

Legal Name of Consulting Firm or Independent Consultant: NPO Solutions, Inc.

Legal Structure of Organization: Corporation

Year Practice Founded: 1990

Number of Individuals in Firm: 6

Names and Titles of Individuals in Firm:

• Warren Riley, President • Betsy Uhrman, Senior Consultant • Kerem Yilmaz, Senior Consultant • Michael Butler, Senior Consultant • Robert Muschler, Associate Consultant • Madison Garcia, Association Consultant

Languages Spoken on Staff:

English, Spanish

Firm or Consultant Address: 4370 Tujunga Ave, Suite 140

Firm or Consultant City: Studio City

Firm or Consultant State: CA

Firm or Consultant Zip: 91604

Firm or Consultant Phone: (818) 766-8448

Firm or Consultant Fax: N/A

Firm or Consultant Website: nposolutions.org

RFQ Contact Name: Warren Riley

RFQ Contact Phone: 818-766-8448

RQF Contact Email: w Riley@nposolutions.org

Geographic Area Served by Firm:

Southern California (Los Angeles County, Ventura County, San Bernardino County, Riverside County, and Orange County)

Any additional, relevant information regarding your consulting project:

For over 25 years, NPO Solutions has partnered with over 250 nonprofit organizations to expand their capacity to achieve their mission and accelerate impact. With a focus on nonprofit organizations in Southern California, we support a broad range of social service, health, education, arts, and other organizations to achieve greater effectiveness, efficiency, sustainability, and – most importantly – community impact. We do this through strategy development and restructuring, capacity building, and evaluation.

Consultant #1 Name: Warren Riley

Consultant #1 Email: wriley@nposolutions.org

Consultant #1 Education (list only name of school, major and degree):

• Dartmouth College, Bachelor's of Arts, Economics • Stanford University, Master's of Business Administration, Marketing

Consultant #1 Employment history (list only name of employer, title, and dates employed):

• NPO Solutions, President, 1990 – Present • KPMG US, Senior Manager, 1985 – 1990 • University of Southern California, Adjunct Instructor, 2013-2014

Consultant #1 Awards or certifications (list only name of award and date received):

N/A

Consultant #1 Nonprofit Board Membership (list only name of organization and dates served)

N/A

Consultant #2 Name: Betsy Uhrman

Consultant #2 Email: burhman@nposolutions.org

Consultant #2 Education (list only name of school, major and degree):

• University of California, Los Angeles; Bachelor's of Art • University of Southern California, Master's of Public Administration

Consultant #2 Employment history (list only name of employer, title, and dates employed):

• NPO Solutions, Senior Consultant, 2011 – Present • University of Southern California, Adjunct Instructor, 2013 • Tides Foundation, Philanthropic Services Associate, 2007 – 2009 • Open Society Institute, 2004 – 2007 • Common Cents NY, Senior Youth Leadership Fellow, 2002 – 2004

Consultant #2 Awards or certifications (list only name of award and date received):

Consultant #2 Nonprofit Board Membership (list only name of organization and dates served):

- Giving Circles Fund, 2010 - 2013

Consultant #3 Name: Kerem Yilmaz

Consultant #3 Email: kyilmaz@nposolutions.org

Consultant #3 Education (list only name of school, major and degree):

- University of California, Berkeley, Bachelor's of Art, Political Economy of Industrial Societies • University of Southern California, Master's of Public Policy

Consultant #3 Employment history (list only name of employer, title, and dates employed):

- NPO Solutions, Senior Consultant, 2015 – Present • C40 Cities Climate Leadership Group, Head of Research, 2013 – 2014 • Clinton Foundation, Clinton Orfalea Fellow, 2012 – 2013 • Accenture, Manager, 2004 – 2010

Consultant #4 Name: Robert Muschler

Consultant #4 Email: rmuschler@nposolutions.org

Consultant #4 Education (list only name of school, major and degree):

- St. Cloud State University, Bachelor's of Art, Sociology & Planning and Community Development • University of Southern California, Master's of Public Administration

Consultant #4 Employment history (list only name of employer, title, and dates employed):

- NPO Solutions, Associate Consultant, 2015 – Present • Daniel Pearl Foundation, Program Director, 2014 – 2015 • Operation Progress, Development Intern, 2013 – 2014 • Initiative Foundation, Community Development Associate, 2012 – 2013

How many strategic restructuring negotiations have you been involved with? 9

How many NSI funded strategic restructuring negotiations have you or your firm been involved with? 7

Name all NSI-funded negotiations:

a. Hillside/Bienvenidos b. Optimist/Pacific Lodge c. Child Development Institute/Providence Tarzana Medical Center d. Imagine LA/Para Los Niños e. Imagine LA/Habitat for Humanity of Greater Los Angeles f. The Village Family Services/Valley Community Healthcare (current) g. The Veterans Collaborative (current)

How would you describe the range of diversity reflected in your firm's consultant?

