accelerating extramural research to become a Top 100 Global Research University are two specific and current initiatives shaping the Beyond Boundaries refresh. Additionally, continued growth in our health sciences initiatives and the Innovation Campus represent significant strategic opportunities.*

36. Does Virginia Tech have an order of expected projects? If so, what are the subject areas and expected start date(s) for each?

*Virginia Tech answer – Virginia Tech doesn't have any expected projects at this time.*

37. Does Virginia Tech expect to have a primary project sponsor or steering committee to which the successful firm(s) will report? If so, who does VT expect to act in this capacity?

*Virginia Tech answer – The primary project sponsor or steering committee will vary depending upon the particular engagement.*

39. Are there any areas that Virginia Tech would consider out of scope for this RFP?

*Virginia Tech answer – No, please provide a total capability statement with your submission.*

41. If there is an incumbent, can Virginia Tech please clarify if the workforce will remain the same for the follow-on contract?

*Virginia Tech answer – The incumbent vendors is listed on question 32 on this addendum. Each department that is requesting service will have a different need.*

42. Is telework authorized?

*Virginia Tech answer – Telework is authorized; however, the requesting department may require the awarded firm to come on campus.*

43. If questions are due on 3/31, will Virginia Tech consider an extension based on Q&A response time?

*Virginia Tech answer – At this time Virginia Tech will not be extending.*

44. Are resumes needed for non-key personnel or part-time personnel?

*Virginia Tech answer – Virginia Tech requires the resumes of any individual that will be working on this account.*

45. Are letters of commitment needed for non-key personnel or part-time personnel?



*Virginia Tech answer – No.*

46. Are the points for the SWaM criteria all or nothing? Is there potential for partial points based on the subcontracting form?

*Virginia Tech answer – Yes, depending on the amount of subcontracting.*

47. Is an appendix allowed in addition to the core document for supplemental information?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

50. In reference to Addendum #1, is the intention for us to respond to DEI as an additional service, or provide a specific/executable Scope of Work for a DEI project?

*Virginia Tech answer – DEIB scope of work is an additional service. The firm is not required to have DEIB certification to submit a proposal.*

54. For the cost proposal outlined in Section VII. Proposal Preparation and Submission, it asks that "Vendor will submit cost proposal that outlines job titles and corresponding rates. Provide an overview of the methodology of providing consulting services and identify all costs associated, broken down by activity, with providing services." 1) Are you asking for a rate card by title that corresponds to each service requested? 2) What do you mean by costs associated by activity i.e. what constitutes an "activity"? 3) Can you provide an example of what you are expecting to see regarding cost breakdown?

*Virginia Tech answer – Virginia Tech expects to see an hourly rate broken out into labor categories.*

55. What needs and areas of opportunity does Virginia Tech feel are most critical, based on previous organizational consulting services provided to the university? What takeaways or lessons learned from the previous consulting partnership are top-of-mind for Virginia Tech as you seek your next partner?

*Virginia Tech answer – Virginia Tech is unable to answer this question.*

56. Given planned refreshes to the strategic plan over the next year:  
a. Does Virginia Tech need an assessment of organizational capabilities, culture, leadership, etc. as an input to the strategic plan?

*Virginia Tech answer – Virginia Tech may need assessments in these areas, but there is no current expectation for those services. This need may be identified by particular senior management areas in support of their strategic initiatives.*

- b. Does Virginia Tech seek to make organizational changes prior to developing the new plan – or does the university seek to defer significant changes in structure, roles, and responsibilities until after the completion of the strategic plan?

*Virginia Tech answer – Virginia Tech engages in change management and ongoing continuous improvements. The strategic plan is an active existing plan. There are no known organizational changes as part of the refresh.*

- c. To what extent will the selected Organizational Consulting vendor be engaged in the development of the strategic plan, outside of these areas?

*Virginia Tech answer – Virginia Tech does not have an expectation of a vendor being involved in strategic plan development at the university level. However, needs may be identified by senior leaders or mid-level managers for strategic planning support for their respective areas of the organization.*

57. Is Virginia Tech open to employee listening (e.g., surveys, interviews, focus groups) as part of an engagement, or is the expectation that interactions will be the executive level only?

*Virginia Tech answer – There is currently no define scope of work. Interactions could be at all levels of the University depending on the needs of each department.*

58. Virginia Tech mentioned change management as one of the focus areas in the RFP. Is the university also looking for a vendor to assess and provide services around communications?

*Virginia Tech answer – The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

59. Does Virginia Tech anticipate the need for leadership assessment and coaching as part of the university's forthcoming work? If so, for how many executives?

*Virginia Tech answer – There is no define scope of work at this time.*

60. Would Virginia Tech be able to provide any guidance regarding the scope of any recent third-party support or internal initiatives that directly or indirectly relate to the statement of needs provided in the solicitation?

*Virginia Tech answer – Virginia Tech cannot provide this information at this time.*

61. Would the rates and terms of the contracting vehicle, if awarded, be narrowly applied to support and activities outlined in the statement of needs, or might the contracting vehicle be applied to other related work at Virginia Tech, such as technology implementations?

*Virginia Tech answer – See terms and condition number one, additional goods and service clause.*

62. It is our understanding that the current RFP (RFP Number 5671412306), is a rebid of an earlier contract from 2018 (RFP Number 0058065). We have several questions about the previous contract based on RFP Number 0058065:
- a. How many projects were conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – This information would take weeks to obtain holding up the process of this RFP.*

- b. What is the total dollar value of the projects conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – \$3,908,607.71*

- c. Please provide a list of the types of projects (i.e., the nature of the work) conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – The scope of works varies greatly from department to department.*

63. How many respondents will be selected through this RFP?

*Virginia Tech answer – Virginia Tech will award as many contracts as necessary to fulfill our organizational consulting needs.*

64. Is there a minimum points threshold that vendors must meet to be selected?

*Virginia Tech answer – No.*

67. Addendum #1 includes a Scope of Work that is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging (DEIB) Department. Are items A-G in Addendum #1 replacing items A-F in Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP? Or is the Scope of Work in Addendum #1 intended to be in addition to Section VI items A-F in the RFP?

*Virginia Tech answer – DEIB is not replacing the SOW A-F it is in addition too.*

68. If Addendum #1 is in addition to the scope outlined in the RFP, can vendors who do not provide DEIB consulting services bid on the services outlined in items A-F of Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP document?

*Virginia Tech answer – Yes, vendors that do not provide DEIB services can submit a proposal.*

69. What is the nature of work that falls into "strategic advisory services" noted section VI, paragraph A of the RFP document?

*Virginia Tech answer – The needs of the University is to have a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

71. If a vendor does not submit a response to a particular category of work listed in the RFP, does that preclude that vendor from bidding on future task orders / projects in that category of work?

*Virginia Tech answer – No.*

72. Should the Addendum #1 for DEIB be incorporated as part of the consolidated response to the RFP vs an addendum or separate submission?

*Virginia Tech answer – Please incorporate the DEIB scope of work into your submission.*

73. Which are the requesting departments who would need to articulate their DEIB goals? Can we get a list or an understanding of the number and size of these departments, for pricing.

*Virginia Tech answer – The goal is to provide this service to the campus as a whole.*

74. What would be the nature of additional advise and support needed, once DEIB plans are in place?

*Virginia Tech answer – The goal is to be able to call upon a stable of firms as needed for a variety of services.*

75. Please expand on what is implied by 'Capacity Building Experience' of the consultant. Is there an expectation for the consulting firm to provide DE&I training as a service?

*Virginia Tech answer – Selected contractors may be required to perform DEIB training as requested by departments.*

76. Please describe the scope and work to date regarding DEIB at Virginia Tech beyond what is publicly available on your Inclusion & Diversity and Inclusive Virginia Tech website? Sub questions include:

- a. Is Virginia Tech looking at DEIB across its entire ecosystem – faculty, staff, students, external partners, and vendors?

*Virginia Tech answer – The scope of engagements will vary enterprise wide as within each department, and potentially include all of the above.*

- b. Global focus (given Beyond Boundaries vision) or North America?

*Virginia Tech answer – The focus could be global or unit specific work.*

- c. What work has Virginia Tech already done regarding DEIB – for example, recent current state assessment or refreshed strategy?

*Virginia Tech answer – Please see these links for [DEIB efforts](#).*

77. Section I of the RFP, "Purpose," on page 3, references Virginia Tech's plan to refresh its strategic plan over the next year. Does Virginia Tech anticipate engaging a consulting firm by means of this RFP to directly support and facilitate the University's strategic planning process over the next year?

*Virginia Tech answer – Virginia Tech does not have an expectation of a firm being involved in strategic plan development at the university level.*

80. Section VII.A.7 on page 6 of the RFP indicates that if a business the vendor plans "to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award."

- Does "the time of the award" refer to the awarding of a contract for a future specific project from a requesting department at Virginia Tech, does it refer to the selection of vendors in response to this blanket RFP?

*Virginia Tech answer – The Contractor shall be SWaM certified when contractor is selected to be awarded a contract, not a future specific project.*

82. With regard to Addendum One:

- a. Does this scope of work pertain to all staff, faculty and students?

*Virginia Tech answer- The Scope of work can be varying by each department.*

b. How does VA Tech define "DEIB"?

*Virginia Tech answer - Diversity: The visible and invisible characteristics and experiences that make people different. Everyone is diverse. Equity: Identifying and addressing imbalances and barriers that inhibit group and individual full engagement and success. Inclusion: The act of ensuring all groups and individuals have equitable access to resources and opportunities. Developing an understanding of unique needs and challenges are critical. Belonging: The nexus of diversity, equity and inclusion where all groups and individuals feel welcomed, valued, and are empowered to be active members in the community.*

d. Does VA Tech have a current DEIB strategy in place, and has the university done any surveys or fact-finding on DEIB previously?

*Virginia Tech answer – Virginia Tech has a strategy in place; however, Virginia Tech is always looking to approve our DEIB commitment. This is why we are looking for a stable of contractors that provide these services.*

e. What, existing DEIB data does the University hold? E.g., is there an existing HR census with demographic data.

*Virginia Tech answer – Procurement does not have access to this information and releasing it would require the University legal involvement.*

83. If there are any parts of this RFP that a vendor cannot support, can the vendor still respond to the proposal?

*Virginia Tech answer – Yes.*

84. The guidelines state "identify all costs associated, broken down by activity, with providing services." To what level of detail should these activities and costs be broken down in the proposal?

*Virginia Tech answer - Virginia Tech encourages proposers to be as detailed as possible by the types of services your organization provides. For example, if you have consulting labor costs by hour and title/role we would anticipate seeing this detail.*

85. Should this addendum be interpreted as an extension of the RFP scope or a task order?

*Virginia Tech answer – Addendum number one was included to be an addition to the scope of work in the original RFP.*

88. RFP section VII.A.2 requests that "vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications". Can Virginia Tech confirm that it is acceptable for vendors to provide curriculum vitae, resume or capabilities statement for all personnel within an appendix section?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

89. Can Virginia Tech make the following revisions in quotations to Section 12 (Default) in the RFP Terms and Conditions? "In case of failure to deliver goods or services in accordance with the contract terms and conditions, Virginia Tech, after due oral or written notice and offering the Contractor a minimum of seven (7) business days to cure such failure, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Virginia Tech may have."

The Contractor feels it fair and reasonable to establish a defined minimum cure period to correct any failures in the unlikely event of contract default. In doing so, cure periods have historically promoted economic efficiency by leveraging the resources already mobilized on the engagement that possess the historical knowledge and understanding to cure any deficiencies more quickly and efficiently.

*Virginia Tech answer – Any revisions to Virginia Tech's terms and conditions will result in a legal review.*

90. Can Virginia Tech make the following revisions in quotations to Section 19 (Indemnification) in the RFP Terms and Conditions? "Contractor agrees to indemnify, defend and hold harmless Virginia Tech and the Commonwealth of

Virginia and their officers, agents, and employees (the "Indemnitees") from any third-party claims, damages and actions of any kind or nature whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature, furnished by the contractor's negligent performance of this contract/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of Virginia Tech or failure of Virginia Tech to use the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered. Except for the Contractor's gross negligence or willful misconduct, the Contractor's liability to the Indemnitees related to this contract is limited to no more than the total amount of fees paid to the contractor by Virginia Tech under this contract. Neither party will be liable for any lost profits or other indirect, consequential, incidental, punitive or special damages."

*Virginia Tech answer – Any revisions to Virginia Tech's terms and conditions will result in a legal review.*

91. All other terms, conditions and descriptions remain the same.
92. The due date and hour is changed from April 20, 2023 at 3 pm TO **April 26, 2023 at 3 pm.**

I acknowledge that I have read and understand this addendum in its entirety.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Revised 10/19/21



## 9. Attachments – Strategy Compass Team Resumes

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### Sean Conaton

Sean Conaton is a management consultant and interim executive. He makes the teams he supports stronger and more effective, working side-by-side with them to better understand and deliver value to their customers. With a passion for organizations whose work supports the environment, sustainability and the public good, Sean excels at developing strategies that hit the sweet spot of mission impact and positive bottom-line returns.

#### Career Timeline

##### STRATEGY COMPASS, 2013 – Present

Oversees all operations of management consultancy with clients in the US and the UK. Provides interim executive services and leads consulting engagements focused on organizational growth and improvement. Client sectors include: built environment, education, energy research, environmental sustainability, equitable housing, healthcare and public health, investment management, life sciences, payment processing services, pension and retirement funds, professional services, and transportation.

- As Interim CEO, directed revenue generation and cost control measures that led from a projected six-figure deficit to \$500K+ net profit for an organization providing industry-leading content to the investment management and financial services communities.
- As Interim COO, transformed strategically valuable but tactically challenged publishing unit from seven-figure cumulative losses in previous five years to projected \$441K profit in first five years of restructuring.
- Optimized public health programs and partnerships with US CDC, World Health Organization, PAHO and UK Ministry of Health to protect \$1MM+ annual contribution to life sciences organization's bottom line.
- Identified \$143K in potential cost savings and 10% increase in staff capacity for organization supporting architecture, construction, engineering and manufacturing clients.
- Advised CEO of \$45MM scientific organization on aligning executive leadership, Board of Directors and key industry partners around an enterprise environmental, social and governance (ESG) strategy.

##### DELOITTE CONSULTING, 2009 – 2013

BEARINGPOINT, 2006 – 2009 (acquired by Deloitte Consulting, May 2009)

Directed client engagements and led internal capabilities development for market-leading global management consulting firms. Client sectors included: food safety, global shipping and logistics, healthcare and human services.

- Grew key healthcare account from \$5MM to \$15MM in less than two years.
- Facilitated joint application design sessions at this account, producing a rapid prototype of a virtual contact center in 5 weeks with integrated visibility for healthcare and insurance customer data.
- Led process improvement for financial operations at large public health organization, reducing unreconcilable balances related to business personal property by \$1.2MM.
- Led CRM analytics workstream for a global logistics organization. Performed integrated analysis of demand- and supply-chain data, decreasing product wait time by identifying gaps in service ownership.

##### NATIONAL WILDLIFE FEDERATION, 2001 – 2006

Led enterprise marketing and revenue operations for a \$100MM environmental conservation organization.

- Led post-merger integration of subsidiary company, recognizing \$2MM in annual savings with no negative impacts to revenue or customer experience.
- Re-designed customer segmentation strategy to improve net margin by 33% for digital marketing programs, and yielding 11% increase in cross-channel customer lifetime value.
- Facilitated cross-business unit training to develop team capabilities in process mapping and improvement. Mentored project leads for subsequent improvement projects.

#### LIFEMINDERS, 2000 – 2001

Advised Fortune 500, mid-market and venture-backed start-up clients on digital marketing and advertising campaigns. Client sectors included: air travel, consumer electronics, fitness & weight-loss, and retail banking.

- Developed and managed a \$3MM portfolio of accounts, maintaining 90% client retention.
- Exceeded campaign performance targets by 15% on average by applying data mining and 1-to-1 marketing techniques across web, email and text platforms.

#### US INTERACTIVE, 1999 – 2000

Led market development programs for a technology services company. Designed and implemented demand generation campaigns for pharmaceutical and life sciences verticals.

#### CAMBRIDGE TECHNOLOGY PARTNERS, 1997 – 1999

Led marketing in East Coast markets for \$600MM global technology consulting firm. Client sectors included: chemical manufacturing, financial services, human resources services and payroll processing, life sciences, and telecommunications.

- Consistently exceeded quarterly lead generation goals for offerings in digitally enabled CRM by designing and implementing cross-channel marketing campaigns.
- Piloted proof of concept marketing automation tool to improve use of customer and prospect data, and to increase marketing workflow efficiency by 20%.

#### LOGICAL BUSINESS SYSTEMS, 1997

Defined and marketed distance learning product offerings for regional systems integration firm. Client sectors included: higher education and retail banking.

#### CTI, 1995 – 1996

Led corporate sales and marketing for regional IT training and services company. Client sectors included: B2B services companies, and tax-exempt industry associations.

#### Education, Publications and Skills Summary

Georgetown University, B.A., English

University of Virginia – Center for Executive Development, Certificate in Process Mapping & Improvement

#### Publications

[“Why Savvy Organizations See Interim Leaders as More Than Placeholders”](#) Hunt Scanlon Media, March 2020 (featured executive interview)

[“Diversity and Inclusion: Core Values Among Associations”](#) Vetted Solutions & George Mason University Law School, June 2017 (project team)

“Customers First: Customer Strategy & Interaction Framework for Postal Organizations” Sean Conaton & George Wright, Postal Technology International Magazine, September 2011 (co-author)

### Skills Summary

- Strategy Development and Implementation
- Organizational Assessment and Design
- Process Mapping and Improvement
- Post-Merger Integration
- Enterprise and Business Unit P&L Management
- Customer Segmentation and Analytics
- Product and Service Portfolio Optimization
- Leadership Coaching and Development

### Highlighted Consulting and Interim Executive Engagements

Interim Chief Executive Officer, CFA Society New York: Successfully guided organization through significant operational, staffing and structural transitions. Oversaw revenue generation and cost control measures that led from a projected six-figure deficit to \$500K+ net profit. Increased customer engagement with Society programming by 50%. Created a three-year strategic framework with the Board of Directors, and re-built the senior executive team with leaders capable of delivering the Board’s vision. Managed stakeholder relationships with the investment management industry, securing \$180K in sponsorships to support a key Society event.

Interim Chief Operating Officer, American Society for Microbiology: Oversaw a \$70MM portfolio of programs and operations for the Society. Drove cross-business unit planning, including analysis of business models and funding sources critical to the Society’s mission. Transitioned key publishing business unit from seven-figure cumulative losses in previous five years to projected \$441K net profit in first five years of restructuring.

Interim Senior Director of Membership & International Affairs, American Society for Microbiology: Oversaw \$396K growth in membership dues, exceeding targeted budget by 6.27%. Optimized staff capacity for grant-funded programs, protecting \$1MM+ annual contribution to Society’s bottom line. Supported partnerships with US CDC, World Health Organization, PAHO and UK Ministry of Health to expand public health mission programs.

Market Strategy Consultant, Institute for Environmental Management & Assessment: Led North American market sizing and opportunity analysis for UK-based environmental and sustainability organization. Developed quantitative models to assess feasibility of growth ranging from 10% to 50% of organization’s market base. Outlined market entry strategy for priority industries, based on value drivers for IEMA’s portfolio of training services, industry and university partnerships, and policy development programs.

Executive Advisor, Greater Richmond Transportation Company: Provided executive coaching and advisory support to the CEO and executive leadership team of a regional transportation company with a \$60MM operating budget. Advised the CEO on framing and managing strategic planning discussions with the Board of Directors to inform long term funding and service delivery.

Strategy Consultant, Educational Employees' Supplementary Retirement System of Fairfax County: Facilitated development of two successive multi-year strategic plans for a retirement fund managing \$2.4B in assets for Virginia’s largest public school system. Partnered with Executive



Director and the fund's Board to Trustees to develop a strategy focused on sustainability of funds and ongoing education for member participants.

Operations Transformation Consultant, Covenant House International: Program managed transition of payment processing operations for \$70MM charitable organization. Led needs assessment and requirements definition; evaluated and prioritized potential partner capabilities; supported contract negotiations with selected partner. Managed accelerated transition activities, producing near immediate improvement to organization's cash flow, with projected higher ROI over the first five years of partnership.

Customer Alignment Consultant, NeighborWorks America: Supported the COO and five Senior Vice Presidents of a \$150MM+ equitable housing organization to align staff and resources with areas of customer need. Mentored senior executives on leadership effectiveness and facilitated staff buy-in and engagement on customer-centric change. Achieved increased customer satisfaction across a network of 250 member organizations; supported key business units in their move towards profitable growth; and identified \$8.1MM in operational savings.

