

Legal Name of Consulting Firm or Independent Consultant: Herrlinger Consulting

Legal Structure of Organization: Sole Proprietorship

Year Practice Founded: 1999

Number of Individuals in Firm: 1

Names and Titles of Individuals in Firm:

Roth Herrlinger, President

Languages Spoken on Staff:

English, some Spanish, some French, some Russian

Firm or Consultant Address: 4214 The Strand

Firm or Consultant City: Manhattan Beach

Firm or Consultant State: CA

Firm or Consultant Zip: 90266

Firm or Consultant Phone: (310) 854-9889

Firm or Consultant Fax: N/A

Firm or Consultant Website: www.herrlingerconsulting.com

RFQ Contact Name: Roth Herrlinger

RFQ Contact Phone: 310-854-9889

RQF Contact Email: roth@herrlingerconsulting.com

Geographic Area Served by Firm:

Los Angeles, San Fernando Valley, Orange County

Any additional, relevant information regarding your consulting project:

Herrlinger Consulting specializes in helping organizations achieve optimal scale. We assist clients in both the nonprofit and for-profit sectors to identify the scope and scale that will best accomplish their desired impact, and support them in assembling the strategy, programs, team and funding to get there.

Consultant #1 Name: Roth Herrlinger

Consultant #1 Email: roth@herrlingerconsulting.com

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

Dartmouth College, Russian Language & Soviet Studies, BA Stanford University, MBA

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

Herrlinger Consulting, President, 1999-present Bright Star Schools, President & COO, 2007-2009 Chipshot.com, Senior Manager, Operations, 1999-2000 Portola Packaging, Senior Manager, Operations & Strategy, 1996-1999

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)

Valor Academy Charter School 2010-2012 Warrior Educational Films 2007-2008

How many strategic restructuring negotiations have you been involved with? 11

How many NSI funded strategic restructuring negotiations have you or your firm been involved with? 5

Name all NSI-funded negotiations:

Bright Star Schools + Valor Academy Math & Science College Prep Charter School + Crown Preparatory Academy T4T.org + reDiscover Center YESScholars.org + HYPE (Helping Young People Excel) 9Dots.org + DIYGirls.org

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

Roth Herrlinger has worked in paid and volunteer capacities with organizations specifically serving Hispanic, African-American, and Korean youth, as well as with

educational, arts, STEM, and workforce development agencies serving children and young adults in communities of need, and anti-recidivism programs serving incarcerated and post-incarcerated men.

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

Bright Star Schools and Valor Academy, two small charter school management organizations, each desired to expand their geographic presence educating underserved children in Los Angeles. I supported the organizations' leadership teams and a committee of members from both agencies Boards in developing a strategic growth plan, engaging the functional leaders of both organizations to create and successfully execute a timely and realistic integration plan, and creating programs for participation of all staff in developing a cohesive new culture. The combined organization has grown from three schools to eight over the four years since merger. YES Scholars and HYPE each had similar missions to place deserving middle schoolers from underserved communities into top-rated private high schools in Los Angeles. I supported the leadership teams and Boards in evaluating a range of strategic restructuring options, undertaking extensive due diligence, negotiating the terms and executing the foundational legal documents of merger (including separation from HYPE's fiscal sponsor), aligning and operationalizing Mission, Vision and Values, integrating the organizational charts / staff roles and responsibilities, and integrating the Board of Directors. We brought the two organizations under one roof, integrating their curriculum and programs, achieving cost savings and operational efficiencies, and extending service to a broader group of students. 9 Dots and DIY Girls shared an employee who was developing a joint STEM curriculum for delivery to underserved youth in schools and after school centers around Los Angeles and the San Fernando Valley. I worked with the EDs and Boards of both organizations to explore the possibility of expanding from this co-development / shared resource structure to various other forms of combination, ultimately concluding that merger would offer the greatest sustainability. We undertook extensive due diligence, developed a new organizational model for the combined organization in its first year and a matrix structure to grow into after Year 1, and created the framework for new marketing and development programs to reach new children and access new funding.

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

Arts

Social Services

Education

Charter Schools

Child Welfare

Homelessness

Housing

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

In addition to my work with nonprofit strategic restructuring, I have been involved in strategic planning, mergers and acquisitions, and leadership development in the for-profit world for more than two decades. Understanding both for-profit and nonprofit businesses -- from mission to team, from offering to accountability -- I am able to bring a highly experienced, careful eye to my clients, guiding them through the challenges and opportunities presented by strategic restructuring.

Reference Client #1 Name of Organization: Bright Star Schools

Name of other organizations involved in the negotiation:

Valor Academy

Reference Client #1 Contact Name:

Hrag Hamalian

Reference Client #1 Contact Phone:

(310) 745-4293

Reference Client #1 Contact Email:

hhamalian@brightstarschools.org

Brief description of the strategic restructuring project:

I worked with Roth closely as he helped us as a consultant during a very complex merger of two charter schools. During the process he exhibited exceptional leadership and integrity. He was able to keep both sides mission focused and on schedule. He did so through organization, exceptional communication, & most importantly by establishing a safe and trusting relationship with all parties involved.

Reference Client #2 Name of Organization:

Math & Science College Preparatory High School

Name of other organizations involved in the negotiations:

Crown Prep Academy

Reference Client #2 Contact Name:

Emilio Pack

Reference Client #2 Contact Phone:
(310) 963-7373

Reference Client #2 Contact Email:
epack@stem-prep.org

Brief description of the strategic restructuring project:

I worked with Roth closely as he helped us during a very complex merger of two non-profit charter schools. During the process Roth exhibited exceptional leadership and integrity. He was able to keep both sides mission focused and on schedule. He did so through organization, exceptional communication, and most importantly, by establishing a safe and trusting relationship with all parties involved.

Any additional client references:

Roth's calm demeanor, fair assessment of organizational strengths and weaknesses, and expertise in best practices in non-profit mergers helped reDiscover Center and T4T.org craft a negotiation process that brought together divergent viewpoints between and within the two organizations. His attention to detail got us through every stage of the legal consummation of a complete organizational merger.