

Legal Name of Consulting Firm or Independent Consultant: Seed Collaborative, LLC
(formerly Hudson and Holland Advisors, LLC)

Legal Structure of Organization: Limited Liability Corporation

Year Practice Founded: 2012

Number of Individuals in Firm: 6

Names and Titles of Individuals in Firm: Paul Hudson, Co-Founder, Consultant
john powell, Consultant
Evan Holland, Co-Founder, Consultant
Tara Taylor, Consultant
Rodas Hailu, Account Manager
Michelle Lathan, Administration-Finance

Languages Spoken on Staff: English

Firm or Consultant Address: 8467 South Van Ness Avenue

Firm or Consultant City: Inglewood

Firm or Consultant State: CA

Firm or Consultant Zip: 90305

Firm or Consultant Phone: 323.320.4888 888.207.9291 (toll free)

Firm or Consultant Fax: 323.320.4391

Firm or Consultant Website: www.seedcollab.com

RFQ Contact Name: Tara Taylor

RFQ Contact Phone: 323.647.3595,

RQF Contact Email: tara@seedcollab.com

Geographic Area Served by Firm: National practice focused on Southern California

Any additional, relevant information regarding your consulting project:

SEED has extensive experience with pre-merger and collaboration analysis, facilitation and structuring. SEED also performs post-merger and collaboration integration services.

Seed Collaborative is focused on developing and operationalizing strategies that support equitable institutions and communities. We believe that truly fair and just communities effectively tackle all forms of discrimination, build systems that mimic the everyday ways people support one another, and ensure that the benefits of public and private investments are broadly shared.

Our work focuses on aligning policies, practices, and processes that support social and economic equity. We do this in two primary ways-

1. Systems change: We assess policies, plans and programs that impact equity with a focus on the built environment. We work with governmental agencies, community-based organizations and anchor institutions on policy analysis, development, implementation, and evaluation.
2. Institutional change: We work with mission-driven organizations and governmental agencies on strategic planning, group facilitation, program review, sustainability analysis, restructures and collaborations.

We use an intersectional approach to identify practices that reinforce the strengths, assets, and wisdom of communities that have experienced disinvestment and discrimination to support equitable systems change. Our approach draws from targeted universalism and is grounded in our team's multidisciplinary background and extensive experience in housing and community development policy, community engagement, participatory research and consensus-based decision-making.

Consultant #1 Name:

Evan Holland

Consultant #1 Email:

evan@seedcollab.com

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

University of California, Berkeley, Rhetoric, Public Discourse, B.A.
University of San Diego, Nonprofit Leadership and Management, M.A.

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

Hudson & Holland Advisors, Managing Director, 2012-2019
Lula Washington Dance Co., Assoc. Development Director, 2010-2013

Children's Defense Fund CA, Interim Co-Executive Director, 2010
Children's Defense Fund, CA, Director of State Communications,
2007-2010
Community Build, Inc, Project Director, 2006-2007

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

University of Southern California, Institute of Communication
Improvement,
The Grant Institute, Certificate in Professional Program
Development and Grant Communications

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

Los Angeles Drama Club, since 2016
Antioch University L.A., Graduate Nonprofit Management
Advisory Board, since 2016
Arts for Incarcerated Youth Network Advisory Board, since 2016

Consultant #2 Name:

Paul C. Hudson

Consultant #2 Email:

paul@seedcollab.com

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

University of California, Berkeley, Political Science, B.S.
University of California, Berkeley, Boalt Hall, Law, J.D.

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

Hudson & Holland, Managing Director, 2012 – 2019, Broadway
Federal Bank, President & CEO, 1996-2012

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

Licensed to practice law in California and District of Columbia

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

African American Board Leadership Institute, 2011-2018
Ebony Repertory Theatre, 2010-present
UCLA Technology Development Group, 2013-2018
Pacifica Graduate Institute, 2015-present
Housing Authority Commission Los Angeles City, 2012-2016
Tuskegee Airmen Scholarship Foundation, 2010-2017
Center for Social Inclusion, 2010-2016
California Community Foundation, 1994-2010

Insight Center for Economic Community Development, 2008-2014
Chairman, Los Angeles City Community Redevelopment Agency,
2001-2005
LA NAACP, President, 1978-1980

Consultant #3 Name: john powell

Consultant #3 Email: john@seedcollab.com

Consultant #3 Education (list only name of school, major and degree):
Stanford University, B.S., 1970
University of California Berkeley, J.D. 1973

Consultant #3 Employment history (list only name of employer, title, and dates employed):
Director of the Othering and Belonging Institute (formerly Haas Institute for a Fair and Inclusive Society) at University of California Berkeley, 2014-present
Professor of Law, African American, and Ethnic Studies at the University of California, Berkeley.
Executive Director at the Kirwan Institute for the Study of Race and Ethnicity at the Ohio State University, 2007 - 2014
Executive Director, Institute for Race and Poverty at the University of Minnesota. 1999 – 2007
National Legal Director of the American Civil Liberties Union 1995- 1999

Consultant #3 Awards, publications or certifications (list only name of award and date received):
Racing to Justice: Transforming our Concepts of Self and Other to Build an Inclusive Society, 2015

Consultant #3 Nonprofit Board Membership (list only name of organization and dates served):

Consultant #4 Name: Tara Taylor

Consultant #4 Email: tara@seedcollab.com

Consultant #4 Education (list only name of school, major and degree): University of California Los Angeles, M.A. Urban Planning-Regional and International Economic Development, 2002
Wellesley College, B.A., History and African Studies, 1993

Consultant #4 Employment history (list only name of employer, title, and dates employed): Dickerson Employee Benefits Insurance Services, Inc. Vice President, Operations- Large Group Consulting, 2012-2019
Community Financial Resource Center, Vice President & Chief Operating Officer, 2012-2004. Director of Development, 2004 - 1997
Local Enterprise Assistance Fund, Director of Development, Boston, MA, 1996 -1997

Consultant #4 Awards or certifications (list only name of award and date received):

Consultant #4 Nonprofit Board Membership (list only name of organization and dates served): Member, Wellesley Club of Los Angeles, 1997-Present

How many strategic restructuring negotiations have you been involved with? 20

How many NSI funded strategic restructuring negotiations have you or your firm been involved with? 17

Name all NSI-funded negotiations: Domestic Violence Center, Santa Clarita Valley and Child & Family Center - family mental health and domestic violence services; MERGER
Hands for Hope and Boys and Girls Club, Burbank and Greater East Valley - after school education and care; MERGER
InsideOut Writers and Anti-Recidivism Coalition - incarcerated and formerly incarcerated youth; MERGER

The People Concern (Formerly OPCC and Lamp Community) - care and shelter for LA's homeless and vulnerable populations; POST-MERGER INTEGRATION

Asian Youth Center and Project NEO - after school education and care; MERGER

Arts for Incarcerated Youth Network (Collaborative of seven arts orgs) - Arts programs for incarcerated and formerly incarcerated youth; COLLABORATION

Community Build Inc, WORKS, Coalition for Responsible Community Development - housing development and at-risk youth and family services; MANAGEMENT SERVICES ORGANIZATION

CLARE Foundation - substance abuse prevention; POST-MERGER INTEGRATION

Faith Foster Families Network – foster care ministries; COLLABORATION

Tessie Cleveland Community Services and Southern California Health & Rehabilitation Program – mental health services; MERGER

Habitat of Greater LA and CCEO Youth Build – youth training and development; MERGER

Weingart Center, Inc and New Directions for Veterans, homeless services; MERGER

Westside Children's Center, RaiseAChild and UCLA Ties for Families Collaboration, foster care services; COLLABORATION

Bark Avenue Foundation and HomeDog LA, animal welfare services; MERGER

Hands for Hope, The H.E.ART, NoHo Communications Group, performing arts for youth: COLLABORATION

Community Build, Inc and His Sheltering Arms, Inc, youth services, economic development, substance use and mental health for women: MERGER

Los Angeles County Bicycle Coalition, Investing in Place, Los Angeles Walks, safe, accessible and healthy modes of transportation: COLLABORATION

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

1. **Paul C. Hudson** is a cis-gendered African American man
 2. **john powell** is a cis-gendered African American man
 3. **Evan Holland** is a cis-gendered African American woman
 4. **Tara Taylor** is a cis-gendered African American woman
 5. **Rodas Hailu** is a cis-gendered African American woman
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Briefly describe 1-3 examples of *restructuring negotiations* with which you have been involved:

Collaboration - Arts for Incarcerated Youth Network (AIYN) - collaborative restructure of seven arts organizations, including Armory Center for the Arts, Coalition for Engaged Education, InsideOut Writers, Rhythm Arts Alliance, Street Poets, Unusual Suspects Theatre Company, WriteGirl/Bold Inc Writers. All the agencies provide arts programming to incarcerated, formerly incarcerated and at-risk youth in Los Angeles County. The organizations wanted to remain independent but function as one entity with respect to contract negotiations with Probation and fund development activities. Consultant assisted the organizations with structuring, negotiating and implementing a separate 501c3 nonprofit controlled by the seven member organizations as a vehicle to jointly compete for government contracts and foundation funding, exercise advocacy and thought leadership, and as a forum for ongoing strategic collaboration. Consultant prepared a Final Report and Operating Agreement. Final outcome: creation of AIYN with an annual budget of \$450,000 and a full-time Executive Director.
<http://aiynetwork.org/>

Post-Merger Integration - The People Concern (Formerly OPCC and Lamp Community) - OPCC and Lamp Community are service and shelter agencies for homeless and vulnerable populations in Los Angeles County. Consultant assisted OPCC and Lamp with post-merger integration activities, including development of integration work plans, facilitation of integration planning, design and structuring. As part of the integration process, Consultant worked with an integration team that included the joint senior management team, joint board committee and branding consultants. Final outcome: OPCC and Lamp merged to form The People

Concern and post-merger integration was successful.

<https://www.opcc.net/>.

Merger - Asian Youth Center (AYC) and Project NEO – AYC and Project NEO provide common core based after school education, enrichment and care programs for youth in the San Gabriel Valley region. Consultant assisted the organizations with merger discussions, negotiations, and deal structuring, as well as facilitated meetings of the joint merger committee. Consultant also worked with AYC on post-merger activities and sustainability planning. Consultant prepared a Merger Plan that provided the basis for the merger. Final outcome: AYC and Project NEO merged.

<http://www.asianyouthcenter.org/>.

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

Health care, Arts, Social Services / Mental Health, Education (public and private), Advocacy, Social Justice / Incarcerated Youth, Child Welfare / Foster Care, Housing, Homelessness, Economic Development, Racial Equity, Health Equity

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

- Consulting Process – Seed utilizes a project process that is collaborative, inclusive, transparent and consensus based. The Seed consulting process involves stakeholder interviews using the phenomenology methodology, primary and secondary research and facilitation of joint organizational meetings to discuss project findings, analysis and recommendations.
 - Structure Experts – Seed has extensive business, financial, legal and nonprofit experience that supports our ability to structure win-win alliances, partnerships and collaborations based on the vision of the client(s).
 - Deliverable – every client receives a written Report, Plan or Agreement that provides a road map for accomplishing desired outcomes.
 - Access and Responsiveness – with five consultants plus administrative support, Seed is immediately responsive and accessible to clients.
 - Coaching – based on our nonprofit work and consulting experience, we teach nonprofit courses and workshops and throughout the consulting process provide management coaching and counseling.
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Reference Client #1 Name of Organization:

Arts for Incarcerated Youth Network

Name of other organizations involved in the negotiation:

- Armory Center for the Arts
- Coalition for Engaged Education
- InsideOut Writers
- Rhythm Arts Alliance
- Street Poets
- Unusual Suspects Theatre Company
- Write Girl/Bold Ink Writers

Reference Client #1 Contact Name:

Kaile Shilling

Reference Client #1 Contact Phone:

(310) 962-6000

Reference Client #1 Contact Email:

kaile@aiynetwork.org

Brief description of the strategic restructuring project:

Collaborative restructure of seven organizations providing arts programming to incarcerated youth in Los Angeles County. Formed a separate 501(c)3 nonprofit controlled by the seven member organizations as a vehicle to jointly compete for government contracts and foundation funding, exercise advocacy and thought leadership, and as a forum for ongoing strategic collaboration. <http://aiynetwork.org/>

Reference Client #2 Name of Organization:

The People Concern (formerly OPCC and Lamp Community)

Name of other organizations involved in the negotiations:

OPCC (Ocean Park Community Center) Lamp Community

1. Reference Client #2 Contact Name:

John Maceri

2. Reference Client #2 Contact Phone:

(310) 264-6646

3. Reference Client #2 Contact Email:

jmaceri@opcc.net

Brief description of the strategic restructuring project:

Seed assisted OPCC and Lamp with post-merger integration activities, including development of integration work plans, facilitation of integration planning, design and structuring. As part of the integration process, Seed worked with an integration team that included the joint senior management team, joint board committee and branding consultants. www.opcc.net/?nd=home

Reference Client #3 Name of Organization:

Bark Avenue Foundation

Name of other organizations involved in the negotiations:

HomeDog LA

Reference Client #3 Contact Name:

Christy Schilling

Reference Client #3 Contact Phone:

(818) 726-4235

Reference Client #3 Contact Email:

christy@barkavenuefoundation.org

Brief description of the strategic restructuring project:

Merger of the two organizations

Any additional client references:

Michelle Freridge, Executive Director
Asian Youth Center
(626) 309-0622
michelle.freridge@asianyouthcenter.org.

Carolyn Chadwick, Executive Director
Tessie Cleveland Community Services
(323) 586-7333 ext 7002
carolyn@tccsc.org

D'Artagnan Scorza, Executive Director
Social Justice Learning Institute
(323) 952-7363
dscorza@sjli.org.