Executive Advisor, Confidential Client: Supported 160% revenue growth of a mid-market professional services firm. Identified risks to net margin during this growth, including compensation models for key staff. Advised CEO on market visibility and strengthening operations, including improved use of CRM tools and data. Advised CEO on strategic hiring decisions, and supported onboarding / business planning for executive-level hires.

## Alison French

Alison French is a driven and dedicated leader and advisor with more than 20 years' experience helping organizations and individuals make the right connections and decisions to achieve success in a dynamic environment. Skilled communicator and experienced facilitator, trainer, coach and consultant with proven track record in:

- Organizational Change Leadership
- Consultative Facilitation and Event Design/Delivery
- Communication Strategy
- Employee Engagement, Training and Team Building
- Talent Development and Coaching
- Leadership and Stakeholder Alignment

### Career Timeline

#### **ALTO SOLUTIONS, LLC 2014-PRESENT**

*Founder/Managing Director of woman-owned small business (WOSB) consulting company*

#### ***Organizational Change, Communications, Consultative Facilitation, Training, Leadership and Individual Coaching***

- Create and facilitate unique leadership training programs including Engagement through Neuroscience, Innovative Mindset, Personal Branding and Networking, and Won't You Be My Trainer, customized to meet client needs. [Complete listing here.](#)
- Coach SES-level leaders within large organizations and government agencies, including GSA and USDA, to lead teams through major transitions. Facilitate team building and visioning sessions and educational workshops, resulting in clear direction and improved morale. Led multi-year initiative for major agricultural institute to support leaders and employees through a challenging relocation, develop and solidify organizational values, and begin cultural re-alignment.
- Transformed a one-time forum for the world's largest fleet association into an integrated, interactive, and iterative multi-year leadership experience to bolster and recruit volunteer leaders and members.
- Developed interactive sessions for American University's Development and Alumni Relations leadership team, resulting in increased trust and cohesiveness to help them achieve and exceed their team fundraising and other goals.
- Coached cadre of 30 change champions to serve as ambassadors for changes in business operations within the US Forest Service; developed and delivered impactful training enabling them to have difficult conversations, listen, and lead change.
- As lead consultant to GSA's Office of the Executive Secretariat, worked directly with new director to improve leadership and team cohesion. Developed and facilitated team sessions and staff interviews and developed plans to address challenges.
- Created multi-year employee engagement strategies via survey tools and strategic communications for both a DC charter school and an IT organization of 14,000 employees, enabling both to build more powerful connections with their teams.
- Developed and led facilitator training program empowering Cooperative Extension professionals nationwide to spearhead innovation efforts within their communities.
- Instituted and led a strategic communications initiative for a Federal CIO organization, establishing a communications leadership team and resulting in an almost 10% favorability increase in the Federal Employee Viewpoint Survey.
- Facilitated year-long Professional Development Program and developed and launched Mentor Program for the nation's premier historic preservation organization. Also helped them solidify the value proposition for a large membership initiative.

- Increased leadership self-awareness and effectiveness by developing and conducting a 360 assessment for an organization dedicated to improving Congressional operations.
- Deliver highly effective training (consistently rated 4.85/5 by students) for Management Concepts; courses include Negotiation Skills, Strategic Thinking, Creativity and Innovation, Leadership for Non-Managers, Advanced Leadership.
- Authorized DiSC Facilitator and Issuer (through Sepp6).

#### **HOBSONS (EDUCATIONAL SOLUTIONS COMPANY) 2011-2013**

*Product Manager, December 2011-February 2012; Product Assessment Manager, February 2012-October 2013*

#### **Program Assessment, Product and Client Relationship Management**

#### **DELOITTE CONSULTING (FORMERLY BEARINGPOINT) DC, 2004-2011**

*Manager/Specialist Master, Federal Human Capital, January 2007-December 2011; Senior Consultant, July 2005-December 2006; Consultant, June 2004-July 2005*

#### **Organizational Change Leadership**

- Led change management/communications teams for two cross-functional initiatives to identify \$750M in sustainable cost savings across the entire Deloitte U.S. firm. Analyzed stakeholder landscape and developed assessment tools, designed leadership alignment activities for top executives, created communications strategy and plans, and developed key messages.
- Performed comprehensive change assessment, including stakeholder analysis and organizational risk and readiness assessment activities to build change plan for major Defense technology initiative involving more than 7,000 end users. Through direct engagement with top leaders, significantly influenced positive perception of initiative and elevated its change management program to become recognized as a model within the agency.
- As communications/change management lead for USDA Forest Service's National Transformation, worked closely with clients to optimize efficiency while reducing costs through standardization of processes, elimination of duplicate efforts, and better use of technology. Crafted and deployed detailed stakeholder analyses and alignment plans built upon direct interaction with agency leaders and employees.

#### **Consultative Facilitation**

- Designed and facilitated numerous large-scale meetings and breakout groups as part of the FS National Transformation.
- Led FS Civil Rights organization through week-long facilitated sessions to define strategy and multi-tiered action plans.
- Facilitated workshops enabling the USDA Natural Resources Conservation Services to clarify its mission statement and develop a 5-year strategic plan and articulation map with corresponding goals.

#### **Training**

- Certified in Deloitte Faculty Excellence program as coach and facilitator for Deloitte Consultant Milestone Training program and rated as one of the top instructors for both this program (two years in a row) and BearingPoint Beginnings orientation.
- Provided comprehensive change management training to USDA and the Defense Finance and Accounting Service.

#### **Stakeholder Communications, Engagement and Team Building**

- Acted as key liaison to multiple clients for Human Resources Business Process Reengineering effort for 35,000 Forest Service employees, improving productivity through

development of online survey tools and other feedback mechanisms, creating and leading e-learning initiatives on “to be” state of HR, and facilitating events and communications to help leadership perform their tasks and stakeholders better understand the future of the organization.

- Implemented consistent messaging for the FS National Transformation, working directly with leadership to craft impactful communications, and developed and analyzed feedback mechanisms, including the agency’s first-ever wiki.

### **Strategy**

- Led team to assess all human capital programs within GSA-ITS, conducting interviews and focus groups with management, and analyzing results against a comprehensive diagnostic tool to create a robust and actionable HC strategic plan and roadmap, including succession planning and recruitment branding strategies.
- Coordinated site visits to 15 GSA regions and business units to conduct interviews and focus groups with management and associates to examine organizational impacts of systems intended to enhance controls and adherence to proper procurement policy. Completed comprehensive document review, conducted gap analysis, and documented key findings in report to management recommending potential areas for improvement.

**AMERICAN UNIVERSITY COLLEGE OF ARTS AND SCIENCES** DC, 2001-2003

*Marketing Manager, February 2001-September 2003*

***Higher Education Marketing, Recruiting and Training***

**ORDER SONS OF ITALY IN AMERICA/SONS OF ITALY FOUNDATION** 1996-2001

*Director of Special Projects & Conference Planning, June 2000 -February 2001; Special Projects Manager, July 1998-June 2000; Project Coordinator, October 1996-July 1998*

***Event Planning and Management, Fundraising and Media***

Education and Publications

KOGOD SCHOOL OF BUSINESS, AMERICAN UNIVERSITY (WASHINGTON, DC)

Master of Business Administration (Marketing and Public Administration, Management, and Consulting), GPA 4.0, May 2004

CORNELL UNIVERSITY (ITHACA, NY)

Bachelor of Science in Communication, with Distinction, GPA 3.8, May 1995

Alumni Leadership: Class Correspondent (1994-2010, 2015-present), President (2010-2015), Board of Directors (2009-2013)

### **Publications**

- “It’s Not You, It’s Your Brain: Practical Neuroscience for Learning” at the 2021 Association for Talent Development (ATD) International Conference & Expo (August 2021) and as keynote for the 2019 Influential Women in IP event.
- Keynote speaker to kick off Tri Delta National’s new [“Leading Others” curriculum](#) (March 2021); featured on Tri Delta’s [podcast](#) and [website](#) on Leading with Kindness (November 2020)
- Author of [“Leadership Lessons from Mr. Rogers – The Extraordinary Power of Connection and Kindness”](#) (August 2020)
- [“Won’t You Be My Trainer: Practical Lessons from Mr. Rogers”](#) at the ATD Virtual Conference (June 2020)

## Jim McFarlane

Jim's 46-year career is marked by increasing responsibility and complexity and corresponding professional accomplishments in both government and private sectors. He has a reputation for "getting things done" through diligence, collaboration, and teamwork. Jim has worked with senior military and government leaders and served as a trusted advisor to CEOs.

### Career Timeline

#### Serco Inc. 2021 - 2023

Director Program and Operational Excellence; Herndon, VA

Report directly to the Chief Human Resources Officer for:

- Serco-WBB Quality Management System and ISO 9001:2015 Certification
- Program/Project Management Office
- Divisional Operational Excellence Program

Led the successful integration of WBB after being acquired by Serco in 2021.

#### WBB Inc. 2003 - 2021

Vice President of Process Improvement; Reston, VA

- Report directly to the C-Suite. Led the implementation and certification of the ISO 9001 Quality Management System. Planned and executed Strategic Planning update and execution of initiatives and investments. Took over Learning and Development, increasing webinars and implementing LinkedIn Learning. Co-developed and managed all Project Management training and coordinated all Strategic Communications.
- Integration Manager for two major strategic acquisitions (M&A), including closure and consolidation of two offices and over 100 personnel. Coordinated organizational culture study, including focus groups, interviews, and surveys.

#### Competency Deputy; Reston, VA

- Supporting the Sector VP, coordinated staffing, training & development, and management of approximately one hundred members of the consultant workforce. Aligned consultants with projects, ensured professional qualifications were maintained, and monitored billable hours.

#### Director – Strategic Management & Continuous Improvement (SMCI); Reston, VA

- Led the SMCI Center of Excellence with \$14MM of revenue, 18 consultants, and approximately 10-15 projects, encompassing Continuous Process Improvement, Decision Analysis/Support, Risk Management, and Knowledge Management. All projects were delivered on time and at the expected profit. Grew the COE by 20% during that time with zero attrition.

#### Manager/Senior Manager – Quality, Planning & Strategy; Reston, VA

- Program Manager for multiple global projects and with multiple organizations. All were delivered with high levels of customer satisfaction and profitability.

#### Naval Sea Systems Command 06/2001 to 01/2003

Director – Strategy, Plans & Programs, Washington, DC

- Coordinated the execution of the NAVSEA corporate plan and supporting business planning efforts of subordinate organizations. Had oversight of the Strategic Sourcing program

within NAVSEA claimancy. Through organizational change and consolidation, oversaw the Chief Information Officer for SEA 10 Directorate and PEO Expeditionary Warfare during preparations for Navy Marine Corps Intranet Implementation. Led the Acquisition Support function for all milestone decisions and other key acquisition events. Assumed duties after reorganization that combined four staff organizations.

Commander-in-Chief U.S. Naval Forces Europe 08/1992 to 06/2001

Fleet Quality Improvement Officer; London, UK

- Led all quality improvement efforts within the European/African theater, including training, project support, and support to installations and subordinate commands.
- Co-author of the first post-cold war Theater Naval Strategy and provided briefings, along with the NAVEUR Chief of Staff to Commander-SIXTH Fleet, Commander-Fleet Air Mediterranean (COMFAIRMED), Commander – Submarine Group 8, and major installations commanders throughout the Mediterranean.
- Led regionalization team comprised of NAVEUR, SIXTH Fleet, COMFAIRMED Chiefs of Staff and all base/station commanders. Resulted in the consolidation of multiple administrative staffs as well as streamlined base operations throughout the Mediterranean.
- Accomplished strategic planning offsites for US NAVEUR senior staff, US SIXTH Fleet staff, and combined Staffs of COMFAIRMED, Combat Task Force 63, and Combat Task Force 67.

Philadelphia Naval Shipyard 07/1977 to 08/1992

Quality Improvement Coordinator; Philadelphia, PA

- Managed the overall implementation of a command-wide quality improvement program and organized the selection, training, and development of 24 team leaders/ facilitators, as well as the training of over 1500 managers and 5500 shipyard workers in a Quality Improvement Program curriculum.
- Various Positions (Supply Systems Analyst/Management Analyst/Inventory Management Specialist, Budget Analyst); Philadelphia, PA

Upper Darby Fire Company, Upper Darby, PA 11/1972 to Present

Active Crew 1972 to 1992

- Various Positions within the active Fire Fighting Crew including EMT, Lieutenant, Captain, Assistant Chief, Company Chief and Department Chief. Also held administrative positions within the Fire Company including Recording Secretary and Member of the Board of Directors. Currently President.
- One of four members of a Mayoral Commission to create a Basic Life Support (BLS) Ambulance Service within Upper Darby Township, population 85,000/size 8 square miles. Coordinated and supplemented Emergency Medical Technician (EMT) training and certification. Developed specifications and evaluated bids for two BLS Ambulances and supported the management of the BLS system for the first two years.

## Education and Certifications

MS Public Safety, Saint Joseph's University, Philadelphia, PA 2004

BS Business and Administration, Drexel University, Philadelphia, PA 1979

## Professional Certifications and Awards

LSS Master Black Belt (Premier Performance Network Certification)

ISO 9001 Internal Auditor  
ICMA Certification in Fire Service Management  
National Certification for Emergency Medical Technician (1975-1978)  
Harvard University (HarvardX) Certificate in Cybersecurity: Managing Risk in the Information Age  
University of Pennsylvania Wharton Online Certificates in Connected Strategy and Business  
Strategy/Competitive Advantage  
Navy Superior Civilian Service Award (2), Navy Meritorious Civilian Service Award

Specialized Department of Defense Education

Lean Six Sigma Master Black Belt  
Certified ISO 9001 Internal Auditor  
ISO 9001 Quality Management Systems  
ISO 14001 Environmental Management Systems  
Analytic Hierarchy Process  
CMMI for Development  
CMMI for Services



## Tom Morley

Tom has more than 25 years of experience as an internal and external consultant in the government, non-profit, and private sectors. His key areas of expertise include strategy, organizational effectiveness, talent management, and marketing. Before launching Snowflake Consulting in 2014, Tom was a senior-level professional with “Big Four” consultancies, leading key service offerings while providing expert advice and support to clients. Over the course of his career, he has worked with more than 125 different clients, helping them visualize bold futures and develop actionable strategies to realize them, transform delivery and internal operations, get the right people and position them to succeed, and reach, resonate with, and engage constituents and customer segments.

### Career Timeline

#### SNOWFLAKE LLC 2014 – present

##### Managing Director

Founded a Certified B Corporation® consultancy “transforming organizations to transform lives.” Provide strategy, organization, people, and marketing solutions to non-profits, governments, and businesses. Over 45 clients in eight years. Frequent speaker and author of articles on key sector and industry challenges.

#### TRANSPORTATION SECURITY ADMINISTRATION 2012 – 2014

##### Organization Strategy Advisor

Served as Organization Business Partner to mission-critical Program Offices, an unprecedented role in the agency’s Office of Human Capital (OHC). Led key efforts in a challenging political and budgetary environment to improve mission cost-effectiveness through restructuring, process improvement, and job design.

#### DELOITTE CONSULTING, LLC 2009 – 2012

##### Specialist Leader and Senior Manager

Led the firm’s Federal Organization Strategies Solution Offering, responsible for organization analysis, job design, and decision rights competencies. Served as Project Manager and Subject Matter Expert (SME) on high-profile engagements. Pioneered the use of scenario-based organization design in the company.

#### BEARINGPOINT, INC. 1999 – 2009

##### Specialist Leader and Senior Manager

Senior Organization and Talent leader. Developed the company’s Organization Design Solution (ODS) area from the ground up. Managed and served as SME on a wide range of projects to help clients in the US and abroad restructure, improve processes, build workforce capacity, and adopt and integrate major changes.

#### JACOBS, INC. 1998 – 1999

##### Business Consultant

Provided strategic guidance and support to Federal and state government clients. Designed a zip code-based modeling tool using ArcGIS to help organizations analyze demand, optimize “storefront”



service locations, and determine size and staffing requirements, improving cost-effectiveness of constituent support.

#### Education and Affiliations

UNIVERSITY OF MARYLAND, College Park, MD

Master of Arts, Government and Politics

UNIVERSITY OF DELAWARE, Newark, DE

Bachelor of Arts, International Relations

#### Affiliations

NON-PROFIT ALLIANCE OF THE NORTHERN SHENANDOAH VALLEY

Steering Committee Member 2017 – present

Key leader in this membership organization, which provides Valley non-profits educational programs and collaboration opportunities. Facilitated development of the Alliance's strategic plan, which guides the types of services it offers and its future direction. Presenter at its annual conferences and bi-monthly events.

NON-PROFIT LEARNING LAB

Professional Trainer 2016 – present

Provide training on a variety of topics to non-profit board members, executives, and senior managers across the US, including governance, strategy, workforce management, and donor development. Offered programs to help organizations adapt to new conditions during the height and in the aftermath of Covid-19.

## Jason Smith

Jason Smith is a consultant and project manager with over 20 years of experience. Mr. Smith has worked with numerous occupations in a diverse set of fields including financial regulation, technology, engineering, law, acquisition and procurement, biology, alternative fuels, logistics, project and program management, transportation, and defense. Former clients include over 40 federal, state, non-profit, and for-profit organizations including the Federal Reserve Board, Consumer Financial Protection Bureau, Department of Treasury Office of the Comptroller of the Currency, Department of Energy, Centers for Disease Control and Prevention, National Science Foundation, State of Hawaii, and the State of Virginia among others. His prior engagements include a wide range of human capital work including:

- Strategic workforce planning
- Competency modeling, job analysis, and job assessment
- Workforce data analysis
- Workload modeling and staffing analysis
- Business process analysis and improvement
- Organizational assessment and design
- Recruitment, selection, and retention
- Training needs analysis and training development
- Performance management
- Change management and communications development and implementation

### Career Timeline

Independent Human Capital Consultant, 2011–Present

Deloitte Consulting, Manager and Specialist Master, 2009–2011

BearingPoint (acquired by Deloitte Consulting), Senior Consultant and Manager, 2006–2009

FMP Consulting, Consultant, 2004–2006

Caliber Associates (now ICF Consulting), Associate, 2002–2004

Pennsylvania State University, Departments of Management and Psychology, Adjunct Faculty/Lecturer, 2000–2002

Landy-Jacobs and Associates, Consultant, 1998–2001

### Education and Publications

MS, Industrial/Organizational Psychology, Pennsylvania State University

BA, Psychology/Honors Program, Southern Illinois University at Carbondale

### Publications

Marrelli, A., Fisher, J., Smith, J., Perkins, L., Cronin, B., & Zwahr, M. (2004, April). Measuring workforce planning performance in the Internal Revenue Service. Presentation at the annual conference of the International Society for Performance Improvement, Tampa, FL

Cronin, B. E., Morath, R., Smith J. (2003, November). Army Leadership Competencies: Old wine in new bottles? International Military Testing Association Conference, Pensacola, Florida.

Morath, R., Anderson, L., Heil, M., Smith, J., & Cronin, B. (2003, August). Development of parallel versions of the AT-SAT battery. In R. King, (Chair), Selection for safety sensitive positions in the Federal Aviation Administration. Symposium presented at the annual meeting of the American Psychological Association, Toronto.

Smith, J. W. & Mathieu, J. E. (2001). An examination of the leader mood state and team performance relationship. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

#### Highlighted Consulting Engagements

#### HUMAN CAPITAL & STRATEGIC PLANNING

##### Workforce Planning

Federal Reserve Board (the Board), Task Lead, 2020 – Present: FMP is currently providing end-to-end workforce planning services for the Board. This is a high-visibility, agency-wide strategic program to align human capital initiatives with the organization's strategic direction and mission. Mr. Smith has led or participated in projects at the Board that included workforce planning, competency model development, job assessment, job description development, workload assessment, workforce dashboard development, and workforce analytics. Projects have crossed all Board divisions and a variety of different occupational fields including information technology, financial analysts, administrative staff, policy analysts, legal staff, and research. Mr. Smith has been involved in developing surveys, conducting interviews and focus groups with staff at all occupational levels, and collecting and analyzing workforce data.

US Air Force, 554th Wing, Human Capital Lead, 2009: Served as the human capital subject matter expert to assess current and future competency needs and the workload requirements for five critical occupational series within the 554th Wing. Conducted interviews with organizational leadership and subject matter experts, developed surveys, and held workshops for personnel to identify current and future workforce needs. Collaborated with leadership to develop actionable recommendations for workforce planning and training activities to help the agency bridge the identified workforce competency gaps.

US Fish and Wildlife Service, Refuges Division, Project Manager, 2005-2006: Led the development of a workforce planning system designed to align future workforce needs with the organization's strategic goals. Recommended changes to the existing organizational structure to support the functional requirements of the organization's strategic goals; created a web-based survey to analyze current and future competency needs; developed a blueprint to guide the creation and implementation of a staffing model to predict future full-time equivalent (FTE) staffing needs; and developed competency models for critical positions. Also identified training and developmental needs and provided training plans for key workforce positions.

##### Workload & Staffing Analysis

US Fish and Wildlife Service, Law Enforcement Division, Task Lead, 2005: Analyzed the position and job structure of the Fish and Wildlife Law Enforcement Division to create templates for a future organizational structure. Developed staffing models to predict the number of employees needed to support the future structure. Created a web-based survey to analyze current and future

competency needs. Developed a leadership competency model and identified curriculum enhancements to support the development of leadership competencies.

#### Strategic Human Capital Planning

US Commission on Civil Rights, Project Technical Lead, 2013-2014: Helped the Commission to better assess and monitor progress towards its goals and to meet its regulatory requirements by creating a structured agency-wide performance management framework. Worked closely with and facilitated workshops and discussions with leaders and staff throughout the agency. Created recommendations for enhancing the existing agency Strategic Human Capital Plan and developed individual performance management plans for 13 critical occupations.

National Science Foundation (NSF), Strategic Planning Facilitator, 2015: Assisted with the Office of Information and Resource Management's (OIRM) strategic planning process by conducting focus groups to assess customer needs from and requirements for the office. Helped leadership to design a strategic planning retreat and to identify implications for their strategic plan. Collaborated with HRM managers to develop strategic implementation plans for their functional areas.

US Fish and Wildlife Service, Endangered Species Program, Project Manager, 2005: Identified the challenges and opportunities faced by the Endangered Species Program's political, legislative, and operational environments to help craft strategic plans and workforce strategies. Assessed the program's future strategic needs through numerous interviews with Program managers, Congressional staff, executives from wildlife conservation organizations, industry interest group leaders, and other federal agency representatives. Conducted a thorough review of relevant strategic and operational documents. Coordinated with leadership to develop a report outlining proposed changes in strategic goals, organizational processes, and workforce requirements.

#### Competency Modeling & Assessment

Federal Emergency Management Agency (FEMA), Task Lead, 2019-Present: Developed competency models for numerous mission critical FEMA occupational families. Worked with subject matter experts (SMEs) in each occupation to refine and validate behavioral indicators for use in training and other human resource activities and to identify career paths. Developed career path guides as a resource for employees and supervisors. Developed and analyzed survey data to identify job relevant and legally defensible content.

Department of Energy (DOE), Project Manager, 2016-2018: Led the development of a competency model for DOE Federal Project Directors (FPDs), who oversee the agency's most challenging and complex capital asset projects that vary in cost from \$10M to over \$16B. The model served as a foundation for a customized training and certification program to comply with federal acquisition requirements. Conducted a thorough review of the FPD certification program to recommend improvements in the certification process and training of personnel. Assisted the Department with implementing process improvements to their existing FPD certification program.

Centers for Disease Control and Prevention (CDC), Task Lead, 2015-2017: Developed assessment items to help CDC hiring managers more effectively select job candidates for information technology, engineering, scientific, and acquisition occupations. Reviewed position descriptions, competency models, and other relevant job-related information to draft updated competency models and behavioral indicators. Conducted focus group sessions with subject matter experts

(SMEs) to refine and validate behavioral indicators. Drafted assessment items and validated through focus group sessions with SMEs to create finalized sets of assessment questions for use in hiring.

Federal Aviation Administration (FAA), Flight Standards Service, Project Manager, 2006: Led the development of a new selection system for an engineering workforce at the FAA. Conducted job analyses to identify and document the tasks and competencies needed for successful job performance. Developed and administered a web-based survey and conducted focus groups to validate task and competency requirements. Led the design of new selection system that included the use of computerized testing and structured interviews in addition to minimum qualification screening items.

Alabama Department of Transportation, Task Lead, 2002-2003: Assisted in the development of scientifically and legally defensible employee selection tools (e.g., multiple-choice examinations, structured interviews, minimum qualifications, and training and experience questionnaires) in a highly litigious environment. Created and validated employee selection instruments for a variety of different occupations including procurement officers, geologists, welders, communications specialists, and attorneys job classes. Conducted and documented job analyses for each position by interviewing employees, conducting focus groups, and surveying job incumbents and supervisors.

Federal Aviation Administration, Air Traffic Organization, Data Analyst, 2003: Conducted pilot testing of a computerized version of an updated Air Traffic Controller selection test. Reviewed pilot test data and individual test item performance, statistically analyzing the psychometric and subgroup characteristics of each to recommend a final set of test items for inclusion in future versions of FAA psychomotor and cognitive selection exams.

Landy-Jacobs & Associates, Public Safety Personnel Positions (numerous clients), 1998-2001: Assisted in conducting job analyses and the development of selection and assessment tests for public safety personnel positions (i.e., police and firefighter) for numerous state and local governments (e.g., State of Michigan, State of Illinois, State of Georgia, Suffolk County New York, City of Buffalo in New York, etc.). Assisted in gathering data, preparing job analysis surveys, analyzing data, drafting cognitive ability test items, and conducting pretests of cognitive examinations to assess their validity.

## HUMAN RESOURCES SOLUTIONS

### Compensation

State of Hawaii, Department of Labor and Industrial Relations (DLIR), Project Manager, 2016: Conducted a compensation study for two occupations within the State of Hawaii's DLIR. Worked with subject matter experts to conduct job analyses, update position descriptions, and develop recommendations for realigning job levels with work requirements. Gathered external job market data from state, federal, and private sources to assess DLIR salaries against benchmark positions. Reviewed state human resources and classification policies and worked with DLIR and Human Resources leadership to recommend the most effective and feasible strategies for making pay adjustments.

Virginia Department of Game and Inland Fisheries (DGIF), Organizational Assessment and Market Analysis Lead, 2016: Assisted the DGIF Law Enforcement Division with an assessment of their

organizational, compensation, and classification structure. Led the assessment of their command and reporting structure by conducting interviews and focus groups with internal employees and by conducting a benchmarking study of peer organizations. Reviewed and assessed job descriptions throughout the division. Assessed data from external compensation survey vendors to compare with DGIF's existing salary structure and developed recommendations for improvements to their compensation structure.

## ORGANIZATIONAL EFFECTIVENESS

### Organizational Assessment and Design

US Treasury, Office of the Comptroller of the Currency (OCC), Task Lead, 2006: Conducted a benchmarking study to identify the structural, process, information technology, staffing, and workforce requirements for successfully implement a new Web-based content management system within the OCC. Identified best practices among federal agency web content groups to recommend organizational and staffing requirements for supporting the new system.

US Department of Defense, Central Command (CENTCOM), Project Manager, 2010: Served as a project manager and human capital subject matter expert for a zero-based assessment of CENTCOM's support functions as mandated by the Secretary of Defense. Reviewed CENTCOM's organizational structure, position mix, manpower levels, and business functions to identify inefficiencies and potential cost savings. Developed recommendations and guidance for consolidating decentralized support functions into central streamlined shared services operations.

Department of Defense Military Education and Training Campus (METC), Human Capital Lead, 2011: Project manager and human capital subject matter expert for an evaluation of METC's current structure and employee workload. Reviewed existing human resources, processes, and strategic documentation; analyzed human resources data; and interviewed and conducted focus groups with METC leadership, personnel, customers, and other key stakeholders.

Defense Energy Support Center (DESC), Human Capital Lead, 2009-2010: Forecasted the impacts of an enhanced alternative fuels/renewable energy function, an SAP implementation, and the creation of a new strategic forecasting entity on the organization's structure. Key tasks included identifying emerging strategic organizational challenges; recommending organizational designs capable of meeting those challenges; assessing workforce competencies required to support their strategic needs; and developing implementation, change management, and workforce transition strategies.

Defense Logistics Agency (DLA), Human Capital Lead, 2006-2007: Provided human capital and organizational design subject matter expertise for an assessment of the effects of a customer facing organizational realignment within a military logistics agency responsible for supplying over \$38 billion in material for the Department of Defense. Analyzed the current placement of global procurement resources and developed recommendations for changes to the organizational structure. Assessed and revised position descriptions for key customer facing personnel; analyzed current training needs and developed recommendations for optimizing the training curriculum for the procurement workforce; and developed a transition plan and concept of operations to support the realignment.

The Mariners' Museum, Project Manager, 2012: Assessed organizational readiness to support an updated strategic plan and direction for the Museum by reviewing structural, performance



management, cultural, and compensation needs. Identified the Museum's primary business and human capital challenges and worked with leadership to identify key priorities and a plan for addressing their critical needs. Made recommendations for changes to the organizational structure and performance management practices in addition to outlining a path for fostering support for organizational change and improving morale. Assessed employee compensation against benchmark organizations to recommend changes in the existing salary structure.

US Navy Network Warfare Command, Human Capital Lead, 2008: Developed a human capital plan to support the relocation of multiple Navy information technology offices into a single location. Reviewed task requirements, the positional structure, and human resource policies to create an implementation and change management plan for efficiently transitioning employees.

#### Business Process Analysis & Re-engineering

Social Security Administration, Human Capital Lead, 2013 – 2014: Provided human capital expertise to support a business process redesign of key functional areas within the Office of Facilities and Supply Management. Identified human capital requirements needed to support the implementation of the updated processes. Designed and delivered a customized conflict management workshop and created a multi-rater feedback process for enhancing team feedback and coordination.

Veterans Administration (VA), Central Office of Human Resources Services, Task Lead 2014-2015: Reviewed critical human resources processes. Worked with subject matter experts to map existing processes, develop standard operating procedures, and service line agreements to enhance customer support. Developed training materials, instructor aides, and evaluations to support the revised processes.

National Endowment for the Arts (NEA), Assessment Lead, 2002: Participated in an organizational assessment and review of grant processing performance for the NEA, which had recently undergone drastic budgetary and staffing reductions. Conducted interviews and focus groups with employees at all organizational levels, reviewed existing documents and participated in workplace demonstrations to create detailed process maps capturing current grant processing systems and procedures. Made recommendations for streamlining processes, modifying information technology systems, and addressing structural impediments to organizational performance for the agency director.

#### Change Management & Communications

Veterans Administration (VA), VA Learning University, Communications and Outreach Lead, 2012-2013: Provided communications and project management support for the Communications and Outreach work stream of a large, multi-year project to implement the MyCareer@VA career development tool within a workforce of over 278,000 employees. Participated in the creation of a strategic plan for the communications and outreach work stream and oversaw the development and production of communications materials by vendor partners.

#### TECHNOLOGY & TOOLS

##### Reporting, Analytics, & Dashboards

National Science Foundation (NSF), Data Analyst, 2015-2016: Analyzed Federal Employee Viewpoint Survey data for the National Science Foundation to help human resource and business

managers identify key workforce trends and findings. Developed customized reports for different populations of interest, including occupational families and departments or offices, and recommended priorities for each population. Assisted human resources staff in interpreting the data and developing action plans in response to the survey's findings.

Federal Acquisition Institute (FAI), Workforce Analytics, 2008-2009, Project Manager: Led the development of and served as the primary author for the 2008 and 2009 versions of the Annual Report on the Federal Acquisition Workforce, which provided a detailed analysis of demographic data and trends for over 60,000 acquisition employees across all federal civilian agencies for an audience that included Congress, the Federal civilian acquisition community, and the Office of Management and Budget. Analyzed workforce data obtained through the Office of Personnel Management Central Personnel Data File and the Acquisition Career Management Information System; identified trends and relevant impacts on the acquisition community; and provided talent management recommendations to federal agencies for enhancing the acquisition workforce through recruiting, succession planning, and training and development.

Pennsylvania Department of Transportation (PENNDOT), Data Analyst, 1999: Served as a data analyst for an organizational assessment of more than 18,000 employees in a state transportation agency. Assisted in the creation and maintenance of an interactive Web-based reporting tool linking employee job-related attitudes and organizational climate data to key organizational outcomes. The tool allowed leadership and district managers to obtain insights into the potential causes of organizational challenges.



## Jim Stockmal

As a leader, trainer and facilitator Jim has more than 35 years' experience facilitating and teaching in the areas of strategic planning and organizational development. He has extensive experience consulting with DoD leadership groups (14 years) working Air Force, Navy and Army services facilitating problem solution sets and developing strategic plans. He has also supported several civilian agencies including the Departments of Energy, GSA, NOAA, and the FDA. He also has extensive experience in strategic planning consulting across industry and non-profit sectors. Jim's functional competencies include:

- Strategic Planning
- Change Management
- Scenario Analysis and Foresight
- Customer Experience & Data Analytics
- Organizational & Leadership Development
- Organizational Design & Effectiveness
- Business Process Improvement
- Performance Measurement

## Career Timeline

### SK Partners 2014-Present

- **Managing Partner** – Providing Subject Matter Expertise and strategic guidance on strategic planning and organizational development. Helped an agricultural non-profit update its three-year strategic plan after conducting a detailed environmental scan. Helped a Federal Commission update its Comprehensive Plan to manage water resources across the basin for the next 25 years; responsible for stakeholder engagement, focus group facilitation, and restructuring of the process. Delivered strategic management training to government officials as part of George Washington University's Center for Excellence in Public Leadership. Helped a non-profit conduct an environmental analysis as part of redeveloping their five-year strategic plan, responsible for stakeholder engagement and co-facilitation of a Board retreat. Helped develop a strategy and define requirements to develop a "smart town center" for a county in Virginia. Helped a non-profit to develop a five-year strategic plan using interviews, surveys, and scenario planning. Developed and delivered a workshop on cybersecurity strategies and planning leveraging the NIST updated cybersecurity framework; led participants through various scenarios for their airports. Delivered strategic thinking and strategic agility training to a large energy company and a government agency. Co-facilitated a leadership offsite for a medium sized government contractor focused on strategic foresight, scenario planning, and strategic planning. Worked with a public-school district pension fund to develop a three-year strategic plan including actions and performance measures using a combination of interviews, research, and benchmarking to complement client current state assessment. Designed and facilitated a multi-day leadership retreat for an international scientific non-profit helping them to build collaboration capacity and envision a ten-year vision based on likely scenarios.

### Suntiva 2014

- **Executive Consultant** - Led strategic planning and stakeholder engagement and transformation projects for federal health agencies in response to 2012 legislative changes. Conducted a survey of 1100 staff to help define change and communication strategies.

#### **Deloitte 2009-2014**

- **Specialist Master** -- Developed a five-year strategic plan for the Office of Marine and Aviation Operations (OMAO,) a division of a NOAA that created alignment between the agency and its internal customers, improved inter-governmental partnerships, restructured its service delivery model, and streamlined processes. Deliverables included updated mission, vision and values statements, SWOT analysis, long term goals, objectives, as well as an implementation plan for the projects needed to achieve the objectives and goals. OMAO was able to rekindle customer relationships and develop new service delivery partnerships. Developed a prototype command and control concept through ideation, scenarios, and emergent technologies. Re-engineered a military service's strategic planning processes to more tightly couple future technology planning, strategic visioning, and strategic choice analysis. Tied the new process to an integrated planning, programming, budgeting, and execution process. Planned and facilitated a set of workshops to achieve alignment between the finance, contracting, and logistics organizations for a large science-focused federal agency with respect to property management, accounting, and compliance to achieve a clean audit from their outside auditors. Facilitated a series of sessions to support the adoption of new ERP technology and business processes for several federal agencies. Assisted in managing change, designing new processes, and troubleshooting post "go-live" implementation. Led several "rapid improvement events" using Lean, Six Sigma and Theory of Constraints techniques for the US Air Force resulting in efficiencies and cost savings across logistics and installation support.

#### **BearingPoint 2004-2009**

- **Senior Manager** -- Led a cross-agency strategic planning project that included a strategy map with key performance measures that resulted in improved sales capabilities of excess government property. Coordinated across 20 agencies and political entities. Assisted a Federal international development agency to develop a new strategic plan with goals, objectives, and performance measures. Helped them complete the annual Performance Assessment Report (PAR) two years in a row; also provided recommendations for improved performance measures. Led a workshop for the World Bank to define effective measures for capacity building; was a keynote speaker at their annual conference. Led a set of strategic visioning sessions for a military service's criminal investigation operation that resulted in a future state strategy map, improved services, and an updated IT strategy, architecture, and roadmap to support the agency's customers. Supported human capital strategy and planning for a military service's criminal investigation operation resulting in a strategy map with goals, objectives, and key performance indicators. Led a process improvement project with a large defense agency focused on increasing cross-functional collaboration and improved

response to commander's intent. Led a process improvement project for a homeland security-related agency focused on personal property management. Developed a new business transformation methodology integrating change management and enterprise architecture principles and techniques.

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## **ISM 2003-2004**

**Vice President** – Led customer relationship management (CRM) project teams focused on capturing business and technical requirements for new CRM systems. Managed five client relationships in student lending, banking, manufacturing, insurance, and auto club industries resulting in process improvements and executable strategies for CRM technology to improve customer experience. Conducted an organizational assessment and developed a new organizational design for financial services firms. Developed new seminar content in the areas of change management and process improvement.

## **JDS Consulting 2001-2003**

**Managing Director** – Supported a variety of banking, technology and government clients in the areas of organizational development, team building, strategy and change management. Led a strategic planning and team building project for a major credit card issuer that resulted in improved organizational and individual performance, as well as improved customer experience.

## **American Management Systems 1995-2001**

**Senior Consultant/Vice President** – Provided leadership to the CRM practice, led CRM engagements, developed eminence, and conducted original market research. Developed “Achieving Breakthrough Performance” methods and tools. Trained and developed 200+ staff in core consulting skills. Developed a future state of retail banking scenario to help the leadership of an Australian bank set a new strategy for their retail banking business to improve customer experience. Integrated decision analytic technology trends to develop a new analytic capability to drive insights on consumer needs and define targeting customer segment strategies to improve profitability, as well as customer loyalty. Developed and provided training across the bank's operational departments on the new technology and analytical approach. Developed an overall change management strategy to help a large Canadian bank design, develop, and implement new CRM capabilities across the retail bank. Responsible for developing “business scenarios” depicted before and after capabilities that became the basis for TV market commercials. Created an alternative corporate organizational design. Developed new Organizational Development, Change Management, and Business Process Improvement set of methodologies. Trained more than 500 consultants and client staff. Mentored a cohort in Georgetown University's organizational development and change management program. Developed an internal CRM training program and trained more than 500 consultants and client staff in this integrated approach.

## **James Martin & Co. 1990-1995**

**Managing Consultant** – Led client management, project management, staff development, and methodology development activities. Led major transformation efforts at two Ivy-league universities resulting in improved efficiencies, modernization of IT infrastructure, and improved student (aka customers) experience. Developed an enterprise architecture for a global manufacturing firm. Developed business requirements for a large health care provider's new PPO venture. Contributed to three volumes of the Enterprise Engineering series. Published the Enterprise Engineering executive pocket guide.

### **Performance Resources, Inc. 1986-1989**

**Managing Consultant** – Responsible for marketing, public relations, and client relationship Management. Managed business architecture consulting engagements across manufacturing, banking, energy, insurance, health care, and pharmaceutical sectors. Led requirements analysis projects for new manufacturing, banking, and insurance clients.

### **Defense Mapping Agency 1984-1986**

**Cartographer** – Responsible for maintaining hydrographic charts as well as leading systems analyses to design, develop, and maintain advanced charting and mapping information systems, including GIS and other databases. Primary briefer to visiting VIPs, including the Vice President of the United States, on the agency's anti-terrorism information alert system. Led a cross-agency process improvement effort the use and management of nascent personal computers being rolled out across the 10,000-person agency.

### **Walgreens 1983-1984**

**Cartographer** – Conducted location analyses for potential drug store locations.

Education, Affiliations and Publications

BA, University of Connecticut, 1981

International Association for Strategy Professionals  
Member, Past President and Inductee to IASP Hall of Fame (2021)

Center for International Relations – Board Member

Publications

- "SWOT: Still Not Dead but Getting a Bum Rap from Neuroscience," The Strategic Edge, February 2020, ASP.
- "Using Exploratory Modelling and Analytical Tools to Support Strategic Foresight," The Strategic Edge, December 2020, ASP.
- "An Emerging Integrated Approach for Successful Strategy Execution," The Strategic Edge, October 2019, ASP.
- "Reflections on S-Curves and First Principles in Leading Strategic Change", LinkedIn, November 2016.