NPO Solutions consultants exhibit diversity of race, gender, and sexual orientation. With our clients we demonstrate cultural competency and work to honor diversity of all types. Our extensive experience successfully working with diverse communities throughout Southern California is a testament to our culturally sensitive approach.

Briefly describe 1-3 examples of restructuring negotiations with which you have been involved:

1. Hillside/Bienvenidos: Starting November 2015, NPO Solutions facilitated over 60 meetings with both agencies' Boards of Directors and Senior Leadership Teams, as part of a due diligence process to explore the potential for strategic restructuring. At the heart of this process were five sub-groups (Mission/Programs, Human Resources, Business Operations, Finance, and Legal), comprised of Board and staff members, who systematically reviewed and discussed the key topics and pertinent documents to inform the process. In March 2016, both Boards of Directors signed a Memorandum of Understanding and Term Sheet stating their intent to merge. The merger is set to be finalized in April 2017. 2. Optimist/Pacific Lodge: Starting May 2016, NPO Solutions facilitated over 20 meetings with both agencies' Boards of Directors and Senior Leadership Teams, as part of a due diligence process to explore the potential for strategic restructuring. At the heart of this process were three sub-groups (Mission/Programs, Human Resources, and Business Operations/Finance), comprised of Board and staff members, who systematically reviewed and discussed the key topics and pertinent documents to inform the process. In August 2016, under the advisement of legal counsel, both Boards of Directors signed a Memorandum of Understanding stating their intent to merge. The merger was officially finalized January 1, 2017. 3. Pacific Clinics/Portals: In March 2005, the CEOs of Pacific Clinics and Portals initiated a joint meeting of their executive leadership to discuss a potential merger of these behavioral health provider agencies. The meeting led to an agreement to launch a rigorous due diligence process with guidance provided by NPO Solutions and supported by Public Counsel. Over the course of the subsequent eighteen months, key relevant activities were completed, including: establishing a due diligence framework, facilitating dozens of group discussions, developing constituent communications. In January 2007, agreement was reached to merge Pacific Clinics and Portals, effective July 1, 2007.

Identify all nonprofit areas within which you have worked as a paid employee or consultant:

- Health
- Arts
- Social Services
- Education
- Charter Schools
- Advocacy
- Social Justice
- Child Welfare
- Housing
- Homelessness
- Veterans

Add any other information you feel would aid in understanding the value you or your consulting firm can bring to a strategic restructuring negotiation:

For over 25 years, NPO Solutions has partnered with over 250 nonprofit organizations to expand their capacity to achieve their mission and accelerate impact. We do this through strategy development and restructuring, capacity building, and evaluation. This depth of knowledge, and the breadth of services that we provide has prepared our organization to guide and facilitate complicated strategic restructuring engagements. Our successful track record of facilitating due diligence processes speaks to our competencies in this area. We have developed a thorough, comprehensive, and proven process that engages leadership in meaningful discussions to help them explore the full range of partnership opportunities. Our approach ensures that all relevant data is collected and analyzed, outside experts are engaged, as needed, and leadership are provided a forum to have the necessary candid, and sometimes difficult, conversations. As a practice, we do not advocate for one form of restructuring over another, and are open to all conclusions. Our only goal is to ensure that as leadership make decisions regarding the future of their agencies, they are well-informed and understand the implications of their decisions.

Reference Client #1 Name Hillsides
of Organization:

Name of other organizations involved in the negotiation:

Bienvenidos

Reference Client #1 Contact Joe Costa
Name:

Reference Client #1 Contact 323-254-2274, ext. 1231
Phone:

Reference Client #1 Contact jcosta@hillsides.org
Email:

Brief description of the strategic restructuring project:

NPOS facilitated over 60 meetings with both agency's Boards and Leadership Teams, to explore strategic restructuring. Guiding the process were five sub-groups (Mission/Programs, HR, Business Operations, Finance, and Legal), which reviewed and discussed key topics. In March 2016, both Boards signed an MOU stating their intent to merge, with the final merger set to occur in April 2017.

Reference Client #2 Name Optimist Youth Homes and Family Services
of Organization:

Name of other organizations involved in the negotiations:

Pacific Lodge Youth Services

Reference Client #2 Contact Sil Orlando
Name:

Reference Client #2 Contact 323-443-3127
Phone:

Reference Client #2 Contact silorlando@oyhfs.org
Email:

Brief description of the strategic restructuring project:

NPOS facilitated over 20 meetings with both agency's Boards and Leadership Teams, to explore strategic restructuring. Guiding the process were three sub-groups (Mission/Programs, HR, and Business Operations/Finance), which reviewed and discussed key topics. In August 2016, both Boards signed an MOU stating their intent to merge. The merger was finalized January 2017.

Any additional client
references: