Legal Name of Consulting Firm or Independent Consultant: Envision Consulting

Legal Structure of Organization: LLC

Year Practice Founded: 2010

Number of Individuals in Firm: 6

Names and Titles of Individuals in Firm: Matt Kamin, Co-Founder
Allison Fuller, Co-Founder
Julie Ha Truong, Principal
Suzanne Elliott, Principal
Rosie Chuong, Marketing Manager
Tiffany Garcia, Account Manager

Languages Spoken on Staff: English
Spanish
Chinese

Firm or Consultant Address: 3231 East Foothill Boulevard

Firm or Consultant City: Pasadena

Firm or Consultant State: CA

Firm or Consultant Zip Code: 91107

Firm or Consultant Phone: (626) 714-7577

Firm or Consultant Fax: (626) 671-8963

Firm or Consultant Website: http://www.envisionnonprofit.com

RFQ Contact Name: Julie Ha Truong
RFQ Contact Phone: 626-714-7577
RFQ Contact Email: julie@envisionnonprofit.com
Geographic Area Served by Firm:
Greater Los Angeles Area
San Francisco
New York
North Carolina
Minneapolis/St. Paul
Chicago, Illinois
Denver, Colorado

Any additional, relevant information regarding your consulting practice:

--- The Envision Mission: Inspired Leadership ---
That’s what takes nonprofit organizations from good to incredible. We believe it takes more than a village; it takes tenacity, creativity & integrity to make even the smallest impact. That’s why we’re passionate about charity. This isn’t our job, it’s our mission. We help build leaders and organizations who grow, innovate, and inspire. We are professionals dedicated to providing strategy consulting, executive search, leadership and board development tailored to the nonprofit sector. Our broad spectrum of consulting and search services increases revenues, expands awareness, and strengthens service delivery. Our team brings 75+ years of experience in the sector, having led led, built, turned-around, merged/closed major initiatives and organizations. While our consulting services build upon our many years of expertise, each engagement is custom designed to meet your specific needs.

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? 0

Name all NSI-funded negotiations: n/a
How would you describe the range of diversity reflected in your firm's consultants?

Envision consultants reflect much of the vibrant diversity of our communities in terms of ethnicities, languages spoken, sexual orientation, religion, economic upbringing, ages, professional experience, and geographic origin. Our consultants include Latino, Puerto Rican, Chinese, Cambodian, African, Vietnamese, Caucasian, Christian, Jewish, and Buddhist. We incorporate cultural competence and diversity through many facets of our work, including organization assessments, strategic planning, leadership development, board development, executive search, coaching, and public trainings/presentations. For example, our recent Leadership Summit focused on diversity and inclusion in building sustainable organizations. We also facilitate trainings on addressing diversity and inclusion in nonprofits that have been well received. We most recently presented it at the Social Enterprise Alliance's National Conference, and scheduled to present it to a number of client and partner organizations.

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

--- Dubnoff Center for Child Development ---

THE CHALLENGE
In February 2011, the Dubnoff Center for Child Development projected a $400,000 loss for the fiscal year due to a reliance on government contracts and falling enrollments in the Day School. An independent financial audit confirmed this projection and further estimated significant cash shortfalls within months that threatened to halt agency operations and programs. Immediate actions were taken, including administrative pay cuts and furloughs. However, projections remained weak and the agency was forced to draw down the entire line of credit ($150,000) to keep programs running.

Envision Consulting was contracted directly by the Board of Directors to perform a two-week analysis on the revenues, fundraising and internal operations of the Dubnoff Center to ascertain both the causes for the financial situation and to make recommendations to avoid possibly agency closure (including consideration of a strategic restructure and other operational, partnership, and merger models).

THE SOLUTION
Envision conducted data-gathering of the Dubnoff Center, learning background information, touring facilities, and interviewing key staff. We also analyzed documents and data to fully understand the agency’s past and current situation.

We proposed four viable, strategic options to address the Dubnoff Center’s financial hardships:
- Agency acquisition or merger
- Partial agency closure
- Community center transformation
- Programming growth with a focus on autism

We also proposed the following initiatives to strengthen the agency’s operations:
- Increasing volunteer driven projects
- Gaining earned income through facility leasing
- Creating compelling programming to attract new donors
- Outsourcing certain operational functions
- Community engaging events for agency awareness

THE OUTCOMES
After reviewing recommendations from Envision, the Board of Directors opted to pursue a merger. Additionally, they engaged Envision to act as Interim CEO. Multiple organizations were considered for the merger and Penny Lane was determined to be the best fit. Envision facilitated the entire merger process, including negotiation of contracts (ie. with Department of Children and Family Services, Departments Mental Health). Envision hosted contractor and partner meetings to facilitate the transfer of clients and licenses. Envision also closed out Dubnoff's outstanding audit.

The process resulted in a successful acquisition of Dubnoff Center for Child Development by Penny Lane.

During the 15 months of Interim CEO engagement, Envision helped the agency achieve:
- A successful merger and acquisition
- Reduction in expenses (22% administration and 13% overall)
- Beautification and enhancement of facility for community use through significant repairs and equipment additions
- New funding from grants, direct mail and fundraising yielding more than $125,000 and an additional $75,000 from facility rental contracts

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

- Health
- Arts
- SocialServices
- Education
- CharterSchools
- Advocacy
- SocialJustice
- Immigration
- ChildWelfare
- Housing
- Homelessness
- Veterans
- Legal
- Animal Welfare; Developmental Disabilities

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

Reference Client #1
Name of Organization:
Dubnoff Center for Child Development

Name of other organizations involved in the negotiation:
Penny Lane
<table>
<thead>
<tr>
<th>Reference Client #1 Contact Name:</th>
<th>Robert Heller</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference Client #1 Contact Phone:</td>
<td>310-255-6125</td>
</tr>
<tr>
<td>Reference Client #1 Contact Email:</td>
<td><a href="mailto:julie@envisionnonprofit.com">julie@envisionnonprofit.com</a></td>
</tr>
<tr>
<td>Brief description of the strategic</td>
<td>Dubnoff Center for Child Development was facing a critical financial issue. Envision Consulting was retained to conduct an assessment and provide recommendations to prevent a gap in program services. Multiple options were outlined to organization leadership, and a merger was the decided path forward. Envision facilitated and managed the process, resulting in a successful merger with Penny Lane.</td>
</tr>
<tr>
<td>restructuring project:</td>
<td></td>
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<tr>
<th>Reference Client #2 Name of Organization:</th>
<th>The Environmental Working Group</th>
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<tbody>
<tr>
<td>Name of other organizations involved in the negotiations:</td>
<td>Healthy Child Healthy World (HCHW)</td>
</tr>
<tr>
<td>Reference Client #2 Contact Name:</td>
<td>Scott Mallan</td>
</tr>
<tr>
<td>Reference Client #2 Contact Phone:</td>
<td>(202)667-6982</td>
</tr>
<tr>
<td>Reference Client #2 Contact Email:</td>
<td><a href="mailto:mallan@ewg.org">mallan@ewg.org</a></td>
</tr>
<tr>
<td>Brief description of the strategic</td>
<td>Initially, Envision Consulting was retained to conduct the search for Healthy Child Healthy World's new chief executive leader. While implementing the leadership search the Environmental Working Group approached HCHW about a potential strategic restructure. Envision facilitated the conversations and managed the logistics/negotiations, which led to the successful merger of the two organizations.</td>
</tr>
<tr>
<td>restructuring project:</td>
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<tr>
<th>Any additional client references:</th>
<th>Additional Strategic Restructure Client:</th>
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<tr>
<td></td>
<td>Pathways</td>
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<tr>
<td></td>
<td>Carla Buck</td>
</tr>
<tr>
<td></td>
<td>Board President (during merger discussions)</td>
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<tr>
<td></td>
<td>310-995-3421</td>
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</tbody>
</table>
We facilitated merger discussions including with two potential organizations to merge with. Though the process did not result in a merger, the overall process engaged organization leadership and provided insight into the organization's strategic future.

Consultant #1 Name: Matt Kamin
Consultant #1 Email: matt@envisionnonprofit.com
Consultant #1 Education (list only name of school, major and degree):
- American Jewish University, MBA, Nonprofit Management
- University of California, B.A., Arts, History
Consultant #1 Employment history (list only name of employer, title, and dates employed):
- Envision Consulting, Partner & Co-Founder 2011-present
- Los Angeles Youth Network, Executive Director 2009-2011
- Children's Nature Institute, Executive Director 2008-2009
- Youth For Charity, Co-Founder 2005-2008
- Palisades Emergency Residence Corp, Executive Director 2004-2008
Consultant #1 Awards or certifications (list only name of award and date received):
- Robert Mendez, State Senator Commendation, PERC 2006
Consultant #1 Nonprofit Board Membership (list only name of organization and dates served):
- Community Foundation of the Valleys, Advisory Board 2011-present
- Tierra Del Sol 2017
- Friends of the Israel Sport Center for the Disabled 2003-2006

Consultant #2 Name: Allison Fuller
Consultant #2 Email: allison@envisionnonprofit.com
Consultant #2 Education (list only name of school, major and degree):
- University of Colorado Boulder, B.A., Political Science 2002
Consultant #2
Employment history (list only name of employer, title, and dates employed):
- Envision Consulting, Partner & Co-Founder 2011-present
- Los Angeles Youth Network, Director of Operations & Marketing 2009-2012
- LEAP Foundation (Ladies for Empowerment, Altruism & Philanthropy), President and Founding Member 2007-2012
- The Children’s Nature Institute, Director Community Outreach 2008-2009

Consultant #2
Awards or certifications (list only name of award and date received):
- Certified Escrow Officer 2006

Consultant #2
Nonprofit Board Membership (list only name of organization and dates served)
- YWCA Glendale 2006-present
- Ghetto Rescue Foundation 2014-2016
- HOA President, 2009-2011

Consultant #3 Name: Julie Ha Truong
Consultant #3 Email: julie@envisionnonprofit.com
Consultant #3
Education (list only name of school, major and degree):
- University of Minnesota, M.P.P., Nonprofit Management and Leadership 2002-2004

Consultant #3
Employment history (list only name of employer, title, and dates employed):
- Envision Consulting, Principal 2016-present
- American Jewish University, MBA in Nonprofit Management Faculty 2015-present
- Center for Nonprofit Management, Director of Education 2011-2016
- School District 286, Brooklyn Center Community Schools Manager 2009-2011
- Northwest Hennepin Human Services Council, Capacity Building and Networks Manager 2006-2009
- Chinese American Association of Minnesota Chinese Dance Theater, Instructor and Outreach Manager 1998-2009
- Blue Cross and Blue Shield 2005-2006

Consultant #3
Awards or certifications (list only name of award and date received):
- Southern California Leadership Network Certificate 2016
- Advanced Learning Interactive Systems Online, Project Management Certificate 2014
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<tr>
<th>Consultant #3 Name</th>
<th>Suzanne Elliott</th>
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<tbody>
<tr>
<td>Consultant #4 Name</td>
<td>Suzanne Elliott</td>
</tr>
<tr>
<td>Consultant #4 Email</td>
<td><a href="mailto:suzanne@envisionnonprofit.com">suzanne@envisionnonprofit.com</a></td>
</tr>
</tbody>
</table>
| Consultant #4 Education | - New York University - Leonard N. Stern School of Business, MBA 2008-2010  
| Consultant #4 Employment History | - Envision Consulting, Principal 2016-present  
- Elliott Strategies, Principal 2013-2016  
- China Institute, Executive Vice President 2013  
- Dress for Success Worldwide, Chief Operating Officer 2011-2013  
- Dress for Success Worldwide, Executive Vice President of Resource Development and Strategic Marketing 2006-2011  
- National Down Syndrome Society, Vice President of Marketing and Strategy 2003-2006  
- Andy Robinson Facilitation Training 2016 |
| Consultant #4 Nonprofit Board Membership | - Habitat for Humanity of Ventura County, Fund Development Committee 2017-present  
- Duke SoCal Women's Forum, Steering Committee 2017-present |

**Name of award and date received:**  
- Center for Nonprofit Management, Coach Certification 2012  
- Beijing Language and Culture University, Chinese Studies Certificate 2002  
- Governor's Excellence Award, Capacity Building Initiative 2009  
- Los Angeles County Board of Supervisors, Giving Tuesday SoCal Initiative, 2015  
- Los Angeles Chamber of Commerce, Leadership LA 2016  
- Critical Mass Dance Company, Advisor 2015-present  
- Brooklyn Center Community Schools Committees 2009-2011  
- Minnesota Department of Health, Co-Chair Metro Refugee Health Task Force 2008-2009  
- Workforce Investment Board Hennepin County, Youth Employment Advisory Council 2008-2009  
- Capitol City Dance Company, Advisor 2015-present  
- Minnesota Department of Health, Co-Chair Metro Refugee Health Task Force 2008-2009  
- Workforce Investment Board Hennepin County, Youth Employment Advisory Council 2008-2009 |
<table>
<thead>
<tr>
<th>Consultant #5 Name</th>
<th>Rosie Chuong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant #5 Email</td>
<td><a href="mailto:rosie@envisionnonprofit.com">rosie@envisionnonprofit.com</a></td>
</tr>
<tr>
<td>Consultant #5 Education (list only name of school, major and degree)</td>
<td>California State University, Fullerton, B.A., Communications 2007-2011</td>
</tr>
<tr>
<td>Consultant #5 Employment history (list only name of employer, title, and dates employed)</td>
<td>Envision Consulting, Marketing Manager 2015-present  The Exchange LA, Marketing Manager 2016-present National Multiple Sclerosis Society, Pacific South Coast Chapter Marketing Manager 2013-2015</td>
</tr>
<tr>
<td>Consultant #5 Awards or certifications (list only name of award and date received)</td>
<td>American Red Cross Orange County, Special Recognition Award 2008</td>
</tr>
<tr>
<td>Consultant #5 Nonprofit Board Membership (list only name of organization and dates served)</td>
<td>Khmer Student Coalition Conference, California State University, Fullerton 2012  Cambodian Student Association, California State University, Fullerton - 2008 - 2011</td>
</tr>
</tbody>
</table>

Consultant #6 Name: Tiffany Garcia
Consultant #6 Email: tiffany@envisionnonprofit.com

Consultant #6
Education (list only name of school, major and degree):
- California State University, Sacramento, B.A., Communications 2008 – 2011

Consultant #6
Employment history (list only name of employer, title, and dates employed):
- Envision Consulting, Account Manager 2015-present
- Event Hub Sacramento, Social Media Coordinator 2013-2015
- Berbay Marketing & Public Relations, Assistant Account Manager 2013-2015
- Cyber Electronik, Digital Media Coordinator 2011-2013

Consultant #6
Awards or certifications (list only name of award and date received):

Consultant #6
Nonprofit Board Membership (list only name of organization and dates served):
- Zeta Phi Beta Sorority, Inc. - Omega Lambda Zeta Chapter 2012-2017