- “Don’t Be an Ostrich: Don’t Be Afraid of What Your Customers Have to Say or Avoiding Pitfalls Capturing the Voice of the Customer”, [www.DIY-CI.com](http://www.DIY-CI.com), March 2015.
- “Overcoming False Foundations for Strategy and Change”, September 2014, The Strategic Edge, ASP.
- “Bringing the Whole System into the Strategic Planning Process”, January 2013, The Strategic Edge, ASP.

## Richard Yep, CAE, FASAE

OCEAN VISTA ADVISORS, LLC, Alexandria, VA 2022 – Present  
Global Principal

Provides consultation and project management to not-for-profit organizations who seek to increase group performance and develop exceptional collaborations. These goals are accomplished by providing training and advice on communication skills, leadership, and strategic insight through leveraging the strengths of diversity, equity, inclusion, and belonging.

AMERICAN COUNSELING ASSOCIATION (ACA), Washington, DC 1984 – 1990 and 1993 – 2022

Chief Executive Officer/President ACA Foundation 1999 – 2022

Interim Executive Director 1998 – 1999

Sr. Associate Executive Director, Corporate Planning 1994 – 1998

Assistant Executive Director, Public Policy 1993 – 1994

Director, Government Relations 1984 – 1990

The American Counseling Association (ACA) is the world's largest professional organization of over 60,000 counselors, counselor educators and graduate students, with revenue over \$15M and more than 60 staff.

- Led successful financial and organizational turnaround in the late 1990s stabilizing this failing association, reversed years of financial losses through cost-cutting and product/service enhancements, improved member retention and rebuilt the brand; transformed ACA into a consistently profitable, industry-leading association with excellent board-staff partnerships.
- Designed and led the implementation of efforts to establish a fifty-state professional licensure program for practicing mental health counselors, elevating the stature and voice of the profession.
- Increased visibility of professional counseling with consumers, public policy officials and the media; examples include developing weekly communications for local newspapers reaching several million readers and collaborating with the Boys and Girls Clubs volunteers to develop training modules to help them deal with contemporary adolescent and young adult issues.
- Achieved consistent membership growth of over 22% between 2011 to present, stabilizing the membership base and improving the long-term financial outlook of the association; built reserves to approximately 90% of revenue; initiated successful renovation and sale of headquarters property; added \$1M in revenue in 18 months with the addition of new print and digital resource offerings.
- Stabilized the organization culturally by recruiting and developing high performing committed staff and leading staff development initiatives, team-building programs, and intra-departmental project teams; increasing organizational transparency and mutual trust.
- Created synergy between the expertise and leadership of the board and management/staff by engaging the board in association management best practices and staff working on strategic initiatives in board presentations; capitalized on continuous board/staff learning opportunities.
- Transformed the association from traditional membership educational programs by developing streamlined member communications materials delivered via digital technology platforms while concurrently implementing a state-of-the-art centralized membership

database system, enhancing the customer relationship management (CRM) system, and developing mobile/Web interface.

- Worked with the Board on developing a prudent investment policy and a robust advocacy program.
- Prior to appointment as CEO, served as the ACA's chief lobbyist, managing the entire public policy program including advocacy, grassroots and national training; successfully championed ACA's causes with public and private audiences yielding passage of favorable legislation.

#### NATIONAL ASSOCIATION OF SCHOOL PSYCHOLOGISTS, Washington, DC

July 1990 – October 1993

Acting Executive Director 1993 – 1994

Assistant Executive Director 1990 – 1993

Led member services, public policy, publications, credentialing and management information systems for this 14 staff, \$2.5M professional organization of over 24,000 school psychologists; reported to the Executive Director.

- Managed the association following the abrupt departure of the Executive Director; led the transition from an association management company to a fully resourced national association.
- Served as staff leader in concert with the Board to establish best practices in governance and board/staff communications following the transformation to an independent association.
- Oversaw internal operations while concurrently leading public policy and coalition efforts.

#### Earlier Career Experiences

OFFICE OF U.S. REPRESENTATIVE NORMAN Y. MINETA, Legislative Assistant

LEAGUE OF CALIFORNIA CITIES, Legislative Representative

ASIAN AMERICAN AIDS EDUCATION PROJECT, Program Director

VOLUNTEERS IN SERVICE TO AMERICA (VISTA), Community Development Specialist at the Native Americans for Community Action, Flagstaff, Arizona

#### Education, Volunteer Governance, Affiliations and Awards

Doctorate, Humane Letters, (Honoris Causa), Excelsior College, Albany, NY

Master of Public Administration, University of Southern California, Los Angeles, CA

Bachelor of Arts, Law and Society, University of California at Santa Barbara, Santa Barbara, CA

#### Volunteer Governance

American Society of Association Executives, Washington, DC

- CAE Commission, 2017 – 2020
- Chair ASAE Fellows, 2016 – 2017
- ASAE Foundation Development Committee, 2014 – 2016
- ASAE Board of Directors, 2010 – 2012
- Member, Key Professional Associations Committee (KPAC), 2013 – 2022
- Mentor/Leader, DELP, Diversity Executive Leadership Program, 2008 – present



- Chair, Diversity and Inclusion Committee, 2008 – 2009

United Nations, Global Non-Governmental Organizations Executive Committee, Member, 2014 – 2019, Chair. Communications Subcommittee

Human Rights Campaign, Washington, DC; Time to Thrive Advisory Committee; 2014 – present

Digital Now Advisory Group, Rochester, NY; Member, Advisory Council; 2008 – 2022

Excelsior University, Albany, NY; Chair, Board of Trustees, 2008 – 2013; Member, 2004 – 2013

#### Affiliations and Awards

- Member, American Society of Association Executives; 1987 – present
- Certified Association Executive (CAE), 2007 – present
- 68th Recipient of the Key Award, ASAE, 2017
- Fellow, American Society of Association Executives (FASAE), 2012 – present

Table 9.1 – Representative Consulting Tools and Methods Used by Strategy Compass Team Members to Address Needs Similar to Virginia Tech’s

Organizational Design and Culture	<ul style="list-style-type: none"> <li>Competency Modeling, Job Analysis and Assessment</li> <li>DiSC Facilitation</li> <li>Double-Loop Learning</li> <li>Goal Alignment and Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Lencioni Model (Team Trust)</li> <li>Organizational Portfolio Analysis (Programs, Products, Services)</li> <li>Recruitment, Selection, and Retention Strategy</li> <li>Scenario-based Org. Design</li> </ul>	<ul style="list-style-type: none"> <li>Team Building Retreat / Workshops</li> <li>Training Needs Assessment and Development</li> <li>Workforce Data Analysis</li> <li>Workload Modeling and Staffing Capacity Analysis</li> </ul>
Business Process Evaluation, Design & Improvement	<ul style="list-style-type: none"> <li>Capability Maturity Model Integration (CMMI)</li> <li>DMAIC</li> </ul>	<ul style="list-style-type: none"> <li>ISO 9001</li> <li>Lean</li> <li>Quality Management Systems</li> </ul>	<ul style="list-style-type: none"> <li>SIPOC</li> <li>Six Sigma</li> <li>Kanban</li> </ul>
Change Management	<ul style="list-style-type: none"> <li>ADKAR</li> <li>Customized Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Change Event Design and Facilitation</li> <li>Strategic Communications Mgt.</li> </ul>	<ul style="list-style-type: none"> <li>8-Step Process for Leading Change (Kotter)</li> </ul>
Business Analytics	<ul style="list-style-type: none"> <li>Balanced Scorecard</li> <li>CRM / CX Analytics</li> </ul>	<ul style="list-style-type: none"> <li>Geospatial Analysis</li> <li>Logic Models</li> </ul>	<ul style="list-style-type: none"> <li>Objective &amp; Key Results (OKR)</li> <li>Statistical Process Control</li> </ul>
Project Development & Management	<ul style="list-style-type: none"> <li>Analytic Hierarchy Process</li> <li>Customer Journey Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Design Thinking Facilitation</li> <li>Logic Model Development and Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Program / Project Management Office (Stand-up and Oversight)</li> </ul>
Strategic Advisory Services	<ul style="list-style-type: none"> <li>Hoshin Kanri</li> <li>International Association for Strategy Professionals Body of Knowledge (BoK)</li> <li>PESTEL Analysis</li> <li>Porter’s Five Forces Model</li> </ul>	<ul style="list-style-type: none"> <li>Scenario Planning</li> <li>Strategic Foresight</li> <li>Strategy, Business Model and Lean Canvas Development and Facilitation</li> <li>Value Chain Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Macro-Economic Scans utilizing National Center for Education Statistics, Bureau of Labor Statistics, US Census SUSB Industry Data</li> </ul>
Executive Coaching	<ul style="list-style-type: none"> <li>360° Review and Planning</li> <li>DiSC Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Situational Leadership Model (Hersey-Blanchard)</li> </ul>	<ul style="list-style-type: none"> <li>SMART Goal Planning and Assessment</li> </ul>
Diversity, Equity, Inclusion & Belonging	DEIB support is always customized based on client needs and our team members’ experience leading related efforts at other organizations.		

\* Note: This is a representative table to help provide an “at a glance” overview of some of the methods and tools our consultants have applied. Strategy Compass’s overarching approach is to tailor our methods based on a consultative review of desired project outcomes.

## Negotiation Questions

1. As part of Virginia Tech standard procedures, all awarded contracts will be publicly posted on an online contracts portal. Is there any information included that would be used to identify or harm a person's identity, finances or personal information? If so, please provide a redacted copy of your proposal.

Strategy Compass LLC response -

In the attached redacted copy of our proposal ("5671412306 Organizational Consulting Proposal from Strategy Compass REDACTED.pdf") we have redacted:

- Certain personally identifiable information (e.g., street addresses, phone numbers, email addresses) of our team members and their professional references.
- Labor category rates, as these may impact fair competition on opportunities with other clients.

2. Are there any additional financial or value-added incentives you would like to offer at this time? (i.e., signing bonus, scholarships, academic or athletic program support, etc.?)

Strategy Compass LLC response -

Not at this time.

3. Are there any additional forms or documents that you will require to be incorporated into the contract documents? If so, please submit.

Strategy Compass LLC response -

At this time, Strategy Compass does not have any additional forms or documents to submit. With that said, we are noting four items in this questionnaire which may require discussion with Virginia Tech before a contract is put in place:

- Question #8, clarifying ownership of informational assets and intellectual property.
- Question #11, regarding limits to fee increases.
- Question #21, clarifying insurance coverage items that are not applicable to Strategy Compass as a single-member limited liability company.
- Question #24, regarding reimbursement of travel expenses for required travel when GSA rates are not available.

Strategy Compass will work collaboratively with Virginia Tech to find mutually agreeable ways to address these items, including adjustment of contract language as needed.

4. Does your company agree to provide monthly invoices with payment due thirty (30) days after receipt of invoice or goods/services, whichever is later?

Strategy Compass LLC response -

Strategy Compass will submit invoices on a monthly basis (typically on the first day of each month) for services performed during the previous month. We are comfortable receiving payment thirty days from the date each invoice was submitted (i.e., NET-30).

5. Do you agree that you will be performing services as an Independent Contractor, Company, Corporation or other business entity and are not an employee of Virginia Tech or any other Commonwealth Entity?

Strategy Compass LLC response -  
Yes.

6. Do you further agree that Virginia Tech will not withhold any income taxes from its payments to contractors nor will it provide any employment benefits to the contractor or contractor's employees?

Strategy Compass LLC response -  
Yes.

7. Please describe your quickest turn-around time from the delivery of scope of work to the beginning of the start of work.

Strategy Compass LLC response -  
In most cases, we can begin delivering services within 1 – 2 business days of receiving a signed and approved scope of work (i.e., approval to proceed from Virginia Tech). The main factors impacting the start date of delivery of services are Virginia Tech's specific project requirements and the availability of the appropriately qualified Strategy Compass team member to fulfill those requirements. As outlined in our proposal, Strategy Compass will work collaboratively and communicate transparently with Virginia Tech during all scope of work reviews that precede Virginia Tech's approval to proceed with a project.

8. Do you agree that all information obtained and provided will be property of Virginia Tech if or when a transition of service to another provider is required?

Strategy Compass LLC response -  
Any work products or deliverables that Strategy Compass develops for Virginia Tech while delivering services will be Virginia Tech's property, including any instances if or when services are transitioned to another provider.

In the course of receiving services from Strategy Compass, Virginia Tech may have access to and/or be exposed to Strategy Compass intellectual property assets that are not components of work products or deliverables developed for Virginia Tech. Such informational assets will remain Strategy Compass's intellectual property, and may include but are not limited to documentation on Strategy Compass consulting methods, delivery frameworks, and sample / representative work products.

9. Do you agree that the initial contract period shall be two years?

Strategy Compass LLC response -  
Yes.

10. Upon completion of the initial contract period, does your company agree that the contract may be renewed by Virginia Tech upon written agreement of both parties for three (3) two-year periods, under the terms of the current contract?

Strategy Compass LLC response -  
Yes.

11. If awarded a contract, do you agree to limit price increases to no more than the increase in the Consumer Price Index, CPI-W, services category for the latest twelve (12) months for which statistics are available at the time of renewal or 3 percent, whichever is less?

Strategy Compass LLC response -  
Yes, with the qualification that the CPI-W geographic area of "Washington-Arlington-Alexandria, DC-VA-MD-WV" be used as the basis for comparison (i.e., not the national average for the CPI-W services category). Strategy Compass views this as a fair and appropriate method to assess Consumer Price Index changes, as this geographic area is more specific to the service delivery locations under this contract.

12. If awarded a contract, are you willing to hold prices firm for the initial contract period and the first year?

Strategy Compass LLC response -  
Strategy Compass will hold firm the labor category fees from our proposal through the initial two-year contract period. We have noted a potential exception in question #20 below, if there are substantive changes to eVA transaction fees. While we view that potential exception as a low likelihood scenario, we are noting it during the negotiation process in the interest of transparency and good faith negotiations.

13. Please identify the highest-level executive in your organization that is aware of this solicitation. Describe that person's commitment to assuring the highest quality service to Virginia Tech if your organization is awarded a contract.

Strategy Compass LLC response -  
Sean Conaton is founder, owner and sole member of Strategy Compass LLC. He will oversee all aspects of quality delivery and will serve as Virginia Tech's single point of contact for questions and discussions related to the quality of service provided by Strategy Compass team members to Virginia Tech. This includes:

- Proactive status checks and quality reviews of Strategy Compass team members' project progress (i.e., adherence to expected project time frames) and work products / deliverables.
- Proactive status checks with Virginia Tech project leads to review the same (see item #14 below).
- Regular check-ins with appropriate Virginia Tech Procurement and/or overarching contract lead(s) for "state of the contract" reviews.

14. Are you willing to contact departments on a monthly basis to address service issues? If so, how can your company ensure customer service will be at its highest?

Strategy Compass LLC response -

The short answer is: Yes, Strategy Compass is happy to contact on a monthly basis those departments for which we are delivering services, in order to review and address any service issues or questions.

In practice, we more typically identify and proactively address any service or quality related issues as they arise. Our intent is to provide Virginia Tech with the highest quality support for any projects you choose to engage us on.

If issues arise, we will follow a straightforward communications and resolution approach. Upon notification by Virginia Tech of a question or concern related to service delivery:

- The Strategy Compass team member receiving the notification will forward it to Sean Conaton.
  - o Sean Conaton will forward the notification for awareness to any Virginia Tech procurement team and/or contract lead(s), if they are not already copied.
- The Strategy Compass team member responsible for delivery on a specific scope of work will partner with their Virginia Tech project lead counterpart to review the concerns and questions, and develop a corrective action plan to address these concerns.
  - o The Strategy Compass team member and their Virginia Tech counterpart will document their agreement to the corrective action plan via email, copying Sean Conaton and the appropriate Virginia Tech procurement team and/or contract lead(s).
- If the Strategy Compass team member and their Virginia Tech counterpart cannot identify a reasonable course of action to address the concern, or if the agreed upon course of action does not resolve the issue within an appropriate period of time, the issue will be escalated to Sean Conaton to work directly with Virginia Tech leads to identify and implement a resolution.

15. Will you be able to handle increased volumes of business and/or provide service to multiple departments and remain on a reasonable timeline for each project during the course of the contract?

Strategy Compass LLC response -

Strategy Compass fully anticipates delivering high quality and timely consulting support to multiple Virginia Tech departments throughout the course of this contract. The core team of consulting professionals highlighted in our proposal represents expertise aligning to the requested support areas in Virginia Tech's RFP. This core team also represents enough overlap of skill sets to support multiple concurrent projects for Virginia Tech. Our firm is continuing to grow outside of this opportunity with Virginia Tech, and we anticipate being able to scale the volume of our support as needed beyond the core team highlighted in our proposal. Quality of delivery is more important to us than volume of delivery, and as such we will confirm available team capacity as part of the collaborative scope review for each Virginia Tech project.

16. Please provide your best and final price structure.

Strategy Compass LLC response -

Strategy Compass views the fee structure in our proposal as fair and appropriate compensation for the Labor Categories described and for the experience and qualifications of our team members.

17. How soon after contract award can you begin providing services?

Strategy Compass LLC response -

We can begin providing services as early as July 2023. Exact timing and available level of effort from specific Strategy Compass team members will need to be confirmed based on the projects put forth by Virginia Tech.

18. Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Strategy Compass LLC response -

Yes, we are registered and willing to participate via the eVA internet procurement platform.

19. Do you acknowledge, agree and understand that Virginia Tech cannot guarantee a minimum amount of business if a contract is awarded to your company?

Strategy Compass LLC response -

Yes.

20. Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Strategy Compass LLC response -

Yes, the fees in Strategy Compass's proposal are inclusive of applicable eVA system transaction fees.

Strategy Compass understands the Supplier Transaction Fees to be 1% of each order, capped at \$500 per order for a Department of Small Business and Supplier Diversity certified Small Business, or capped at \$1,500 per order for businesses that are not certified as a Small Business.

If eVA makes substantive increases to the fees represented in the current fee schedule ([eVA-Fee-Schedule-Revised-Effective-07-01-2014.pdf \(virginia.gov\)](#)), or institutes supplier fees in addition to the Transaction Fees described above, Strategy Compass will request a meeting with the Virginia Tech Procurement Team to review impacts on our fee structure, and may request a commensurate adjustment under this contract.

21. Does the vendor acknowledge, agree, and understand that the terms and conditions of the RFP # 5671412306 shall govern the contract if a contract is awarded to your company?

Strategy Compass LLC response -



Strategy Compass has reviewed and understands that the RFP General Terms and Conditions and the Additional Terms and Conditions set forth in Attachment A of RFP # 5671412306 shall govern any contract awarded to Strategy Compass under this solicitation.

In addition to the items noted for questions #8, #11 and #24 in this document, we are noting that the following sub-clauses under "12. Insurance" in the Additional Terms and Conditions are not applicable to Strategy Compass:

- Clause 12.A. Worker's Compensation: as a single-member limited liability company, Strategy Compass has no employees and is not required to carry worker's compensation insurance.
- Clause 12.B. Employers Liability: as a single-member limited company, Strategy Compass has no employees and is not required to carry employers liability insurance.
- Clause 12.E. Builders Risk: Strategy Compass does not provide construction services, and this clause is therefore not applicable.

***\*Strategy Compass agrees that if their staffing model changes to hiring W-2 workers they will obtain the necessary insurance coverage noted in Virginia Tech's RFP.***

22. Can your company become a certified SWaM vendor with the Virginia Department of Small Business and Supplier Diversity and maintain that certification throughout the term of this contract?

Strategy Compass LLC response -

Yes. Strategy Compass has submitted our application to become re-certified as a Virginia Department of Small Business and Supplier Diversity (SBSD) Small Business. Strategy Compass meets the criteria for and has applied for both Small and Micro business status with SBSD. Once our status as a small business has been reviewed and confirmed by the SBSD, Strategy Compass will maintain this certification through the term of the contract.

23. In the event you may need to subcontract a proportion of the work out to another vendor, do you agree to utilize to the fullest extent possible a SWaM certified vendor?

Strategy Compass LLC response -

Yes.

24. Do you agree that all requests for travel reimbursement shall be at the established GSA Travel rates for the appropriate location?

Strategy Compass LLC response -

We are committed to helping Virginia Tech manage costs related to this contract, and will utilize available travel and lodging accommodations that fall within GSA rates whenever possible. We are requesting that Virginia Tech recognize that travel costs (lodging in particular) are not always available at GSA rates, and that when Virginia Tech requires travel for project delivery, it is fair and appropriate for such costs to be reimbursed.

Strategy Compass will identify in writing any requested dates for travel where GSA rates are not available and will request for approval for the specific costs of non-GSA rates.